




RS Global
Journals

Scholarly Publisher
RS Global Sp. z O.O.
ISNI: 0000 0004 8495 2390

Dolna 17, Warsaw, Poland 00-773
Tel: +48 226 0 227 03
Email: editorial_office@rsglobal.pl

JOURNAL	International Journal of Innovative Technologies in Social Science
p-ISSN	2544-9338
e-ISSN	2544-9435
PUBLISHER	RS Global Sp. z O.O., Poland
ARTICLE TITLE	RECRUITMENT SCHEME OF INVESTIGATORS IN THE DIRECTORATE OF GENERAL CRIME AT THE INDONESIA NATIONAL POLICE THROUGH THE TALENT SCOUTING STRATEGY
AUTHOR(S)	Kevin Asshabul Kahfi, Surya Nita, Firmah Fadilla.
ARTICLE INFO	Kevin Asshabul Kahfi, Surya Nita, Firmah Fadilla. (2022) Recruitment Scheme of Investigators in The Directorate of General Crime at The Indonesia National Police Through The Talent Scouting Strategy. <i>International Journal of Innovative Technologies in Social Science</i> . 4(36). doi: 10.31435/rsglobal_ijitss/30122022/7917
DOI	https://doi.org/10.31435/rsglobal_ijitss/30122022/7917
RECEIVED	27 November 2022
ACCEPTED	27 December 2022
PUBLISHED	30 December 2022
LICENSE	 This work is licensed under a Creative Commons Attribution 4.0 International License .

© The author(s) 2022. This publication is an open access article.

RECRUITMENT SCHEME OF INVESTIGATORS IN THE DIRECTORATE OF GENERAL CRIME AT THE INDONESIA NATIONAL POLICE THROUGH THE TALENT SCOUTING STRATEGY

Kevin Asshabul Kahfi

Master Program of Police Science, School of Strategic and Global Studies, Universitas Indonesia, Indonesia

Surya Nita

School of Strategic and Global Studies, Universitas Indonesia, Indonesia

Firmah Fadilla

School of Strategic and Global Studies, Universitas Indonesia, Indonesia

DOI: https://doi.org/10.31435/rsglobal_ijitss/30122022/7917

ARTICLE INFO

Received 27 November 2022

Accepted 27 December 2022

Published 30 December 2022

KEYWORDS

Recruitment Scheme, Talent Scouting, Talent Management, INP General Crimes Directorate.

ABSTRACT

The police are law enforcement officers who are given the authority to conduct investigations into criminal cases. The ability of investigators then determines the success of law enforcement. Recruitment of investigators working at the Directorate of General Crime at INP then needs to be done properly, so implementing talent scouting is the organization's choice. This paper aims to analyze the investigator recruitment scheme in one of the functions of the INP, namely the Directorate of General Crimes at the Criminal Investigation Agency by applying the concept of talent scouting. The method used in this research is descriptive research with a qualitative approach. Data was collected by literature study and documentation study. Secondary data sources are taken from books, journals, internal documents and others related to research problems. An interactive analytical framework was employed to analyze the data. The results of the study show that the implementation of talent scouting can be carried out by carrying out five stages: 1) announcement, 2) determination of eligible participants, 3) registration, 4) administrative selection, 5) competence test to get a talent pool. The two main factors that influence the recruitment of investigators are internally, the readiness of the INP General Crimes Directorate and externally the readiness of candidates to register and carry out tests.

Citation: Kevin Asshabul Kahfi, Surya Nita, Firmah Fadilla. (2022) Recruitment Scheme of Investigators in The Directorate of General Crime at The Indonesia National Police Through The Talent Scouting Strategy. *International Journal of Innovative Technologies in Social Science*. 4(36). doi: 10.31435/rsglobal_ijitss/30122022/7917

Copyright: © 2022 Kevin Asshabul Kahfi, Surya Nita, Firmah Fadilla. This is an open-access article distributed under the terms of the **Creative Commons Attribution License (CC BY)**. The use, distribution or reproduction in other forums is permitted, provided the original author(s) or licensor are credited and that the original publication in this journal is cited, in accordance with accepted academic practice. No use, distribution or reproduction is permitted which does not comply with these terms.

