



Issues In The Recruitment Of The Police Academy (Akpola) From The Perspective Of Good Governance Principles (A Study At The West Java Police Department In The 2017 Fiscal Year)

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Abstract: The recruitment process for the Police Academy (Akpola) is based on the Republic of Indonesia Law Number 2 of 2002 concerning the Indonesian National Police and the Chief of Police's Decree Number: Kep/186/II/2017 dated February 20, 2017, regarding the admission of Akpola cadets for the 2017 fiscal year. This decree states that the recruitment process is carried out in two stages: the regional-level selection conducted by the territorial units and the central-level selection held at the Akpola in Semarang. At the regional stage, the West Java Police Department (Polda Jawa Barat) is responsible for the recruitment process in its area, while Akpola Semarang handles the central-level selection. The implementation of good governance principles plays a crucial role in the Akpola recruitment process at the regional level, including at Polda Jawa Barat, to ensure that selected cadets are qualified individuals with the potential to become future leaders. This study aims to analyze the application of good governance principles in the regional-level Akpola recruitment, particularly at Polda Jawa Barat, using a qualitative approach and descriptive method. The results of the study indicate that several good governance principles were not fully implemented in the 2017 Akpola recruitment at Polda Jawa Barat, which led to controversy and disagreements in the recruitment process. The main issue arose due to the policy of the West Java Police Chief, which set a graduation quota based on special percentages for local and non-local candidates, causing controversy. As a result of this policy, the recruitment process at Polda Jawa Barat was eventually taken over by the National Police Headquarters (Mabes Polri) to ensure a more transparent implementation in accordance with the applicable regulations.

Keyword: Recruitment, Akpola, Good Governance.

INTRODUCTION

In order to meet personnel needs, especially at the Officer level, the Indonesian National Police (Polri) conducts a phased selection process for the Police Academy (Akpola). In this selection process, the Chief of Police (Kapolri) delegates authority to the Regional Police Chief (Kapolda) and their staff to carry out the recruitment of Akpola cadets at each Regional Police Department (Polda). This step aims to align the number of Polri personnel with the standard ratio set in the Police Personnel Structure List (Daftar Susunan Personel/DSP), as regulated by

the Chief of Police's regulations. Additionally, the implementation of the Akpol recruitment selection is also adjusted to the available budget.

The First Police Officer of the Indonesian National Police (Perwira Pertama Kepolisian Republik Indonesia / Pama Polri) plays a key role as the frontline in the Polri ranks, often referred to as the first-line supervisor, with the primary responsibility of managing officers in the field. Therefore, Polri requires officers who are professional and have the skills to effectively address and resolve various social issues in the community. To produce qualified and professional Polri officers in performing their duties, the recruitment system must be free from corruption, collusion, and nepotism (KKN), and must implement appropriate selection methods. One important step in achieving this is by applying the principles of good governance in the Akpol recruitment process at the West Java Police Department (Polda Jawa Barat).

Members of the Indonesian National Police (Polri) are civil servants who serve in the Indonesian National Police with the main role of maintaining public security and order, enforcing the law, and providing protection, guidance, and services to the public to ensure domestic security. To carry out these duties and roles optimally, Polri requires professional members. This professionalism starts with the recruitment process for new police officers, ensuring that candidates meet the established quality standards, which include aspects of mental and personality traits, physical condition, and intelligence levels. Polri conducts recruitment for members, which includes the acceptance of Enlisted Officers (Bintara), Non-Commissioned Officers (Tamtama), and the Police Academy (Akpol). Prior to 2017, the recruitment process for these three pathways was conducted separately, with different schedules each year. This allowed participants who did not pass one selection to try other recruitment pathways in the same year. However, since 2017, Polri has implemented an integrated recruitment system conducted within the same month. With this system, each participant is only allowed to choose one recruitment path from the three available programs.

To meet the need for new personnel with Officer ranks, the National Police Headquarters (Mabes Polri) conducts the Police Academy (Akpol) recruitment every year. In this process, around 300 new personnel are recruited, consisting of 250 male police officers and 50 female police officers, who come from the best sons and daughters from all over Indonesia. This recruitment aims to adjust the ratio of police officers to the community that must be served. Ideally, in the jurisdiction of the West Java Police Department (Polda Jawa Barat), the police-to-population ratio is 1:350, meaning one police officer serves 350 people. However, the current reality shows that the ratio has reached 1:1,413, where one police officer has to handle 1,413 people. This disparity occurs because the number of retiring personnel is almost equal to the addition of new personnel, while the population continues to increase every day. Therefore, the recruitment process for new Polri members becomes crucial to balance the ratio of police officers to the current needs of the community.

