

# Implementation Study of Talent Management in the Recruitment and Selection Process of the Indonesian National Police Members

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## ABSTRACT

This study aims to look for problems in talent management in the Indonesia National Police recruitment and selection process as well as seek improvement efforts. This research method is exploratory descriptive using qualitative data in-depth, complete, and detailed. The sampling technique is the Snowball Judgement Purposive Sampling method. Data was obtained from semi-structured interviews with informants, direct observations, and study literature. Informants consist of the head of recruitment and selection at the provincial level, headquarters level, and village level, the head of the talent resource, and 3 talented candidates. The result of this research was by intensive efforts until 2021, the police have been able to solve the problems that occurred in 2019. However, there are still some shortcomings that are proposed for managerial implementation as follows: 1) Recruitment Stage: a) Making wider/interesting socialization, b) Add more database interest by scholarships, talent competitions, etc, c) Optimizing website/social media, d) Expanding criteria for other talent fields, e) Formulating in detail the objectives, criteria, and sources of talent, f) Conducting internal talent recruitment, 2) Selection Stage: a) Making additional selection stages specifically, b) Making specific selection criteria for each talent, c) Creating a talent planning career paths based on the selection data result (passions, talent, competencies, personalities) mapped in such a way that each talent can complement each other, forming a great talent team collaboration, d) Combining 2

talent management concepts (exclusive and inclusive people).

**Keywords:** Talent Management, Recruitment and Selection, Talent Scouting

## INTRODUCTION

Based on the National Police Chief Regulation No. 3 of 2019 that through Talent Management, the National Police will be able to realize superior human resources <sup>[1]</sup>.

Human resources (HR) are the main strength of police. How not, according to its main duties as keeper of security and order, law enforcers, protectors, protectors, and public servants, the duties of the National Police are very diverse from crossing old women on the street, dragging suspects from their homes, rescuing disaster victims, to dealing with terrorists. Not only tackling but also prevention by coaching the community. This can only be realized with superior resources. The benchmark for the success of the police tasks for its contribution to realizing the principles of The Good and Clean Government is its human resources. The public views him as a professional Police figure. Therefore, the police need to develop talent management.

Identification of National Police talent management starts from the recruitment and selection process. The recruitment carried out by the National Police is currently in the process of innovation in finding the best candidates to support the implementation of their duties and responsibilities in the future. The innovation carried out is through talent scouting recruitment. Talent scouting recruitment is also

a practical strategy to meet the demands of the public who want professional police in carrying out their main tasks<sup>[1]</sup>.

The concept of National Police talent management is from recruitment and selection, obtaining human resources who have superior talent and basic potential, then selecting the best among the superior to become the talent pool. The talents of the National Police are then fostered, trained, and developed again to become more qualified in their talents so that they are expected to become great future leaders, able to carry out their main tasks to realize an increasingly better police performance<sup>[1]</sup>.

So important is the application of talent management in police agencies, making researchers interested in studying more deeply the application of talent management in the recruitment and selection process for talent in organizations with a very large number of people, a very complex organizational structure, and a very important role in this public service.

Previous research (Khayat, 2020) examined the Analysis of Police Officer Admission Through the Scouting Talent Program Fiscal Year 2019<sup>[2]</sup>.

Khayat took the example of 5 Polda located in big cities, showing that the number of personnel who passed the final stage was still below 50% of talent interest. Meanwhile, there is still little interest in registering, causing the talent quota sought by the National Police not to be reached<sup>[2]</sup>.

Based on this previous research, the researcher wants to examine in more detail what are the causes of problems that occur in the recruitment and selection of police members and try to formulate what efforts can be made to overcome these problems.

The formulation of the problem in this research is:

1. In the recruitment process: the number of talents who register as candidates for members of the National Police is still small.
2. The selection stage: many talents did not pass at the selection stage so those who were able to pass to the final stage caused the quota sought by the police to not be achieved.

The objectives of this research are as follows:

1. Looking for efforts that can be done so that more talent interest can register in the recruitment of National Police members.
2. Looking for ways that can be done to reduce the number of talents who fall in the selection process so that the quota sought by the Police can be achieved.

## **LITERATURE REVIEW**

### **Talent Management**

Talent management is a long-term process to get the right person in the right position and at the right time<sup>[3]</sup>.

Talent viewed as individual means someone who can someone who is able to quickly make changes towards the best performance of the organization by showing the highest levels of potential = Hi Po. Talents can also include the ability to learn and develop more quickly<sup>[4]</sup>. The definition of talent according to Davis et al (2007) is certain talents or skills possessed by a person<sup>[5]</sup>, while according to Iles (2013) talent is an unique abilities, naturally owned by a person and rapid mastery of skills and knowledge<sup>[6]</sup>.

Companies must make strategic plans for managing human resources based on their talents or talents. If the people in the organization are placed according to their talents, then that person will always be interested in thinking about and innovating to improve their work, and even interested in developing the company. Therefore, the company needs to have the right human resources (match) in the company's key positions or the company's core business<sup>[7]</sup>.

How to obtain highly talented human resources who are suitable to be placed in key company positions is a must for companies to develop talent management<sup>[7]</sup>.

There are four perspectives on talent management, namely<sup>[8,9]</sup>:

1. Exclusive people  
The focus is selectively targeting the only people who can bring significant change to the organization / high potential (Hi-Po) key talent, both for now and in the future.
2. Exclusive positions  
The focus is on key positions. High potential key talents are placed in key positions (strategic positions).
3. Inclusive people  
The focus is on assuming that everyone in the organization has talent and has an important role in the organization. Every

employee is developed so that all can give their best performance.