1. Introduction.

The police are law enforcement officers who are given the authority to conduct investigations into criminal cases (see Law Number 2 of 2002 concerning the Police, Article 13, hereinafter referred to as the Police Law). Police investigators are one of the pillars in the successful process of law enforcement. In other words, law enforcement can be arbitrary if the law enforcement officers who carry out the regulations are not professional. Therefore, in carrying out their duties professionally as law enforcers, investigators must be equipped with sufficient capabilities, both scientifically and other soft

skills so that they can carry out their responsibilities in dealing with any security and order issues in society quickly and precisely.

Human resources are one of the important points in an institution. Human resources are at the forefront of driving the goals and functions of an organization. Human resource management is currently not only limited to planning to recruit and provide welfare for the human resources within it, but also must develop the quality of individuals within the organization so that individual capabilities remain relevant to the needs of the Indonesia National Police (INP) institution.

The acceptance process will consist of several stages that can capture the people desired by the organization (Gouillar, 1995). To be able to carry out professional and humane law enforcement, human resources in the INP investigator function are needed who have good competence and superior human qualities than other Police functions. In accordance with Peraturan Kapolri Nomor 9 tahun 2016 tentang Sistem Pembinaan Karier Anggota Kepolisian Negara Republik Indonesia and SK Kepala Kepolisian Negara Republik Indonesia Nomor: Kep/997/XII/2004 tentang Pedoman Administrasi Dewan Pertimbangan Karier Anggota Polri, the first step that should be taken to obtain "superior and talented seeds" is to select personnel with "good" criteria and individual characteristics with the aim of obtaining good input. The second stage is followed by supervision and management of personnel behavior to ensure adherence to performance improvement so as to meet the organization's optimal targets. This description shows that the recruitment stage is the factor that determines INP's Criminal Investigation Agency (Bareskrim) to obtain competent human resources with the standards required by the organization.

At present, the implementation of the recruitment of members of the Directorate of General Crimes INP's Criminal Investigation Agency uses the investigator recruitment method based on the availability of personnel in the Bureau of Planning and Administration of the INP's Criminal Investigation Agency. This is considered to be less than optimal which has an impact on the lack of leadership at the first officer level. This then encourages the emergence of new breakthroughs in the investigator recruitment process; this pattern is carried out through the talent scouting mechanism. Talent scouting is a process carried out by organizations with the aim of developing the talents of individuals needed by the organization.

Avedon in Manopo (2011) stated that talent scouting is an integrated set of processes and procedures used in the organization to attract, on board, retain, develop, and move talent, as well as to exit talent to achieve strategic objectives. Research findings conducted by Jooss, Burbach, and Ruël (2021) suggest that talent scouting can provide a platform for strong internal talent development if an appropriate talent scouting framework is in place. This has implications for if talent scouting is properly managed and supported by a rigorous and strategic decision making process to determine the depth and breadth of talent required in talent scouting then it will ensure the overall effectiveness of the talent scouting process (Berger, 2004).

Regarding the recruitment pattern as a step in the transformation of the National Police, currently under the leadership of the National Police Chief, General Listyo Sigit Prabowo, he also has a strong commitment to this through the Precision Police Transformation towards Advanced Indonesia program. The issue of recruitment has its own portion in the National Police Chief program and is made the first program, namely transformation of the INP organization through activities to increase the quantity and quality of INP human resources through actions to strengthen proactive recruitment programs in the INP recruitment process (affirmative action, talent scouting and rewards).

In carrying out the recruitment of personnel for the Directorate of General Crimes INP's Criminal Investigation Agency with the talent scouting strategy which was carried out starting in 2019-2021, it shows that what is being carried out is not easy. This can be seen from the conditions in the field, there are many things that influence recruitment efforts by means of talent scouting. This then led to difficulties in getting a sufficient number of members of the Directorate of General Crime. The strong relationship between the progress of the era, the transformation of the Police and the pattern of recruitment is what underlies the writing of this article.

