

## Dynamics of Meta Governance in the Proactive Recruitment Process f Prospective Members Ofo the Republic Of Indonesia Police

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### ABSTRACT

This research aims to analyze the dynamics of meta-governance in the proactive recruitment process for prospective members of the Indonesian National Police in terms of initial conditions and meta-governance elements in collaborative innovation. The research design used was qualitative with a case study strategy. This research was carried out at 3 Regional Police Forces (POLDA), namely South Sulawesi Police, North Kalimantan Police, and Papua Police. Determination of research informants using purposive sampling, where informants are selected based on involvement and knowledge. Data collection includes observation, in-depth interviews, and document review. Data analysis techniques use interactive data analysis. Validity and reliability using triangulation, namely combine various data sources, methods, or theories to verify and strengthen research findings.

Research results regarding initial conditions in the proactive recruitment program for prospective members Polri show that the Polri institution has long built cooperation with stakeholders on other recruitment channels before engaging in a proactive recruitment program, so it is not difficult to initiate cooperation in proactive recruitment. Element Metagovernance in the proactive recruitment program for prospective members of the National Police shows that The rules of the game and implementation of SOPs refer to the regulations of the National Police Chief and Jukrah. Furthermore, the rules of the game and SOP are discussed in uniformity of perception, briefing, discussion, and coordination between the Regional Police and all the stakeholders.

**Keywords:** Proactive Recruitment, Initial Conditions, and Metagovernance

### 1. INTRODUCTION

The proactive recruitment program implemented by POLRI institutions is also based on various problems such as needs that are not yet based on needs plans according to competency, uneven placement of POLRI members, and quantity-oriented recruitment needs. The birth of a proactive recruitment program as a form of response from the POLRI Institution to produce collaborative strategies and innovations in carrying out its functions to respond to the increasingly complex demands of society. Innovation becomes urgent to be implemented by the Indonesian National Police as a form of improvement effort.

The proactive recruitment program is viewed from the approach of collaborative innovation and is seen as a collaborative innovation produced by the National Police institution. This collaborative innovation in a theoretical framework refers to the approach initiated by Sorensen and Torfing (2012), who explain that collaborative innovation is a cross-disciplinary approach to increasing public innovation. Cross-disciplinary What is meant by the concept of collaboration and innovation in the public sector has given birth to a new approach which is referred to as collaborative innovation. Sorensen and Torfing (2012) explain that the initial conditions for collaboration are an opportunity to create and facilitate public sector collaboration and innovation at the micro level, which is related to resource imbalances, incentives to participate, and past experiences of collaboration between the actors involved. Second, elements of meta governance related to freedom of interaction for the actors involved which is not dominated by a command and control system in a collaboration involving various actors and rules of the game that are implemented and agreed upon together.

Various problems found in the field related to initial conditions indicate problems at the micro level, namely an imbalance

in resources allocated by the actors involved, both from the POLRI institution as the leading sector and other actors who act as participants, past collaboration has created trust and understanding between the actors involved. On elements, meta governance shows that there are rules of the game that are the basis for implementing the pro-recruitment program active candidate for member of the National Police of the Republic of Indonesia referring to the Regulations Head of the National Police of the Republic of Indonesia Number 10 of 2019. However, there are none yet regulations that regulate the roles and responsibilities of each actor or stakeholder involved.

Based on this, the research topic in chapter II which is the focus of this research is the Dynamics of Meta Governance in the Proactive Recruitment Process of Candidates for the Indonesian National Police, viewed from the elements of initial conditions and metagovernance in collaborative innovation.

## **METHOD**

This research design uses a qualitative approach with a case study strategy. This design was chosen to understand the implementation of proactive recruitment programs more holistically, not just separate or partial parts of the event. The focus of this research is to explain the elements of initial conditions and meta-governance in the recruitment program. Proactive prospective members of the National Police. This research was carried out at 3 Regional Police Forces (POLDA), namely South Sulawesi Police, North Kalimantan Police, and Papua Police. Determination of research informants using purposive sampling, where informants are selected based on their involvement and knowledge regarding the proactive recruitment process for prospective members of the National Police.

Data collection includes: observation and in-depth interviews with all informants who are actively involved in the proactive recruitment process. The informants in this research include several parties, at the South Sulawesi Regional Police including KASUBBAGDIAPERS BAGDALPERS RO SDM POLDA, PAUR SUBBAGDIAPERS BAGDALPERS RO SDM POLDA, PAUR DALPERS BAG HR POLRESTABES MAKASSAR, KABAGAN BANUM BAG HR POLRESTABES MAKASSAR, Representative of the Education Service, Representative of LLDIKTI Region IX, Representative of the Ministry of Religion, Representative of the Department Population and Civil Registration, NGO External Supervisor (NGO FIK), External Supervisor, Proactive Recruitment NCO.