#### 4. The Social Capital

The focus is on specific factors from the company, which are related to the system applied, the development process, the type of leadership, the company's internal network, training, and teamwork that affect the success of talent.

Chambers, 1998 (a consultant from McKinsey) first introduced the concept of talent management which was described in his book "The War for Talent" (Collings & Mellahi, 2009)<sup>[10]</sup>. Research and academic publications have begun to do a lot of research on talent management, but according to some experts, talent management, either as a practice or an academic sub-discipline, does not yet have a clear conceptual foundation and does not yet have an empirical research base to test these conceptual ideas<sup>[11,12]</sup>. Research needs to be done especially from the application side in the context of an organization. Organizations that need to be the main target of this talent management research are organizations that are global, complex, dynamic, highly competitive, and tend to be highly unstable, such as multinational companies. The existence of challenges that are always different from time to time causing changes in business orientation. This requires a change in the concept of talent management, so there will be many changes. Programs that are currently considered good, in the next few years may no longer be relevant. This shows that talent management practices are according to the current business<sup>[13]</sup>. For example, in 2016 Soebandi, et al researched the talent management model at the State Administrative Institute, it was concluded that LAN used the exclusive people of talent management practice<sup>[14]</sup>. Meanwhile, in 2019, Ali AS researched the multinational company Unilever, Ltd. It was found that Unilever, Ltd. uses people-inclusive practices, where all human resources have talent and have equal opportunities to develop. This shows that the company does not discriminate between employees in obtaining development rights. The company must be able to capture the aspirations and expectations of employees properly that are adjusted to their current capabilities so that the company knows the development that needs to be done to achieve these expectations. Talent

labels like "Hi-Po", and "green boxer" are deprecated. This labeling is judged to be a rigid process. The company considers this labeling process to take too much time to carry out discussions compared to identifying the needs or development potential of employees, so the company is now more focused on what they can do. The talent management process that carried out by Unilever, Ltd i.e reviews of organizational conditions or organizational structure, clear career paths, work environment, remuneration and compensation packages, improving the role and structure of the HR team, better program monitoring, time allocation, ability to understand the needs of each TM participant and opportunities for growth that are available equal development opportunities for all employees<sup>[15]</sup>.

Swales (2014) stated that the talent management practice of inclusive people is to assume that everyone in an organization has talent.<sup>[9]</sup> Savaneviciene and Vilciaukaite (2017) in their research, found that large companies prefer inclusive rather than exclusive talent management strategies. However, a strategy that is very suitable for one company is not necessarily suitable for another company. Even so, all share the same opinion that talent management focuses on how to develop employees so that they achieve optimal abilities and provide optimal results for the company<sup>[16]</sup>.

A good talent management program can align with the business strategy. To be able to align with business strategy, of course, must be seen from all aspects that will influence each other. One of the actions currently being taken is how the company can accelerate its employees in meeting the criteria for a position. Good development is a development that can harmonize both current and future needs<sup>[15]</sup>. This is in line with the statement by Campbell and Hirsh (2013) that talent management is very high on the company's agenda and will be effective if its objectives are aligned with the organization's business strategy<sup>[17]</sup>.

Chuai (2008) found the other talent management concept i.e a set of practices to ensure different functions are interrelated with each other<sup>[18]</sup>.

Cooke et al. (2014) compared the implementation of talent management in two countries, namely China and India. Cooke et al. The concept of talent management in both countries are the same, which is the need for

proper career planning so they can be more loyal to the company. <sup>[19]</sup>.

Based on the National Police Chief Regulation No. 3 of 2019, the definition of National Police Talent Management is the process of managing the National Police Talent through the stages of identification, determination, coaching, development, assignment, and termination for the regeneration of the future police leaders. Identification includes recruitment and selection process. After the identification process, a talent pool is determined, from the best ranking members with certain performance and competency assessment criteria. Talent development aims to prepare police talents to occupy structural positions at a higher level or other positions/positions deemed strategic (core positions) by the Indonesian National Police. Talent development includes mentoring activities, job rotation, education, training, assignments, and others<sup>[1]</sup>.

### Recruitment and Selection

Talent management included the process of procuring highly talented human resources with recruitment and selection, retention, mentoring, and termination <sup>[7]</sup>.

Recruitment is a decision about where and how to find prospective workers, at the right time to apply for the positions needed by the organization, both from within and from outside the organization, as stipulated in HR planning<sup>[20]</sup>.

Selection is the process of matching the qualifications of prospective workers with the requirements of the position (looking for the best person). The better the candidate fits the requirements of the position, the more likely he is to become a good worker. The selection process can also be said as the process of identifying (choosing) individuals who best meet the requirements among those who apply<sup>[20]</sup>.

The recruitment and selection is an activity to get the right person at the right time for a certain position so that the person can work optimally and can stay (loyal) in the company for a long time <sup>[21]</sup>.

Accepting the wrong person in a certain position will harm efficiency and productivity and can even damage the environment and morale within the company organization<sup>[21]</sup>.

Tips that must be done in the recruitment process so that highly talented people want to join the company organization<sup>[7,22-24]</sup>:

1. *Preliminary Considerations (Required HR competency planning)*

At the beginning of this stage, it is necessary to reclassify or redefine other significant aspects of the scope and content of the work. It could be an organization that has a short strategic plan, for example, because it wants to launch a new program, it is possible to open new job vacancies<sup>[22]</sup>.