Previous research discussing the pattern of recruitment of police investigators through a talent scouting strategy has never been carried out. However, there is a fairly extensive literature on strategic human resource management and talent scouting. Research on this subject is dominated in the context of public (Faladinta, Mustam, & Maesaroh, 2015) and private organizations (Kusumowardani & Suharnomo, 2016), therefore there is lack of research in police organization context. In the public sector, Suryokusumo (2019) found that the concept of talent management in the public sector was actually only

part of the overall talent management. Research conducted by Khayat (2020) stated that talent scouting-based recruitment for INP's Non-Commissioned Officer (Bintara) had not gone according to ideal expectations. There is also a review conducted by Wakhid (2016) on the design of a talent scouting management information system at the Incubator Center for the Agency for the Assessment and Application of Technology. The results of the research show that the design of the talent scouting management information system has not been tested in actual conditions. Therefore, it is important to examine talent scouting in real terms, namely through a function within the police organization.

This article aims to analyze the investigator recruitment scheme in one of the functions of the INP, namely the Directorate of General Crimes at the Criminal Investigation Agency by applying the concept of talent scouting. In this case, the study will analyze two main problems, namely the strategy for implementing talent scouting and the factors that influence the recruitment of INP investigators. This study is expected to contribute to the police talent management literature, specifically in the application of talent scouting in the recruitment process that occurs at the Directorate of General Crimes of INP.

2. Theoretical Review.

Talent scouting is part of the talent management process which is currently very popularly used by every organization or company to assist them in managing human resources. Berger (2004) explains that talent management is the identification, selection and development of human resources which is the key to organizational success both for now and for the future. Thus it can be concluded that talent management is a process of identifying and developing human resources who have the right skills to occupy the right positions to help achieve organizational success.

Talent scouting is an effort that is carried out systematically to identify a person's potential in predicting that that person will succeed in training and achieve the best performance (Santoso & Hidayatullah, 2016). Activities in talent scouting contain the entire process consisting of structured and measurable identification stages on the need to fill key positions that affect competitive advantage and maintain the survival of the organization, collect all talents, especially high-achieving HR so that they have a major role in the progress of the organization (Collings & Mellahi, 2009).

The talent scouting process includes talent identification, talent development and talent retention. Talent identification is related to the main objective of talent scouting to get skilled human resources in certain fields that match the core competencies of the organization itself. Furthermore, the HR talent development program is carried out through related training methods by focusing on increasing knowledge and skills in accordance with the organization's work environment. Finally, retaining talent is related to efforts to maintain potential human resources so that they remain in the organization while developing that potential in a better direction (Berger, 2004).

3. Method.

The type of research used in this research is descriptive research with a qualitative approach. Qualitative research is a research procedure that produces descriptive data in the form of written or spoken words from people and observable behavior directed at the background and individual holistically or as a whole (Sugiyono, 2009). The data used in this study is secondary data in the form of literature that is related to the problems faced by researchers. Data was collected by means of literature studies and documentation. Literature studies are carried out on various theories and concepts related to research and can be sourced from books, research journals, and others related to research problems. Documentation studies are done especially in written sources, for example, diaries, life histories, biographies, regulations, and policies. This documentation method is used by researchers to find out written data and other data about the recruitment process carried out at the INP. Data analysis was carried out by adopting Huberman's (1992) interactive analysis framework which follows the process of analysis of data collection, data condensation, data presentation, and verification which is a cyclical and interactive process.

4. Results and Discussion.

4.1. Talent scouting implementation strategy for recruiting INP investigators.

The implementation of the talent scouting scheme in the public sector is considered to be successful in the implementation of talent management practices in the public sector (Mahfoofi, Salajegheh, Ghorbani, & Sheikhi, 2018). In the context of Indonesian public organizations, talent scouting is used as a venue for searching for competent apparatus to occupy structural positions such as

supervisory and administrator positions (Dzakiyati, 2018). In contrast to this, in this study, talent scouting was used in recruitment practices with the aim of getting talent ready to work at the INP General Crimes Directorate.