Akpol recruitment is a selection process that is longer compared to the recruitment for Bintara and Tamtama. Bintara and Tamtama selection is only conducted at the regional level, with the Polda acting as the organizing committee. Meanwhile, in Akpol recruitment, participants who pass the regional-level selection are sent to the center, namely the Police Academy (Akpol) in Semarang, to undergo the final selection stage organized by the central committee. The recruitment of Polri members is part of the strategic function in providing personnel, conducted through a series of stages, including campaigns, announcements, registration, research, examination or testing, and selection. This process aims to select Polri candidates who are qualified and capable of facing the challenges in policing duties. According to (Ambar Teguh Sulistyani, 2001), recruitment is the process or activity of searching, finding, and attracting applicants to fill specific positions or roles in an organization, whether in the public or private sector.

The selection process for Polri officers is part of the human resource management of the Indonesian National Police (Polri), as the quality of this selection process will impact the

quality of the officers produced. To ensure the selection process runs smoothly and to avoid various forms of deviations from the established regulations, its implementation must adhere to the principles of Good Governance. This is intended to make the selection process more transparent, accountable, and to produce professional and integrity-driven Polri officers. Issues in the management of police administration often arise during the officer recruitment selection process. This selection involves three key components of police administration: management development, internal aspects, and external aspects. Management development in police administration is closely related to bureaucratic reform within Polri. As a key element in bureaucratic reform, management development plays an important role in ensuring transparency and accountability, including in the Akpol recruitment process, to ensure it proceeds according to professional and integrity-based principles.

In police administration, there are two main aspects: development and operations. Human resource management is part of the development process aimed at ensuring that the organization has the right personnel in the right positions at the right time. This process is known as recruitment. According to (Simamora, 1994), recruitment is a series of activities aimed at seeking and attracting job applicants who possess the motivation, ability, expertise, and knowledge to fill the gaps identified in workforce planning. Cases of fraud in the recruitment process for Polri members have occurred, one of which was reported by the online media Merdeka.com in an article titled "Ujian Jadi Brigadir Polisi Curang, Peserta dan Panitia Kolusi", published on May 14, 2014. The report mentioned that during the recruitment of Bintara Polri at the Southeast Sulawesi Police (Polda Sulawesi Tenggara), there were allegations of collusion between the committee and the participants. This alleged fraud tarnished the image of the Bintara Polri recruitment in the region. One form of fraud reported was that a police officer approached a participant during the academic test, specifically the English exam, and read out the answers. In addition, several committee members were also suspected of showing the exam answers to participants, thus undermining the principles of transparency and integrity in the selection process.

Issues in the recruitment of Polri officers in 2017 came to the forefront and were reported by Pikiran Rakyat in an article titled "Penerimaan Taruna Akpol Jabar Diambil Alih Pusat" (West Java Akpol Cadet Recruitment Taken Over by the Center), published on July 1, 2017. The report revealed confusion during the announcement of the selection results for Polri officers at the Polda level. The allegation was that there was prioritization of local candidates in the selection process, leading to dissatisfaction among participants. Additionally, there were indications of errors in the selection mechanism, which made the recruitment process non-transparent. As a result of this issue, the recruitment of Akpol cadets in the West Java Police Department (Polda Jawa Barat) was eventually taken over by the National Police Headquarters (Mabes Polri) to ensure that the process adhered to principles of fairness and transparency.

Moreover, Merdeka.com, in an article published on July 4, 2017, revealed protests from several parents of participants regarding the policy of the West Java Police Chief (Kapolda Jabar), outlined in the Kapolda's Decree Kep/702/VI/2017, issued on June 23, 2017. This policy regulated the graduation percentage for local candidates in the Akpol recruitment process at the regional level, conducted by the West Java Police Department in 2017. The protests emerged because the policy was considered unfair and discriminatory toward participants who were not local candidates, which led to controversy in the selection process for the Akpol cadets that year.