2. *Inside or Outside*

Referring to the existing strategic plan, the organization begins to determine the source of candidates who apply for the new job from internal or external to the organization. Consideration of using internal and external candidates has its advantages and disadvantages. If you prioritize internal candidates, it can provide an opportunity for existing employees to be more motivated to show their potential, the advantage is that the costs incurred are much cheaper. On the other hand, if there are no internal candidates who are considered potential, the organization will have to recruit from external sources and of course will use a higher cost<sup>[7,22]</sup>.

Outside looks for sources that can be nominated per company's expected targets. Also seek information on high-performing and privileged people, the given career system, and the lifestyles of these talented people<sup>[23]</sup>.

3. *Position Announcements (Information/requirements for vacant positions)*

Announce new job vacancies. To attract the attention of prospective employees, it is necessary to determine effective ways so that the vacant position is described attractively<sup>[7,22]</sup>.

4. *Planning the time of placement<sup>[22]</sup>*

5. *Attracting Applicants (Setting candidate expectations/company image)*

Describe the company profile, business processes, job content and demands, company culture, describe the expected quality, the benefits that will be provided now and in the future, the competencies needed and so on that are related so that highly talented people are interested and feel that joining the company is the right choice. A big name or company image will be able to influence people to join the company, but a big name is not enough for highly talented people. Besides challenging and interesting job

content, personal touch, feeling part of the company, attractive compensation related to performance, the quality of life, and rewards, are the considerations that highly talented people join organizations<sup>[7-22]</sup>.

At this stage, the attracting applicants is just like giving information about the company's good name through references from existing employees, setting expectations from candidates at an early stage so that it can encourage them to continue the registration process in the hope of being accepted by the company, treating experienced candidates with good experience and fair so that it will give a good impression during the recruitment process. In addition, it encourages candidates to take a pre-selection test. Through the pre-selection test, candidates can test their competence based on their respective abilities. So, it will be easier and more efficient for candidates to choose the right job<sup>[22]</sup>.

6. *The Role of Information Technology in Recruitment and Selection*

To help the recruitment process more effectively is to use the help of information technology, which means that all processes of applying for jobs can be done online. This can be started by posting jobs via the internet, selecting suitable candidates with qualifications through an online resume database, and being able to update the registration status of candidates with the aim that the candidates have their developmental status in following the recruitment process<sup>[22]</sup>.

7. *Forge partnerships with recruitment agencies that understand and understand the needs of the organization.*

A good recruitment agency will understand what talent is and how to provide the best candidates who meet expectations<sup>[24]</sup>.

8. *Reduce risk.*

Use an effective set of tools in candidate screening, use competency-based interview techniques, and test candidates to validate appropriate skills and competencies<sup>[24]</sup>.

In recruitment activities, many methods can be used in implementation, some experts try to explain the recruitment methods including that the recruitment method consists of<sup>[25]</sup>:

1. *E-Recruiting Over the Internet*

This method can be done by announcing recruitment via the internet, either on the official website, social media or through advertisements so that recruitment information can be accessed by all levels of society<sup>[25]</sup>.

2. *Recruitment Advertising via Professional Association Websites and Trade Journals.*

This method can be done by involving a third party who is specialized in getting qualified and professional applicants and usually for special positions<sup>[25]</sup>.

3. *On-Campus College Recruitment and Job Fairs.*

Can use the recruitment method through job fair exhibitions in the campus environment as a "career center"<sup>[25]</sup>.

4. *Employment Agencies and Headhunters.*

By utilizing the services of a paid third party to find the best candidates to fill certain positions<sup>[25]</sup>.