Talent is a combination of sharp strategic thinking, leadership skills, emotional maturity, communication skills, the ability to attract and inspire other talented employees, entrepreneurial instincts, technical skills, and the ability to deliver results (output) (Glenn, 2012). Talent can also be interpreted as a complex combination of skills, knowledge, cognitive abilities, and employee potential, as well as a combination of high performance and high abilities (Beheshtifar & Kamani-Fard, 2013). Kock and Burke (2008) describe talent as individuals who are occupying or needed to fill key or strategic positions, and individuals who have leadership potential. Talent can then be described as a combination of potential, performance, competence, performance that a person has to be able to do his job. Rejeki (2020) illustrates the combination in Figure 1.



Fig. 1. Talent combination
Source: (Rejeki, 2020)

Such talent then can only be obtained when properly managed. Therefore, the talent management implementation model is crucial in determining whether an organization can find talented human resources or not. There are various models in the implementation pattern of talent management. One such model is the one proposed by Kock and Burke (2008) which is called the Talent Wheel. The Kock and Burke (2008) model consists of five dimensions of the talent management process, namely talent identification, talent categorization, career management, talent balance sheet and talent planning. These five dimensions center on employee engagement. The talent Wheel model according to Kock and Burke (2008) can be seen in the illustration shown in Figure 2.

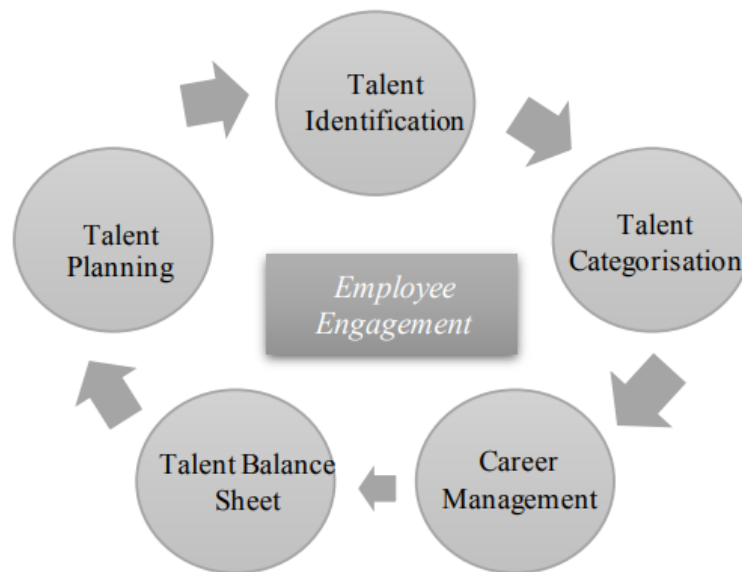


Fig. 2. Talent wheel model
Source: (Kristanto & Soeling, 2022)

The first dimension is talent planning which is carried out to describe the gap between needs and the availability of talent for leaders and key positions. Talent identification is carried out to assess the performance, potential and readiness of employees to progress vertically or horizontally in the organization. Talent categorization relates to using the results of potential and performance assessments used to categorize employees. Career management is concerned with developing employees according to talent gaps, and integrating talent development with career paths. Finally, the talent balance sheet contains complete data related to talented employees in an organizational unit (Kock & Burke, 2008).

Implementation of talent management at INP can then be carried out using a talent wheel. In this case, the first stage of talent planning in police institutions can be carried out through activities to plan needs with the availability of talent (investigators) to lead strategic positions or important positions in the Directorate of General Crimes. The second dimension is talent identification, an assessment to assess the potential of investigators and the readiness of each investigator to be able to progress and develop vertically or horizontally, or is referred to as a form of assessing the performance of investigators at the Directorate of General Crimes. The third dimension is talent categorization, activities to classify the results of evaluating each potential human resource and the results of assessing the performance of investigators at the Directorate of General Crimes INP. The fourth dimension of talent management is employee development activities carried out according to the talent gap of each investigator by integrating talent development through career paths. The fifth dimension of the talent balance sheet is the activity of presenting and analyzing complete data on employees or investigators who are considered talented at the Directorate of General Crimes INP.