From the various cases presented, it can be concluded that issues in the recruitment process within the police force still occur frequently. These cases reflect weaknesses in the selection system, particularly in the aspects of transparency and accountability. The independence of the Akpol recruitment process by the Regional Committee (Panda) remains highly vulnerable to violations or deviations. The supervision carried out by the Panda tends to be closed and more reliant on a top-down system, where oversight is conducted by internal Polri

leadership. However, this model of supervision is not always effective in preventing deviations, as seen in the 2017 Akpol cadet selection at the West Java Police Department (Polda Jawa Barat), which ultimately had to be taken over by the Central Committee. This demonstrates that internal oversight alone is insufficient to ensure integrity and transparency in recruitment.

Therefore, this study focuses on the 2017 Akpol recruitment process at Polda Jawa Barat to further examine the issues that occurred and seek solutions to improve the quality of selection to be more just, transparent, and professional. According to (Mas'oed, 2008), Good Governance is a principle in government administration that aims to ensure that public services are efficient, the monitoring system is trustworthy, and the administration is accountable to the public. This principle of good governance plays a crucial role in the Akpol recruitment process, as the selection is conducted by a state institution involving public participation. Therefore, it must be carried out responsibly to guarantee transparency and integrity in the recruitment process.

Based on the facts presented, the Akpol recruitment process needs to apply the principles of Good Governance to ensure that the graduates produced have high quality and are capable of performing police duties effectively. The Chief of Police, General Tito Karnavian, emphasized that the Akpol selection must be conducted in a Professional, Modern, and Trustworthy manner (PROMOTER). Therefore, the recruitment process must be free from fraudulent practices so that the selected personnel are truly the best candidates who will become the future generation of Polri.

The principles of Good Governance include several key aspects, such as Transparency, Participation, Accountability, Responsibility, Strategic Vision, Effectiveness and Efficiency, Rule of Law, and Consensus Orientation. However, in this study, the discussion is limited to the principles of Transparency, Accountability, and Responsibility, as these three aspects are the main issues that frequently arise in the practice of recruiting prospective Polri members.

METHOD

In this thesis research, the researcher applied a qualitative approach to gain a deeper understanding of the context of the issues being studied. Data were collected directly related to the Akpol recruitment process at the West Java Police Department (Polda Jawa Barat) in 2017 through document study and interviews. This approach aims to explore information comprehensively, which is then analyzed using a relevant theoretical framework. This research focuses on a single phenomenon ("case") that is bounded by time and activity, such as a program, event, or institutional process. Information was gathered in-depth using various data collection techniques over a considerable period of time (Merriam, 1998; Yin, 1989).

To gain a deeper understanding of the research object, the researcher used several data collection methods, namely: Document study method, Interview method. The document study method was carried out by analyzing various documents related to the issues in this research. This study was conducted because there is important information that can support the research and complement the required data. Some of the documents reviewed include the Law of the Republic of Indonesia Number 2 of 2002 concerning the Indonesian National Police, the Indonesian National Police Chief Regulation Number 10 of 2016 regarding the recruitment of Polri candidates, and the Police Chief Decree KEP/186/II/2017 issued on February 20, 2017, concerning the recruitment of Akpol cadets for the 2017 fiscal year. Additionally, the researcher also examined the Police Chief's Telegram Letter Number ST/626/III/2017 issued on March 8, 2017, related to the Warning Order for the 2017 Akpol Cadet Recruitment, and the West Java Police Chief's Decree KEP/704/VI/2017, which is a derivative of Kep/702/VI/2017 (since the original document of the Police Chief's decision could not be obtained).

In addition to official regulations, this study also utilizes media reports related to the implementation of Akpol recruitment at the West Java Police Department, as well as other documents relevant to the recruitment process. This document study technique is used to gain a deeper understanding of various aspects related to the 2017 Akpol Recruitment in the West

Java Police Department. The next method used in this research is interviews. In the field study, the researcher applied structured interviews, where a list of questions was prepared in advance to explore various aspects relevant to the research object. The questions asked were tailored to the information the researcher sought to obtain from the informants. Additionally, the researcher also used unstructured interviews, which were conducted flexibly based on the situation and conditions in the field. However, the questions posed remained focused on the main objectives of the research, ensuring that the information gathered was relevant and aligned with the research goals.