5. *Employee Referrals and Word of Mouth.*

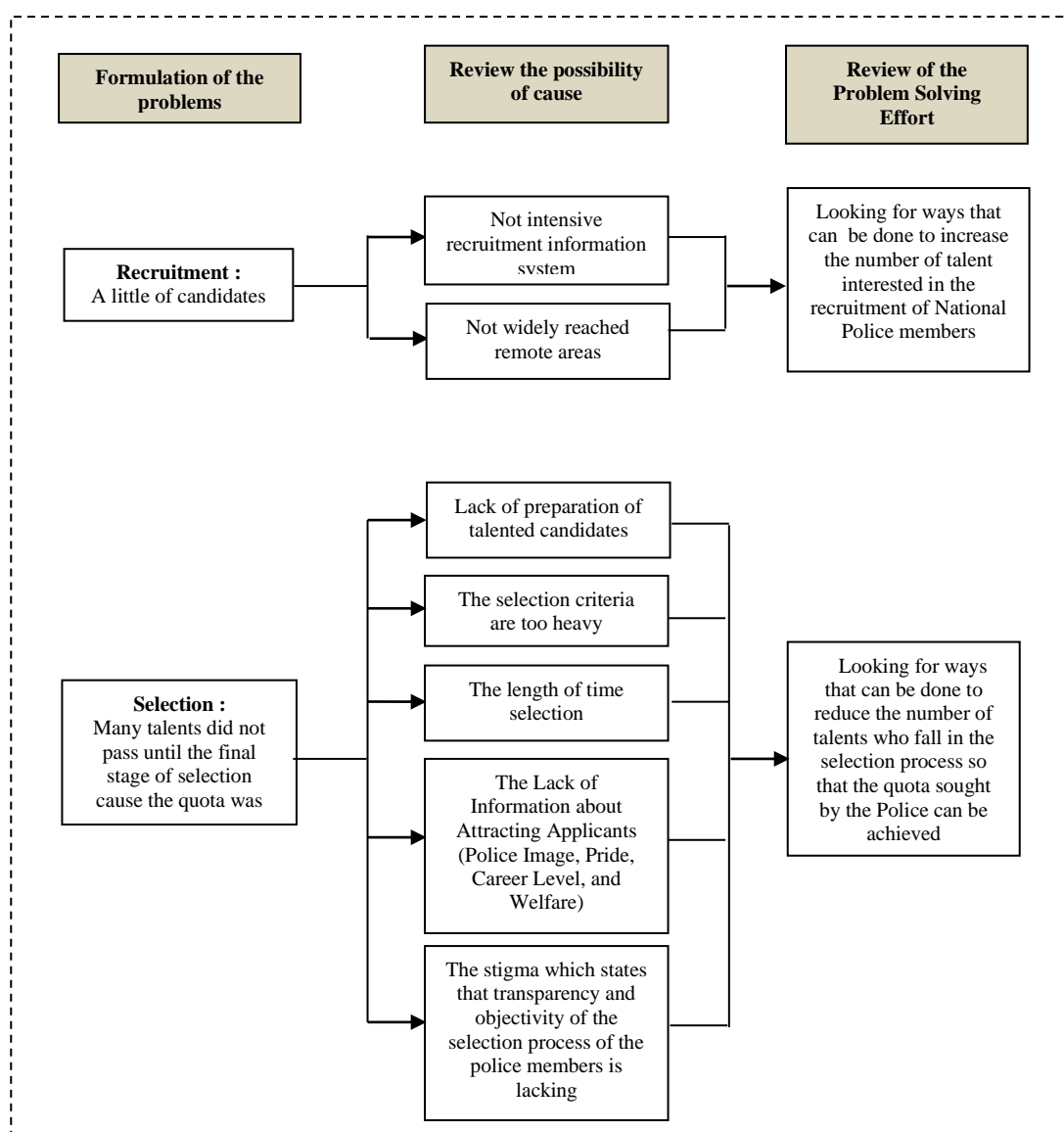
Some organizations provide simple bonuses to employees who are referred recommending candidates who eventually join the organization, in other words through referrals from employees<sup>[25]</sup>.

6. *Contingent Workers as a Recruitment Technique.*

This method is devoted to recruiting temporary workers or known as contract employees or part-time employees<sup>[25]</sup>.

The talent recruitment system in the National Police is termed talent scouting. Based on Perkap No. 10 of 2019 Talent scouting is the process of finding and scouting prospective police members who have special talents, interests, and potentials needed by Police through academic achievement and/or non-academic achievements.

## Conceptual Framework



## MATERIALS & METHODS

This research method is exploratory descriptive using qualitative data in-depth, complete, and in detail. The sampling technique is the Snowball Judgement Purposive Sampling method, where the sampling was chosen to have knowledge and experience in this field. Snowball means that sampling is sought until detailed and in-depth results are obtained<sup>[26]</sup>. Primary data were obtained from semi-structured interviews with informants and direct observations. Informants consist of the Head of the HR Provision Sub Division HR Control Division HR Bureau of the North Sumatra Police as the head of the team that organizes recruitment and selection at the provincial level, the head of the Analysis and Evaluation Section

of the Bureau of Studies and Strategy HR Staff of the National Police Headquarters who conducts analysis and evaluation results of recruitment and selection throughout Indonesia, Bhabinkamtibmas police who are in charge of proactive recruitment of the National Police at the Village/Kelurahan Level, seeking and guiding talents, village heads, high school principals, the head of KONI and taekwondo as talent resource informants and 3 talent candidates. Secondary data were obtained from literature studies, the internet, police documents, and reports activities.

The place of this research is North Sumatra Regional Police and Police Headquarters HR Staff of Republik of Indonesia. Research time from April 2021 to February 2022.

**RESULT AND DISCUSSION**

Based on the results of interviews from all involved informants, observations, and literature studies, the chronology of talent management and talent scouting in the Indonesian National Police is as follows:

1. The practice of exclusive talent management of people started in 1998<sup>[10]</sup>.
2. The practice of people-inclusive talent management started in 2014<sup>[9]</sup>.
3. The police started implementing talent management on July 31, 2019, by the National Police Chief Regulation No. 3 concerning Talent Management<sup>[1]</sup>.
4. Previous research (Khayat, 2020) was conducted using data on the recruitment of the Indonesian National Police officer in fiscal year 2019<sup>[2]</sup>.
5. Since December 26, 2019, National police organizes proactive recruitment talent scouting (Indonesian National Police Chief Regulation No.10 year 2019<sup>[27]</sup>).
6. Since November 27, 2020, National police organizes proactive recruitment talent scouting involving the Bhabinkamtibmas

police (Letter of the National Police Chief No. B/7932/XI/DIK.2.1./2020/SSDM<sup>[28]</sup>).

7. Since January 27, 2021, National Police using the Proactive Recruitment Application<sup>[29]</sup>.

From this chronology, we underline that several police policies have only been made after Khayat's research.

There are 2 issues raised in this study based on previous research, Khayat (2020)<sup>[2]</sup>, namely:

1. At the recruitment stage: There are a few talented candidates that apply.
2. At the selection stage: Many talents are lost, and only a few can pass to the final stage.