The North Kalimantan Regional Police includes informants such as PS. KASUBBAGDIAPERS BAGDALPERS RO SDM POLDA, BAMIN SUBBAG PNS BAGDALPERS RO SDM POLDA, BAMIN SUBBAGKHIRDINLUR BAGWATPERS RO SDM POLDA, BA RO SDM POLDA, BAMIN URKESMAPTA SUBBIDKESPOL BIDDOKKES, PAURMIN SDM Nunukan Police, BHABINKAMTIBMAS Nunukan Police (District Sebatik), KONI Representative, Representative of the Population and Civil Registration Service (Policy Analyst Staff), Representative of the Education Service (School Supervisor), Representative of the Ministry of Religion, and Proactive Recruitment NCO.

Finally, informants at the Papua Regional Police include, KASUBBAGDIAPERS BAGDALPERS RO SDM POLDA YEAR 2022, PAUR SUBBAGDIAPERS BAGDALPERS RO SDM POLDA, BA SUBBAGDIAPERS BAGDALPERS RO SDM POLDA, BHABINKAMTIBMAS Muara Tami Police, Skouw Yambe Village, Staff Coordinator. Assessment National, Education Service, Population Administrator of the Population and Civil Registration Service, KONI Representative, External Supervisor (KOMNAS HAM Secretary), and Proactive Recruitment NCO. Data analysis techniques include data collection, data reduction, data presentation, and concluding. Validity and reliability combine various data sources, methods, or theories to verify and strengthen research findings.

## **2. RESULTS**

The results of research findings at the South Sulawesi Regional Police show that the proactive recruitment program is effective through collaboration with various parties and stakeholders which has been established previously. This collaboration involves local governments, educational institutions, religious ministries, sports organizations, and external monitoring institutions.

The collaboration that exists shows the understanding and expertise of each party involved. As explained by Mr. MA as PAUR SUBBAGDIAPERS BAGDALPERS RO SDM Polda South Sulawesi, cooperation with KONI, Disdik, Ministry of Religion, and other related institutions has been established for a long time, and they can understand the document requirements of prospective students, thus speeding up the verification process. The involvement of the Population and Civil Registration Service is also very supportive, even though the call of duty is often urgent, they are still eager to assist in verifying prospective student data. Apart from that, LLDIKTI is involved in verifying prospective students' diplomas, which also shows that parties who are competent in the field of education participate in the recruitment process. Even though the Ministry of Religion was not involved in signing the MOU with the South Sulawesi Regional Police, it still contributed to the process of talent scouting for the hafiz reception route. This shows that cooperation without the formality of signing an MOU can still be effective if there is understanding and commitment from the parties concerned.

Research findings at the North Kalimantan Regional Police show that collaboration in the proactive recruitment program took place with great enthusiasm and interest from various parties and stakeholders. In contrast to the South Sulawesi

Regional Police, in the North Kalimantan Regional Police, stakeholders show high interest and appreciation for the opportunities given to prospective students with achievements to join as members of the National Police. Not only does it provide opportunities for students to excel in sports, but it also gives appreciation to the contribution of sports in proactive recruitment. The proactive recruitment program provides convenience and special opportunities for children in border areas to compete in the affirmative pathway.

At the Papua Regional Police, collaboration in a proactive recruitment program is also taking place involving various parties and stakeholders, especially to ensure the authenticity of required documents and carry out stricter verification. Collaboration with the Education Department is involved in verifying diplomas to ensure that all prospective students' documents are valid as stated in the official Ministry of Education and Culture data. Apart from that, collaboration with KONI for Athlete certificate verification is also firmly established, ensuring that the athletes involved have valid achievements.

What differentiates the Papua Regional Police is the involvement of the National Human Rights Commission (HAM) as an external supervisor in all stages of recruitment. This is very relevant considering that human rights issues in Papua are quite high, and the involvement of KOMNAS HAM shows transparency and fairness in the recruitment process. KOMNAS HAM is involved in every stage of recruitment up to taking the oath and signing the integrity pact.