The subjects of the research in this interview process consisted of officials and personnel who have the competence and were directly involved in the Akpol recruitment process at the West Java Police Department (Polda Jawa Barat) in 2017. To maintain research ethics, the names of the informants will not be disclosed. Subjek penelitian meliputi Kepala Biro Sumber Daya Manusia Polda Jawa Barat (Karo SDM), The Head of the Personnel Control Section (Kabag Dalpers), Head of the Psychology Section (Kabag Psi), Head of the Personnel Provision Subsection (Kasubag Pers), Head of the Personnel Control Section Selection Subsection (Kasubag Selekt), as well as Polri members and Polri civil servants (PNS) who participated in the recruitment process at the West Java Police Department (Polda Jawa Barat), were the subjects of the interviews. Upon arrival at the research site, the researcher first submitted the research permit letter to the Human Resources Bureau (Karo SDM), the Head of the Personnel Control Section (Kabag Dalpers), and the Head of the Psychology Section (Kabag Psi). Subsequently, the researcher introduced themselves to the officials in the Human Resources Department at Polda Jawa Barat as an initial step to establish communication and understand the perspectives of the informants.

This approach was used to ensure that the information gathered was clearer and aligned with the research needs. The interview process took place in a formal setting, especially when interviewing Karo SDM, Kabag Dalpers, and Kabag Psi, who were selected as the main informants because of their direct role as the implementing leaders in the Akpol recruitment process at Polda Jawa Barat. Meanwhile, interviews with the Head of the Personnel Provision Subsection (Kasubag Pers), Head of the Personnel Control Section Selection Subsection (Kasubag Selekt), as well as Polri members and Polri civil servants (PNS) were conducted in a more informal atmosphere. This was due to the close relationship between the researcher and the informants, where Kasubag Pers and Kasubag Selekt were seniors known since the time of training at the Police Academy. In addition, the Polri members and PNS Polri assigned to the recruitment section were already familiar to the researcher before the study was conducted at the West Java Police Department (Polda Jawa Barat). This familiarity created a more comfortable atmosphere and encouraged the informants to be more open in providing information related to the issues raised during the interview.

The researcher chose these informants because they were directly involved as committee members in the Akpol recruitment process. The selected informants were individuals with a direct or indirect connection to the process and possessed a deep understanding of the Akpol Recruitment process for the 2017 fiscal year at Polda Jawa Barat. After the data was collected, the researcher conducted an analysis to filter and categorize the data relevant to the study. Data that supported the research was used in the writing process, while irrelevant data was separated and excluded from the study. In the data analysis process, data reduction was carried out, which involved summarizing, sorting relevant information, and focusing on the core issues that align with the research theme. The purpose of data reduction was to filter out the most important information, providing a clearer picture for the researcher. Thus, this process helps in organizing the data more systematically and facilitates the subsequent data collection stages.

After the data reduction process, the next step is data presentation. The purpose of this presentation is to ensure that the data collected is well-organized and grouped into specific

categories, making it easier for the researcher to conduct analysis and understand the relationships between the data. Data presentation essentially serves as an information structure that allows for a more systematic drawing of research conclusions. The final stage in data analysis is conclusion drawing and verification. The collected data is then analyzed to produce conclusions that are expected to address the research problems formulated earlier. This process is carried out carefully to ensure that the conclusions drawn have high validity and relevance to the research objectives.

RESULTS AND DISCUSSION

Case Study of the Akpol Recruitment at West Java Regional Police (Polda Jawa Barat)

The 2017 Akpol recruitment was conducted simultaneously across Indonesia with the aim of selecting the best sons and daughters from each region to become Akpol cadet candidates. The selection process took place in two stages: the regional level selection conducted at each Polda across all provinces, and the central level selection for the best participants from the regions, which was held at Akpol Semarang. However, during the implementation, one of the Polda, namely Polda Jawa Barat, faced issues that attracted attention. As a result of the incident, the Indonesian National Police Headquarters (Mabes Polri) formed an evaluation team to investigate the incident. The investigation results revealed that the commotion during the recruitment process at Polda Jawa Barat was caused by protests from the parents of the cadet candidates.

The Propam of the Indonesian National Police Headquarters (Mabes Polri) received complaints from seven parents of Akpol cadet candidates who protested the policy issued by the Head of West Java Regional Police (Kapolda Jawa Barat). These parents questioned the decision made on June 23, 2017, as stipulated in the Kapolda Jawa Barat Decree No. Kep/702/VI/2017. This policy regulated the passing percentage guidelines for participants at the regional committee (Panda) level, giving priority to local candidates in the Akpol recruitment process at Polda Jawa Barat. In the final announcement of the selection results at the regional level, the preliminary results showed that 35 men and 4 women had passed to the final stage. Out of these, there were 13 local candidates and 22 non-local candidates. However, after the passing percentage was applied according to the Kapolda Jawa Barat Decree, only 12 local candidates and 11 non-local candidates were declared as passed.