There are two recruitment paths in National Police members, namely regular path and talent scouting path<sup>[30-33]</sup>. What we discuss in this research is the talent scouting path. At the North Sumatra Regional Police, there was an increase in interest in recruitment in 2021 compared to 2019, from 11 people to 125 people. The talent obtained also increased from 5 people in 2019 to 14 people in 2021. These fourteen people consist of 4 talents with academic achievements and 10 people with non-academic achievements as illustrated in the following graph :

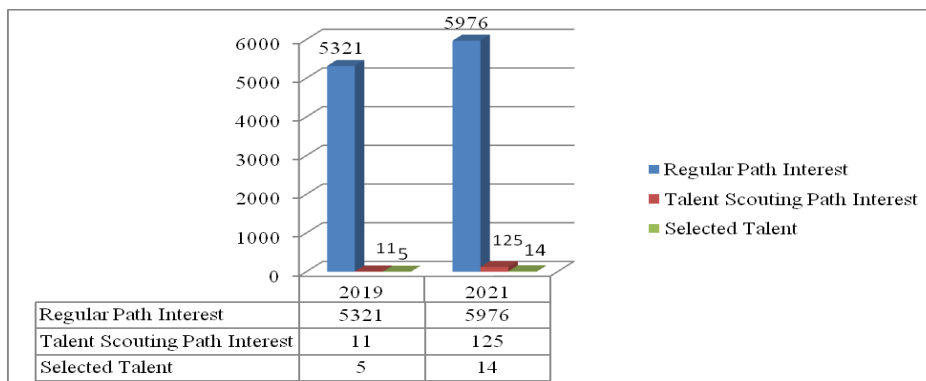


Figure 1 Data of Regular Path Interest, The Talent Scouting Path Interest and Selected Talent which was recruited in 2019 compared with 2021 at North Sumatra Regional Police.

Source: The HR Provision Sub Division HR Control Division HR Bureau of the North Sumatra Police.

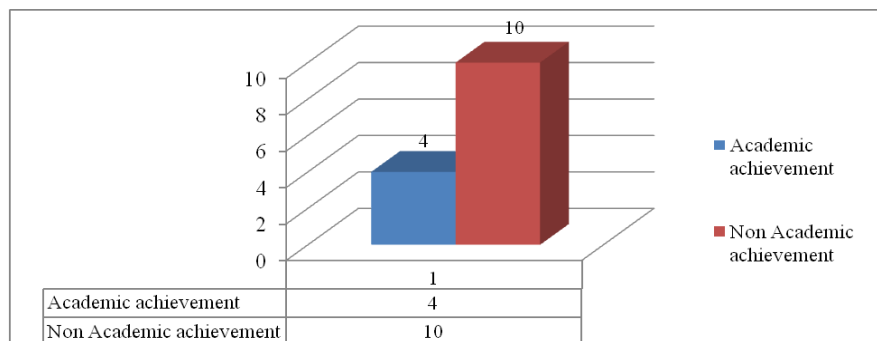


Figure 2 Data of Academic Achievement Path and Non-Academic Path Talent in 2021 at North Sumatra Regional Police.

Source: The HR Provision Sub Division HR Control Division HR Bureau of the North Sumatra Police.

Data seluruh Indonesia juga menunjukkan peningkatan animo dari 521 orang pada tahun 2019 meningkat menjadi 3433 orang pada tahun 2021. Sedang talent yang berhasil didapatkan

dari hasil seleksi juga meningkat dari 280 orang pada tahun 2019 meningkat menjadi 568 orang pada tahun 2021. Seperti tergambar pada grafik berikut :

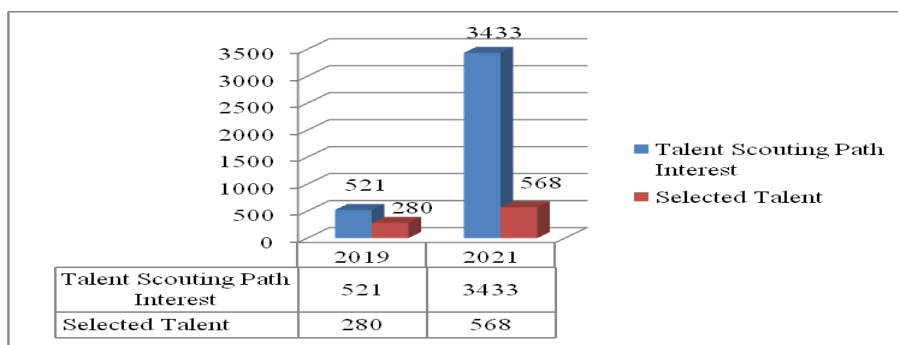


Figure 3 Data of The Talent Scouting Path Interest and Selected Talent which was recruited in 2019 compared with 2021 at Indonesian National Police.

Source: The Analysis and Evaluation Division of the Bureau of Studies and Strategy HR Staff of the Indonesian National Police Headquarters.

An increase in interest and an increase in talent from the selection results. It shows the success of the police's efforts. However, from the comparison data, the 568 talents obtained from the talent scouting path is still far less than the

members obtained from the regular path, i.e 16,713 people (figure 4). This shows that more intensive efforts are needed from the police to increase the number of talented human resources.