Talent scouting by investigators of the Directorate of General Crimes INP in this case relates to the process of identifying potential talent. This includes a series of activities to acquire talent (Suryokusumo, 2019) which includes the mapping stage of graduates from Police Academy graduates who then carry out administrative selection. Talent mapping aims to assess the competency gaps possessed by talents, can be categorized as very potential, has potential and no potential based on the 9 box system (Afrianto & Indriati, 2022). The mapping of officers who graduated from the Police Academy is the process of mapping competence based on the talent planning that has been carried out in the previous stages of talent management. Meanwhile, administrative selection is the process of selecting talent candidates based on administrative requirements for positions to be filled by prospective talents, namely administrative requirements that must be fulfilled by an investigator of the Directorate of General Crimes INP.

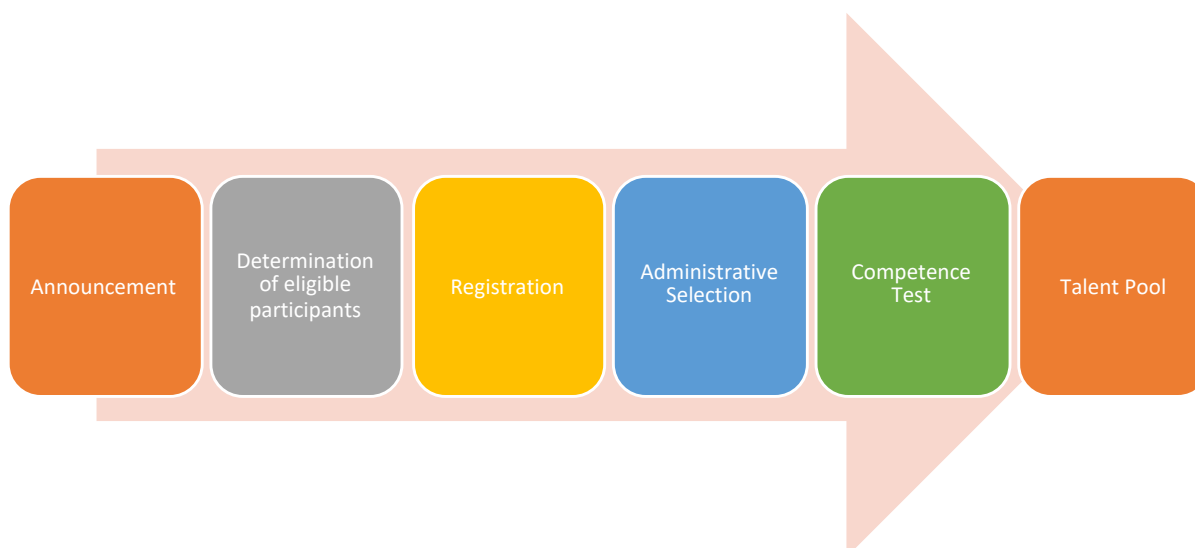


Fig 3. Talent scouting strategy for investigator recruitment in Directorate of General Crimes INP

The application of talent scouting to recruit investigators of the Directorate of General Crimes INP can then be carried out based on the process described in Figure 3. The process includes: 1) announcement, 2) determination of potential participants who meet the requirements, 3) registration (online), graduates of the Police Academy who meet the requirements may register/not register, 4) administrative selection, 5) selection of investigator competency and integrity of the INP. In determining the potential participants who meet the requirements, it can be based on several categories, for example based on grades at graduation, for the Police Academy it is taken 15% of graduates with the best scores, Source Police Inspector School (SIPSS) is taken only for the best graduates and for graduates National Police Officer is taken 2% of all students who graduate in that year (Afrianto & Indriati, 2022). After the selection process is carried out, participants who are declared to have met all the previously set requirements can be entered into the talent pool. This talent pool is then assessed by the Performance Assessment Team in order to consider placement in positions. If the Assessment Team judges that a talent is fit to be an investigator, then he will be placed at the Directorate of General Crimes INP.