One of the parents of a participant expressed that the policy issued by the Kapolda was only announced when the recruitment process had already begun, specifically during the announcement of the regional level graduation results. This led to many parents feeling aggrieved and filing complaints with the Propam of the Indonesian National Police, as there had been no prior notification regarding the implementation of a passing percentage between local and non-local candidates. The parents of the participants, who had previously been declared as having passed but were not selected, felt disappointed and angry because the policy was seen as sudden. According to them, the rule regarding the passing percentage should have been communicated at the beginning of the selection process to ensure transparency and avoid creating controversy. A father of one of the participants also expressed his disappointment, as his child, who was ranked 15th out of 35 local candidates, was declared not to have passed simply because he was not from the local area. Meanwhile, another participant, who was a local candidate with a lower rank, was declared to have passed.

In response to the reports from the parents of the participants who did not pass, the Indonesian National Police (Mabes Polri) formed an evaluation team to investigate the issues that occurred at the West Java Regional Police (Polda Jawa Barat). After verifying the reports received, the evaluation team decided to take over the recruitment process from Polda Jawa Barat and handle it directly. With the takeover of the recruitment process by Mabes Polri, the previous graduation decisions made by Polda Jawa Barat, including the policy outlined in Kep/702/VI/2017, were declared null and void. Mabes Polri then implemented a graduation

system based on the candidates' rankings, without considering whether they were from the local area or not.

As a result of this change, the number of participants declared to have passed increased from 27 people (23 men and 4 women) based on the local and non-local quota, to 31 people (27 men and 4 women) based on their actual rank. The participants who were declared to have passed by Mabes Polri were then eligible to continue the selection process at the central level at the Police Academy (Akpól) in Semarang. Police Chief General Tito Karnavian emphasized that in the recruitment selection process for the Police Academy (Akpól), the Indonesian National Police (Polri) does not apply a policy of differentiating between local and non-local candidates. This special policy only applies in Papua, considering the relatively lower level of education in that region compared to other areas. Therefore, local candidates from Papua are given priority in the selection. However, for other regions across Indonesia, every Indonesian citizen (WNI) has the same rights and opportunities to become a member of the police without any distinction based on their place of origin.

Analysis of the 2017 Akpól Recruitment Case in West Java Police, Based on the Principles of Good Governance

This chapter will discuss an analysis of the 2017 Akpól recruitment case at the West Java Police (Polda Jawa Barat), focusing on several principles of good governance that were not met at each stage of the selection process. The discussion will be conducted systematically, starting from the Health Test Stage I and II, Psychological Evaluation, Academic Test, Physical Fitness Test, to the Regional Final Selection Committee (Pantukhir). In the context of bureaucratic reform, the utilization of professional police personnel is a key factor in supporting the smoothness and integration of police duties and functions. Therefore, the application of good governance principles significantly impacts transparency, accountability, and credibility in the execution of Akpól recruitment.

The public demands a government free from collusion, corruption, and nepotism, including within the police institution. The principles of good governance serve as the foundation for creating good and transparent governance. However, in the implementation of the 2017 Akpól recruitment at the regional level, several principles of good governance were not met, namely transparency, accountability, and responsibility. These three principles are the main pillars in realizing clean and integrity-based governance. The principle of transparency demands openness in every selection process, accountability ensures that there is responsibility for every decision made, while responsibility refers to the obligation to act according to applicable rules. These three principles must operate simultaneously and influence each other in order to create a professional and just governance system.

Transparency

Transparency is a principle that emphasizes openness in the provision of information that can be freely accessed by those affected by a decision and its implementation. This principle ensures the right of every individual to obtain information regarding the administration of government, including policies, decision-making processes, execution, and the results achieved. In its implementation, the Akpól recruitment process should adhere to the principle of transparency. Transparency in this context refers to providing ample opportunities for all eligible citizens of West Java, in accordance with the established criteria, to participate in the Akpól selection process, thereby ensuring a fair and open recruitment process.