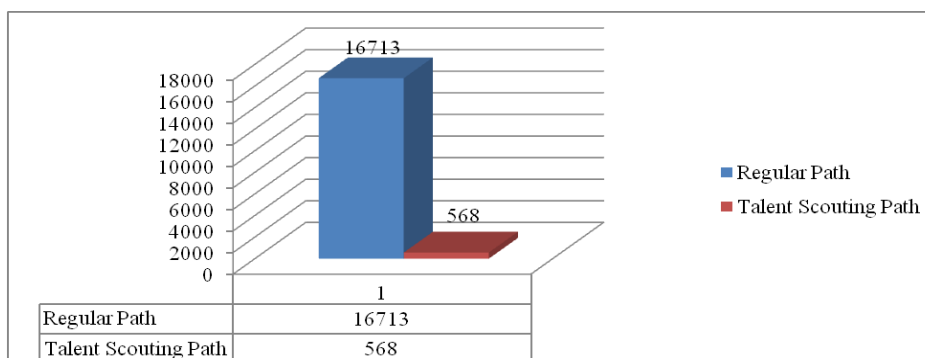


Figure 4 Data of Regular Path and Talent Scouting Path Interest Path in 2021 at Indonesian National Police

Source: The Analysis and Evaluation Division of the Bureau of Studies and Strategy HR Staff of the Indonesian National Police Headquarters.

Based on the results of interviews with all informants, it is summarized :

Table 1. Improvements in 2021 talent scouting recruitment system compared with 2019

No.	Problems	In 2019	In 2021
1.	Not intensive recruitment information system.	Proactive recruitment has not been intensively carried out	<ol style="list-style-type: none"> <li>The talent scouting proactive recruitment system has begun to be intensively carried out by police at the village level (bhabin kamtibmas police)<sup>[30-42]</sup>:                             <ul style="list-style-type: none"> <li>✓ Cooperating with superior schools / Islamic boarding schools which are sources of talent.</li> <li>✓ Socializing recruitment in the Talent source place</li> <li>✓ Searching for prospective talent data.</li> <li>✓ Visiting the talents' home.</li> <li>✓ Giving formal written invitations to talented candidates<sup>[41]</sup>.</li> <li>✓ Giving complete and detailed information to talented candidates regarding the National Police, the recruitment and selection procedures so that talented candidates have a complete description of the National Police.</li> </ul> </li> <li>Using the help of the proactive recruitment application which can be downloaded by anyone, making it easier for the recruitment and coordination process for talented candidates, and police at the village and center level<sup>[29]</sup>.</li> <li>Making Creative breakthroughs with films/Instagram/Youtube/Whatsapp groups.</li> </ol>



2.	Not widely reached remote areas.	The lack of internet access causes many remote areas that do not know the information on the National Police Recruitment.	The National Police has solved the problem of lack of internet access, namely by: <sup>[30-33]</sup> : <ol style="list-style-type: none"> <li>1. Police Bhabinkamtibmas in collaboration with community leaders / religious / volunteer leaders to distribute and stick to the National Police Reception Brochure and convey information from the word of mouth to remote areas. If there are interested talent candidates, they will inform the address of the talent candidate to the Bhabinkamtibmas police. Police Bhabinkamtibmas will come to the candidate's house of talent, or talent who comes to the Bhabinkamtibmas police.</li> <li>2. Coordination is done in stages: The candidate for talent submitted the file to the police Bhabinkamtibmas. Police Bhabinkamtibmas submit the candidate files to the police station. From the police station delivered to the Regional Police. The Polda Admin includes prospective talent data for the proactive recruitment application. Recapatory Talent registration data entered the National Police Headquarters.</li> </ol>
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**Table 2 The Improvements in 2021 Talent Scouting Selection System compared with 2019.**

No.	Problems	In 2019	In 2021
1.	Lack of preparation for talented candidates.	Many talented candidates are less prepared.	Coaching and training the candidates for complete and comprehensive talent, covering all the stages of selection by the Regional Police / Police Bhabinkamtibmas at least 6 months before the test <sup>[39-40]</sup> .
2.	The selection criteria are too heavy.	The selection criteria for the National Police Recruitment is indeed heavy and a lot because the National Police are looking for superior HR.	Coaching and training are taught about the selection procedure and criteria to meet the graduation requirements so that talented candidates can prepare as well as possible and can pass through all the stages of severe selection <sup>[39-40]</sup> .
3.	The length of time selection.	The selection time of the National Police revenue is indeed very long, which is 3 months more, and too many stages of selection that must be followed by candidates for talents.	Police Bhabinkamtibmas approaches the prospective talents from the psychological mental side, accompanying, giving support, and enthusiasm so that the candidates for talents continue to fight until they graduate <sup>[39-40]</sup> .
4.	The lack of attracting applicants information (Police Image, Pride, Career Level, and Welfare).	Information about attracting applicants is still minimal so talented candidates do not have a strong enthusiasm to struggle to follow all the stages of selection.	There has been a lot of information about this attracting applicants from: <ol style="list-style-type: none"> <li>1. Police Bhabinkamtibmas.</li> <li>2. YouTube and the internet content.</li> </ol>
5.	The stigma states that transparency and objectivity in the selection process of the police members are lacking.	The stigma does exist.	Efforts have been made for the transparency of the selection system, namely <sup>[30-33]</sup> : <ol style="list-style-type: none"> <li>1. External supervisor</li> <li>2. C &amp; C (Clean and Clear) application for the transparency of value</li> <li>3. WBS (Whistle Blower System) application for complaints if anyone misappropriates the selection process</li> </ol>

Although there have been many efforts to improve the selection recruitment system carried out by the National Police in 2021 compared to 2019, based on information from

informants, there are still some lacks that occur, following summarized these lacks and the proposed improvement:

**Table 3 The Lack Recruitment System in 2021 and The Proposed Improvement.**

No.	Lack of recruitment system in 2021	Proposed Improvement
1.	The lack of budget and number of personnel causes socialization in several talent sources to be less maximal / has not been intensified, namely in the sports association.	<ol style="list-style-type: none"> <li>1. Conducting socialization in talent sources wider and more aggressive.</li> <li>2. Making the socialization more interesting by holding events including religious activity, comedy, seminars such as public speaking, leadership, talent development for teenagers, etc.</li> <li>3. Adding a database of prospective talents, for example : by providing prizes/scholarships to outstanding students, holding science or sports competitions, etc. Recipients of prizes/scholarships or competition participants can be a proactive recruitment target database.</li> <li>4. Giving challenges and rewards to the regional police who have a breakthrough / creative idea.</li> </ol>
2.	<ol style="list-style-type: none"> <li>1. Regarding Position Announcement and Attracting Applicants are still incomplete on the National Police website. Even so, info from YouTube is considered quite a lot and can be used as a reference for talented candidates.</li> <li>2. The development of social media is already good at the current National Police. But it is still not evenly distributed at all in the Regional Police.</li> </ol>	Digitizing the recruitment system that has not been developed: <ol style="list-style-type: none"> <li>1. Information about attracting applicants that are more complete on the National Police website.</li> <li>2. Optimization of social media by the Regional Police and Police Bhabinkamtibmas. Facebook groups can be used for more database talent databases and use Facebook to enter groups of sports/talent associations.</li> <li>3. Police Bhabinkamtibmas can use the whatsapp group for guidance and coordination easier for the candidates for guidance talent.</li> </ol>

3.	The scouting talent criteria through non-academic achievement pathways are still referring to several specific talent fields, while the main and diverse tasks of police require other talent fields more broadly.	Expanding the other fields with skills or assigning certain talents as a plus for consideration of graduation. For example, in the framework of preventive efforts so that there is no theft, robbery, or prostitution to develop creative economics, then the talent sought includes: <ul style="list-style-type: none"> <li>• The Bachelor of Economics competence in the digital marketing talent.</li> <li>• The Bachelor of Law or other competencies, but have talent making creative items.</li> </ul>
4.	Objectives, criteria, and sources of talent scouting have not been formulated in detail so that it causes its interpretation concerts in the field.	Formulated in detail the objectives, criteria, and sources of talent scouting to determine the standardization of talent scouting candidates that are appropriate and by the needs of the police organization as an investment in superior and competitive resources. If it is formulated in detail to occupy what field in the police organization, what are the criteria for the talent needed and where is the right source of talent to occupy the field, of course, the bhabin kamtibmas police will be able to move more focused and directed.
5.	The current target of the National Police Recruitment Socialization is a superior high school, while talent with academic achievement is not only in the superior high school.	Socialization to all schools and other talent sources by utilizing social media whatsapp: Share recruitment brochures along with links to complete information on recruitment and attracting applicants to the whatsapp groups of each talent source. Those who are interested can enter the guidance group. Utilizing social media will save time and costs.
6.	Recruitment of Talent Scouting is currently only targeted out of the members of the National Police. If we study, one budget year, tens of thousands graduate from the regular route. While the number of members of the National Police has now reached 570 thousand people. Indonesian National Police members are the fifth in the world and 1 most in Southeast Asia. UN standards, namely 222 officers escorted 100 thousand residents, Indonesia surpassed it with 243 people in every 100 inhabitants. Although the number is large, it is not enough to reduce conventional and digital crime rates <sup>[42]</sup> . So that the management of talent with talent scouting recruitment target to internal National Police members is very necessary to overcome this problem. Of the hundreds of thousands of members do not rule out their possibilities also have the talent needed by the National Police.	Talent Scouting Recruitment is not only targeted to external National Police members, but can also be applied to National Police members. Talent recruitment adjusts to what is the police's problem nowadays. Because the need for talent from year to year will certainly be different. For example, the problem of too many members causes the budget to only run out of salary, around 70%. While the remaining 30% is for capital expenditure activities, such as building headquarters and operations. While even though the organization is fat, it turns out the National Police is still a shortage of thousands of people. How do police have member efficiency? An example of a solution is digitizing and utilizing technology that can replace police members, for example, the presence of police on the road can be replaced by monitoring cameras. So talent capable of digitizing and utilizing the technology sought after by the National Police today. This talent can be searched by proactive recruitment in the National Police or better excavated from existing National Police members. Talent excavations can first foster interest by challenge awards for members who can provide solutions to the issue of this National Police. Then they are facilitated, guided, and directed to attend appropriate education.

Following summarized the lack of a selection system and the proposed improvement :

**Table 4 The Lack Selection System in 2021 and Proposed Improvement.**

No.	The lack of selection system in 2021	Proposed improvement
1.	From the selection results, the number of talents obtained has met the quota target sought by the police, but the quality of its human resources still needs to be improved. This is because the talent scouting criteria for academic achievement are not enough just based on academic grades at school or having won a science olympiad. Just being smart doesn't mean being able to lead a large organization. In addition, the achievement of class winners for a student in superior schools is different for a student who won classes in non-seeded schools.	Additional selection stages were made using this tool, such as a managerial competency test or other test that can dig deeper into candidates with intelligence talents that suit the substance of police force. In addition, the criteria of intelligence test / academic potential or interview tests can be adjustable especially for these talented candidates to find out which talents are truly intelligent, according to the needs of police. Specific tests are only tested on candidates from the academic achievement path.
2.	The selection criteria were made general/same for all potential talents so that many talents were dropped due to other criteria that were not related to their talents.	The selection criteria should be made specifically for each talent, especially for rare talents, the selection criteria should be made lighter.
3.	The talent selection results database has not been mapped based on interests, talents, competencies, and personalities as well as talent career level planning based on the database.	<ol style="list-style-type: none"> <li>1. It is better to create a talent database and plan a career path based on passions, talents, competencies, and talent personalities to be placed, fostered, and developed in the appropriate work/education unit. For example, the competence of S1 Information Technology, with cumlaude predicate talent, the results of the psychological test of interest in the computer field is placed in The Information Technology Division of Police and then developed to follow the computer master's education. Then you will get superpower talent.</li> <li>2. The database and career path planning are mapped in such a way that each talent can complement each other, forming a great talent team partnership that gives extraordinary results. For example :</li> </ol>