4.2. Factors that influence the recruitment of INP investigators.

Recruitment is a vital function of human resource management in any organization because it involves attracting and selecting candidates for a job (Kristanto & Soeling, 2022). Recruitment is important at the INP Directorate of General Crimes because this will determine who is deemed fit to be able to carry out the duties of being an investigator. The success of this recruitment process must be ensured to ensure the acquisition of reliable investigative talent. However, there are various factors that can influence the success of the investigator's recruitment process.

There are various things that can affect the recruitment process with the talent scouting strategy. Kravariti and Johnston (2020) view that there are two broad categories of factors that can influence talent management practices in an organization, namely internally and externally. Internal factors related to functions that can affect the implementation of talent management or factors related to organizational soft elements. While external factors relate to the broader context in which the organization operates or the specific context related to the environmental conditions of the organization.

Internally, a factor that can influence the recruitment process of investigators at the INP General Crimes Directorate is the readiness of the organization to carry out recruitment. In a recruitment process, there is a position announcement process that needs to be carefully planned (Condrey, 2005). Announcing job vacancies that are open needs to be made as attractive as possible in order to attract the attention of potential candidates. In addition, it is necessary to plan well the vacancies that are opened, it is hoped that they can be accessed more easily by prospective candidates. This then requires the information to be easily accessible to the candidate. The INP Directorate of General Crimes then needs to plan a vacancy announcement which contains information needed to register, registration requirements, job expectations, and other things to attract talent.

Externally, the thing that can determine success in investigator recruitment is talent readiness. In the recruitment stage, there is an Attracting Applicants process in which the organization sets the expectations of the candidates at an early stage so that they can encourage them to continue the registration process in hopes of being accepted by the company (Condrey, 2005). When these expectations have been made, then candidates need to meet expectations, which are related to the abilities and competencies that must be possessed and demonstrated in the selection process so that candidates can be selected as talent pools. However, candidates may not have optimal preparation or are not serious in undergoing the test stages and in the end result in failure in the initial stages of the test. Based on this analysis, the factor that can affect the recruitment process internally is the ability of the INP General Crimes Directorate to provide a good recruitment process. Meanwhile, externally the readiness of candidates can be a barrier or a determinant of the success of the recruitment process.

5. Conclusions.

This paper has analyzed qualitatively the investigator recruitment scheme in one of the functions of the INP, namely the Directorate of General Crimes at the Criminal Investigation Agency by applying the concept of talent scouting. The analysis then led to the conclusion that the application of talent scouting to recruit investigators of the Directorate of General Crimes INP can then be carried out based on the process of five stages which can be described: 1) announcement, 2) determination of potential participants who meet the requirements, 3) registration (online), 4) administrative selection, 5) selection of competency and integrity investigators of the INP. The recruitment process by implementing talent scouting can be influenced by two factors internally and externally. Internally, the factor that can affect the recruitment process internally is the ability of the INP General Crimes Directorate to provide a good recruitment process. Meanwhile, externally the readiness of candidates can be a barrier or a determinant of the success of the recruitment process.

The model developed in this paper is then expected to be a basis for developing the recruitment process at the Directorate of General Crimes INP. The analysis in this paper is limited to one unit, namely the Directorate of General Crimes at the Criminal Investigation Agency of the INP. Future research can conduct analysis in a broader context and organization wide, namely the recruitment process in the INP organization.