One of the steps taken by the Indonesian National Police in applying the principle of Good Governance, specifically in terms of transparency, is by organizing the Akpól recruitment openly for the public. This effort began with a socialization campaign targeted at all Indonesian citizens interested in participating in the Akpól selection. The socialization was carried out through various media, both print and electronic. Print media used included newspapers such

as Pikiran Rakyat, Tribun Jabar, and the distribution of information via posters and brochures. Meanwhile, electronic media utilized included television broadcasts on Bandung TV and information delivery via Radio Cosmo Bandung. Additionally, socialization efforts were also carried out directly in schools to reach a broader group of prospective participants. In addition to being applied in the Akpol Recruitment campaign, the principle of transparency was also embodied in the evaluation process of each test phase. One of these tests included:

Health Test Phase I and Phase II

The health examination in the Akpol Recruitment is conducted in an open and visible location, except for examination materials that are confidential in accordance with medical ethics. The evaluation and assessment of health examination results are also carried out transparently, with the presence of the committee, internal and external Polri supervisory teams, and other relevant parties. The determination of passing in the health test is done openly, with the results directly included in the Graduation Decision signed by the Head of the West Java Police (Kapolda Jawa Barat). Additionally, a minutes of meeting is created, which includes signatures from the team leader, internal and external supervisors, and the graduation results are announced publicly. However, in the implementation of the health examination, participants are only given a pass or fail status without further details regarding the results of their health evaluation.

It can be analyzed that transparency in the evaluation of the health test in the Akpol Recruitment has not been fully implemented. Participants who pass the test only receive information regarding their passing status without being provided with details about the scores they obtained. The same issue occurs for participants who do not pass, where they are only informed that they are "not qualified" (TMS) without any explanation regarding the specific aspects that led to their disqualification. Furthermore, there is no consultation space available for participants who do not meet the requirements to seek clarification about their health examination results. If the transparency principle were optimally applied, all participants should receive a detailed explanation of the evaluation process, and those who do not pass should be given information about the shortcomings that caused them to fail the health test.

Psychological Examination

The Psychological Test in the Akpol Recruitment was conducted simultaneously on the same day at a single location, namely the SPN Cisarua in West Java. During the execution of the test, strict supervision was carried out by both internal and external monitoring teams to ensure compliance with the established procedures. The test results were then announced to the participants the following day in the form of scores, allowing each participant to know their evaluation results transparently.

Based on the analysis, the assessment in the Psychological Test was quite transparent. Direct supervision by both internal and external monitoring teams ensured that the process was conducted honestly and minimized the possibility of fraud. Furthermore, the evaluation mechanism and the announcement of results were carried out openly. After the test, participants' answer sheets were immediately scanned and assessed in their presence, leaving no room for manipulation of results. Each participant also received information about the score they achieved, allowing them to view their test results directly and understand their individual performance.

Academic Test

In the implementation of the Academic Test, the principle of transparency was applied through the use of the Computer Assisted Test (CAT) method, which allows participants, parents, as well as internal and external supervisors to witness the examination process directly via an LCD display. The determination of passing scores was conducted transparently, where

the exam results were immediately established through an official decision signed by the West Java Regional Police Chief (Kapolda Jabar), supported by meeting minutes also signed by the team leader and supervisors. The results were announced immediately after the test was completed, and to ensure accuracy, a score verification process was conducted, where each participant signed a verification sheet provided by the committee.

The Computer Assisted Test (CAT) method used in the Academic Test allowed parents to view their child's score in real-time. Additionally, the questions used were fresh ("new") questions compiled with the involvement of the Provincial Education Office and teachers appointed by the respective agency. Based on this analysis, it can be concluded that the evaluation process in the Academic Test applied very good transparency. The use of the CAT method proved to be effective, as the test results could be directly known on the same day by the participants, their parents, and relevant parties, thus minimizing the potential for cheating or manipulation in the selection process.

Physical Fitness Test

From the implementation of the Physical Fitness Test, it can be concluded that transparency in the selection process was applied quite well. The test was conducted openly at the designated field, with strict supervision by internal and external supervisory teams from the Police. One form of transparency applied was the creation of a Scoring Board, where the results of each participant were recorded and signed by the committee and the supervisors, allowing participants and other parties to see the results directly. Additionally, participants received their score sheets immediately, which were signed by both the committee and the participants as a form of validation. After the data was transferred to the computer system, the score calculation process was done transparently, using a specialized application and witnessed by the supervisory team. The final results were then announced through an open session, followed by the issuance of the graduation decision signed by the West Java Police Chief (Kapolda Jabar), along with meeting minutes signed by all relevant parties.