		<p>Talent A with very good academic ability and psychological test results can think analytically and conceptually well, but lacks socialization. This talent was developed for master planners and great policymakers.</p> <p>Meanwhile, talent B with good academic ability, but still less than talent A, good leadership, good socialization, and good appearance is developed to become a police leader who is more in touch with the community.</p>
4.	<p>In terms of guidance and training for the preparation of the selection of talented candidates by the bhabinkamtibmas police, it is currently carried out in the form of lectures, if there are more and more talented candidates being mentored, of course, bhabinkamtibmas will be overwhelmed.</p>	<p>Making a training guide book to facilitate the training process if the number of participants was very large because prospective talents could learn it through books first, as well as equate the perceptions of all bhabinkamtibmas police officers throughout Indonesia. It is also important to make a monitoring book on the progress of performance to further spur talented candidates to be able to pursue the target selection criteria for graduation.</p>
5.	<p>The current National Police talent management selection system is based on a high potential system (Hi-Po system). Talents were selected again to join the talent pool, and then this group is mentored. As a comparison, State Administration Agency also using this Hi-Po system <sup>[14]</sup>. Meanwhile, in one example, a Multi-National Company, namely Unilever, Ltd, considers this system a rigid system. Unilever provides opportunities and sees that all human resources have potential talent and must be mentored<sup>[15]</sup>. According to Prof. Eko Indra Heri S, MM, DS, who is experienced in managing all HR in the National Police (Assistant Chief of Police for HR), the individual performance of the key talents in this talent pool does not guarantee the success of the organizational performance and is even dangerous to individualism. Other things also determine the success of the organization, including commitment and teamwork. So, the police should not only focus on talent management only on this talent pool group<sup>[13]</sup>.</p>	<p>It is also advisable to do talent scouting for all human resources in the National Police and it is considered that all human resources have potential talent.</p> <p>Combining 2 talent management concepts. High potential talent as a result of the talent pool selection (exclusive people) who later become leaders are challenged to explore new talent stars from the members they lead (inclusive people).</p> <p>He is responsible for developing new talents, regulating the placement of Talent Work Units in groups of work together, providing their work experience, leading to attending further education by their interests and potential, and providing challenges to new talents to be able to complete Mission or seek a solution from the existing National Police problems.</p> <p>When the talent pool selection is sought talent who has a personality capable of developing other people.</p>

## CONCLUSION

The results of this study can be summarized as follows :

- 1) Recruitment Process :
  - a. In 2019: The cause of the lack of interest is the incomplete/non-intensive information system and limited coverage of remote areas.
  - b. In 2021: The police have managed to overcome the least talented interest with the National Police Efforts, namely proactive recruitment. Targeted interest and selection costs have become more effective.
- 2) Selection Process :
  - a. In 2019: The cause of many talents who fall at the selection was the lack of preparation, the length of time for selection, the selection criteria were too heavy, the lack of an attractive applicant (police image, pride, career path, and welfare), and the stigma stating that there was a lack of transparency and objectivity in the selection process of National Police members.
  - b. In 2021: The problems have begun to be resolved with the efforts of Police,

namely holistic guidance, transparency applications, making creative breakthroughs such as films/YouTube/Instagram/WhatsApp group guidance, and improving police image. In terms of the number of talents obtained, it has met the quota target sought by police, but in terms of the criteria for the quality of its human resources, it still needs to be improved.

## MANAJERIAL IMPLEMENTATION

- 1) The Recruitment process :
  - a. Making wider and more interesting socialization.
  - b. Add more database interest by providing scholarships to outstanding students, making science or sports competitions, etc.
  - c. Give challenges or rewards for regional police who have breakthroughs/creative ideas.
  - d. Optimizing the website and social media.
  - e. Expanding criteria for other fields' talent.
  - f. Formulated in detail the objectives, criteria, and sources of talent.

- g. Conducting internal talent recruitment.
- 2) The Selection process :
  - a. Making the additional selection stages for academic achievement talents using tools that can dig deeper into intelligence talents by the substance of the police, such as a managerial competency test. The specific test is only tested on candidates from the academic achievement path.
  - b. It is better to create a talent database and plan career paths, covering interests, talents, competencies, and talent personalities to be placed, fostered, and developed in appropriate work/education units to get talent superpowers. The database and career path planning are mapped out in such a way that each talent complements each other, forming great teamwork that produces extraordinary results.
  - c. The selection criteria should be made specifically for each talent, especially for rare talents, the selection criteria can be made lighter.
  - d. Making a training guide book to facilitate and monitor training progress.
  - e. Combining 2 talent management concepts. High potential talent as a result of the talent pool selection (exclusive people) who later become leaders are challenged to explore new talent stars from the members they lead (inclusive people). When the talent pool selection is sought talent who has a personality capable of developing other people.

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