

## Pola rekrutmen dan seleksi personel Polri untuk penugasan pada misi perdamaian PBB di Sudan = Recruitment and selection pattern of the Indonesian National Police (INP) personnel to the Assignment on United Nations Mission in the Sudan.

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### Abstrak

Tesis ini membahas tentang rekrutmen dan seleksi yang dilaksanakan oleh Staf Deputy Sumber Daya Manusia Polri (Sde SDM Polri) untuk memperoleh personel Polri yang akan ditugaskan sebagai police advisor pada misi perdamaian PBB di Sudan (misi UNMIS). Permasalahan yang dihadapi adalah bahwa hasil rekrutmen dan seleksi Polri belum memenuhi standar kualifikasi PBB. Personel yang dinyatakan memenuhi syarat oleh Polri dan dipanggil mengikuti tes UNSAT tahun 2008 ternyata 50% yang dinyatakan lulus. Padahal persyaratan seleksi Polri telah mengacu pada kriteria yang ditetapkan oleh PBB.

Penelitian dilakukan secara kualitatif, melalui pengamatan, wawancara dengan pedoman, dan telaah dokumen. Informan penelitian adalah pihak-pihak yang berwenang dalam kegiatan rekrutmen dan seleksi penugasan PBB, serta personel Polri yang pernah mengikuti proses seleksi. Konsep dan teori yang digunakan adalah teori manajemen sumber daya manusia khususnya yang berkaitan dengan masalah rekrutmen dan seleksi personel serta job specification yang mengacu pada persyaratan Polri, dan UN minimum recruitment requirements. Teori pendukung lainnya adalah teori motivasi teori komunikasi dalam organisasi, serta pengorganisasian dalam teori manajemen.

Hasil penelitian menunjukkan bahwa pedoman yang digunakan oleh Sde SDM Polri yaitu Surat Keputusan Kapolri No. Pol. : Skep/9911XII/2004, tidak menjelaskan secara spesifik prosedur rekrutmen dan seleksi serta persyaratan untuk penugasan misi PBB, sebab Skep ini berlaku umum untuk penugasan di luar organisasi Polri. Pelaksanaan rekrutmen oleh Sde SDM Polri juga belum mampu menjangkau personel berpotensi sebanyak-banyaknya untuk dipilih pada proses seleksi. Akibatnya, proses seleksi internal Polri, Satuan Kerja pelaksana seleksi masih mengacu pada pedoman dan standar masing-masing, sehingga faktor subyektifitas tidak dapat dihilangkan dalam proses penilaiannya.

Hasil penelitian menyarankan, ke depan, kegiatan rekrutmen perlu diinformasikan dan disosialisasikan dengan lebih efektif, sehingga semakin banyak personel yang berminat dan berpotensi untuk mendaftar. Jenis seleksi yang dilaksanakan internal Polri disesuaikan dengan seleksi yang akan dilakukan oleh PBB. Selain itu, untuk menghasilkan personel sesuai kriteria PBB, disarankan Polri menyiapkan personel melalui kegiatan pelatihan dan pembekalan termasuk kursus bahasa Inggris, yang bertujuan meningkatkan kemampuan calon yang dipersiapkan bertugas di PBB.

.....This thesis discusses the recruitment and selection process conducted by the Deputy Staff of Human Resources Development of INP, to obtain INP personnel who will be assigned as a police advisor at the United Nations Mission in Sudan (UNMIS). The problem faced is that the results of recruitment and selection of qualified personnels do not meet UN standards. Personnel who otherwise meet the requirements by INP and called to follow the United Nations Selection Assistance Team (UNSAT) test in 2008, only 50% of them passed. Though INP recruitment and selection requirements have been referring to the criteria established by the United Nations.

Qualitative research was conducted through observations, interviews with the guidelines, and document review. The informants were the parties in charge of recruitment and selection activities for United Nations assignment, as well as INP personnel who attended the selection process. Concepts and theories used is the theory of human resource management, particularly those related to the problem of recruitment and selection of personnel and the job specification which refers to the minimum requirements of INP and UN recruitment requirements. Other supporters of the theory are a theory of motivation, theories of communication in organizations and organizing in management theory.

The results showed that the guidelines of Chief of the Indonesian National Police decree No. Pol.: Skep/991XII/2004 used by the staff of Deputy Human Resources Development of INP, does not specifically explain about the recruitment and selection procedures, and requirements for the assignment of UN missions. This Skep is generally accepted for an assignment outside the police organization.

Implementation of the recruitment by the Deputy Staff of INP Human Resources Development was not able to recruit potential personnel as many as possible to be selected through a selection process. As a result, the unit of selection team in the internal selection process of INP still refers to the implementation of their own guidelines and standards so that subjectivity factors can not be eliminated in the assessment process.

The results of the observation suggest that the recruitment activities in the future should be well informed and disseminated more effectively so that there will be more potential personnel who are interested in joining the United Nations mission. The selection types carrying out by internal INP should be adapted to the selection which will be done by the UN. In addition, to generate appropriate criteria for United Nations personnel, it is suggested that INP should prepare the personnel through training and debriefing activities including joining an English.