REFERENCES

1. Afrianto, W., & Indriati, F. (2022). The Placement of Talent Management: Study on Manajemen Talenta Polri (MTP). *Budapest International Research and Critics Institute (BIRCI-Journal): Humanities and Social Sciences*, 5(1), 7645-7655.
2. Beheshtifar, M., & Kamani-Fard, F. B. (2013). Talent pool: A main factor to success. *Interdisciplinary Journal of Contemporary Research in Business*, 4(12), 307-315.
3. Berger, L. A. (2004). *The Talent Management handbook: Creating Organizational Excellence By Identifying, Developing, and Promoting Your Best People*. New York: McGraw-Hill Companies.
4. Collings, D. G., & Mellahi, K. (2009). Strategic talent management: A review and research agenda. *Human Resource Management Review*, 19(4), 304-313.
5. Condrey, S. E. (2005). *Handbook Of Human Resource Management In The Government. (James L. Perry, Ed.) (Second Edition)*. San Francisco: Jossey-Bass A Wiley Imprint.
6. Dzakiyati, F. (2018). Modifikasi Perilaku Aparatur Ala Skinner: Suatu Model Pengembangan Sumber Daya Manusia Menuju Profesionalisme Birokrasi. *Jurnal Ilmiah Tata Sejuta STIA Mataram*, 4(1), 12-24.
7. Faladinta, H., Mustam, M., & Maesaroh, M. (2015). Analisis Aspek-Aspek Manajemen Sumber Daya Manusia PNS Dinas Pendidikan Kota Semarang dalam Rangka Reformasi Birokrasi. *Journal of Public Policy and Management Review*, 4(3), 324-386.
8. Glenn, T. (2012). The state of talent management in Canada's public sector. *Canadian Public Administration*, 55(1), 25-51.
9. Gouillar, J. a. (1995). *Transforming Organization*. New York: Mc. Graw Hill.
10. Huberman, M. d. (1992). *Analisis Data Kualitatif*. Jakarta: Universitas Indonesia Press.
11. Jooss, S., Burbach, R., & Ruël, H. (2021). Examining talent pools as a core talent management practice in multinational corporations. *The International Journal of Human Resource Management*, 32(11), 2321-2352.
12. Khayat, K. (2020). Analisa Penerimaan Bintara Polri Melalui Program Talent Scouting. *Journal of Public Policy and Applied Administration*, 2(1), 71-87.

13. Kock, R., & Burke, M. (2008). Managing talent in the South African public service. *Public Personnel Management, 37(4)*, 457-470.
14. Kravariti, F., & Johnston, K. (2020). Talent management: a critical literature review and research agenda for public sector human resource management. *Public Management Review, 22(1)*, 75-95.
15. Kristanto, D. G., & Soeling, P. D. (2022). Implementation of Proactive Recruitment Program for Indonesia National Police (POLRI) Candidates at Regional Police of the Riau Islands. *Khazanah Sosial, 4(4)*, 616-625.
16. Kusumowardani, A., & Suharnomo, S. (2016). Analisis Pengaruh Manajemen Talenta dan Global Mindset Terhadap Kinerja Karyawan Dan Turnover Intention Dengan Komitmen Organisasi Sebagai Variabel Intervening (Studi Pada Karyawan PT. Cipta Busana Mandiri Demak). *Diponegoro Journal of Management, 5(3)*, 146-160.
17. Mahfoozi, A., Salajegheh, S., Ghorbani, M., & Sheikhi, A. (2018). Developing a talent management model using government evidence from a large-sized city, Iran. *Cogent Business & Management, 5(1)*, 1449290.
18. Manopo, C. (2011). *Competency Based Talent and Performance Management System*. Jakarta: Salemba Empat.
19. Rejeki, P. W. (2020). Model Talent Management Di Beberapa Negara Dan Perusahaan Di Indonesia. . *Jurnal Wacana Kinerja: Kajian Praktis-Akademis Kinerja dan Administrasi Pelayanan Publik, 19(1)*, 121-152.
20. Santoso, N. P., & Hidayatullah, M. F. (2016). Developing A Talent Scouting Instrument For Fencing. *The Journal of Educational Development, 4(2)*, 106-116.
21. Sugiyono. (2009). *Metode Penelitian Kuantitatif, Kualitatif dan R&D*. Bandung: Alfabeta.
22. Suryokusumo, S. (2019). Konsep Manajemen Talenta Di Sektor Publik: Studi Kasus Penerapan Manajemen Talenta Di Kementerian Keuangan Dan Pemerintah Provinsi Jawa Tengah. *Civil Service Journal, 13(2 Nov)*, 63-72.
23. Wakhid, S. N. (2016). Perancangan sistem informasi manajemen talent scouting di balai inkubator teknologi badan pengkajian dan penerapan teknologi (bit-bppt). (*Undergraduate Thesis, Universitas Sebelas Maret*).