Overall, the research results show that the proactive recruitment program for National Police members implemented in various Regional Police such as the South Sulawesi Regional Police, the North Kalimantan Regional Police, and the Papua Regional Police involves strong collaboration with various stakeholders from the Regional Police and stakeholders external. Previously established cooperation, whether through formal agreements such as MOUs or informal cooperation, has proven to be a key factor that supports the success of this program. In implementing the collaboration as a form of appreciation for stakeholders involved in proactive recruitment, the Regional Committee provides an honorarium as an incentive for each stakeholder who engages in proactive recruitment. The amount of honorarium given by the three Regional Police varies.

This is in line with the view that the initial elements of collaboration in public innovation include a mutual need and desire to collaborate between the actors involved, this emphasizes the importance of initial agreement. In this case, initial conditions will be influenced by previous experience and openness to the expertise of each actor (Sørensen and Torfing, 2012).

Metagovernance in this research refers to the setting of basic rules that guide the implementation of proactive recruitment of prospective members of the Indonesian National Police. Meta-governance includes various guidelines, regulations, and operational procedures that are established to ensure the involvement of various stakeholders in the recruitment process. This includes a shared understanding of applicable regulations, process control, and coordination between the stakeholders involved.

In implementing proactive recruitment, there is a systematic effort to regulate and harmonize perceptions between the Regional Police and the rest stakeholders which are involved. The research findings show that before implementing proactive recruitment, the Regional Police coordinated with all parties involved to ensure mutual understanding of the rules and procedures set by the National Police Headquarters to avoid overlap. Overlap in tasks, as stated in the Directions (Jukrah) and Technical Instructions (Juknis).

South Sulawesi Regional Police held coordination meetings with each stakeholder to ensure that all parties understood the applicable provisions and avoided misunderstandings in the implementation of recruitment. As stated by Mr. S from the Population and Civil Registration Service (DUKCAPIL) of South Sulawesi Province, his party is coordinating with the Regional Police to understand the applicable regulations even though these regulations can change every year. Apart from that, representatives of NGOs and the Education Department also said that they were working by the Directions (Jukrah) from the South Sulawesi Regional Police, which were socialized through coordination meetings.

The North Kalimantan Regional Police also showed the same efforts, namely by holding meetings and briefing with stakeholders before recruitment begins. The North Kalimantan Regional Police provided an explanation regarding changes to provisions that could affect the recruitment process, such as changes to the standards for sports championships accepted in the recruitment route for outstanding athletes. This aims to avoid misinterpretations or differences in perception that could arise in the field.

The Papuan Police have a similar practice by inviting all stakeholders to attend coordination meetings to equalize understanding regarding procedures, rules, and Directions (Jukrah) from the National Police Headquarters, especially in terms of verifying the completeness of documents. Proactive recruitment implementation also involves external oversight to ensure transparency and accountability. For example, in the Papua Regional Police, the National Human Rights Commission (HAM) is involved as an external monitor. The involvement of Komnas HAM in the process of taking the oath and signing the integrity pact is important to ensure that the recruitment process runs by the principles of justice.

Based on this explanation, it shows that meta governance in implementing proactive recruitment in the South Sulawesi, North Kalimantan, and Papua Regional Police is carried out through good coordination between the Regional Police and the various stakeholders involved. This is done by equalizing perceptions and ensuring uniform understanding regarding the rules that apply in a transparent, accountable, and fair manner, such as the Directions (Jukrah) from the National Police Headquarters.

**Metagovernance** This includes not only basic rules and operational guidelines but also effective communication between stakeholders, which supports the smooth and successful operation of proactive recruitment programs.

### 3. CONCLUSIONS AND RECOMMENDATIONS

This research reveals that the initial conditions in the Proactive Recruitment Program for Candidates for Police Members in each Regional Police indicate that there is cooperation that has been established between the Regional Police and various stakeholders. This collaboration is based on previous experience and the need to verify various document requirements for prospective members. However, several problems were found, such as obstacles related to sudden schedules and lack of smooth communication between stakeholders and parties as the Ministry of Religion in South Sulawesi has not been involved in the MOU even though it participated in the recruitment process. It is hoped that the Regional Police and all stakeholders improve communication flows and more structured planning to overcome sudden schedule problems. Furthermore, the role of external supervisors, such as the National Human Rights Commission in Papua and NGOs in other regional police, is very important to ensure that the recruitment process runs according to the BETAH Principle. Collaboration with the various parties involved needs to be strengthened through formal agreements such as an MOU, to avoid administrative obstacles in the future.

Proactive Recruitment Program for Candidates for Police Members, metagovernance seen through coordination between stakeholders which focuses on uniform perception and understanding of applicable regulations. It is hoped that there will be efforts to increase the frequency and quality of coordination meetings and ensure more effective distribution of information.

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