With this mechanism, the potential for cheating in the Physical Fitness Test was minimized, and participants were able to receive their evaluation results transparently and accurately. From the analysis, it can be concluded that the assessment in the Physical Fitness Test has implemented transparency effectively. The presence of the Scoring Board allowed participants to view their scores directly, minimizing the potential for cheating or errors in the evaluation. Additionally, if there were any discrepancies in the results, participants had the opportunity to file a protest directly with the committee, ensuring that the selection process remained fair and accountable. Transparency was also reinforced with the announcement of the scores on the same day, enabling participants to learn their exam results in real-time. With this mechanism, the assessment in the Physical Fitness Test can be considered objective, accurate, and accountable, thus reflecting the principle of openness in the selection process.

From the analysis of the Regional Graduation Determination Session (Pantukhir), it can be concluded that although this session was conducted openly and transparently with the involvement of both internal and external supervisors, and attended by participants and parents, the decision-making process still raised concerns. One source of dissatisfaction stemmed from the graduation quota system based on the percentage of local and non-local candidates, as outlined in the Kapolda's Decree No. Kep/702/VI/2017. This provision triggered protests from the parents of candidates, because even though transparency in the selection mechanism was applied through a computerized system, the final decision was still based on a quota policy that some participants considered to be unfair.

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Therefore, although the technical aspects of transparency have been implemented, the continuation of the quota policy needs to be reconsidered to ensure that the graduation decisions prioritize meritocracy and objective competence, thereby reducing the potential for objections from participants and parents. From the analysis of the Regional Graduation Determination Session (Pantukhir), it can be concluded that while this session was conducted openly and attended by participants and parents, transparency in the communication of policies was still suboptimal. The main issue lies in the Kapolda's Decree No. Kep/702/VI/2017, which established the graduation quota policy based on the percentage of local and non-local candidates. This policy was only communicated to participants and parents at the final stage of selection (Pantukhir), leading to dissatisfaction and protests from those who felt disadvantaged. This provision should have been announced at the beginning of the recruitment process, allowing participants to understand the rules before engaging in the selection stages. Therefore, it can be concluded that although the technical aspects of the session were sufficiently transparent, the openness in communicating the policy was not fully implemented, requiring improvements in policy communication from the initial stage of the selection process.

Based on the overall process of the Akpol Recruitment, the researcher concludes that the principle of transparency still has several shortcomings. One aspect that needs improvement is the openness in the health test assessment, so that participants can clearly understand their shortcomings during the test. Currently, participants are only given a pass or fail status without further information on the specific factors that led to their failure. Additionally, the researcher found a lack of transparency at the early stages of the selection process regarding the Kapolda's policy on the graduation percentage based on the status of local and non-local candidates. In fact, under the Renlakgiat, the Kapolda has the authority to establish rules that support the recruitment process, but such policies should first be communicated to the central committee, particularly the National Police Chief (Kapolri).

This lack of transparency became a problem during the Regional Graduation Determination Session (Pantukhir), which triggered objections from participants and parents. This happened because the policy was only communicated at the final stage of the selection process, right at the time of the graduation announcement. If the policy on the graduation percentage for local and non-local candidates was indeed implemented, it should have been communicated from the beginning of the recruitment process to avoid confusion and dissatisfaction at the final selection stage.

Accountability

Accountability refers to the obligation to be responsible, explain, and clarify the performance and actions of individuals, legal entities, or organizational leaders to the authorities who have the right to request information or accountability (Adisasmita, 2011). In the context of good governance, the aspect of accountability can be observed through the organizational structure and committee. At the West Java Regional Police (Polda Jawa Barat), each committee or implementation team has a clear organizational structure with a division of tasks and functions, supporting the smooth execution of the recruitment process on the ground.

During the implementation, each part has carried out its responsibilities well due to effective coordination and strong leadership roles. The West Java Police Chief (Kapolda Jawa Barat), as the Regional Accountability Officer, plays a key role in ensuring that all stages of the recruitment process are conducted in an accountable manner and in accordance with the established procedures.

Table 1. Activities Conducted and Responsible Parties for the Implementation of the Akpol Recruitment at the West Java Regional Level in 2017

No	Activities	Responsible Parties
1	<ul style="list-style-type: none"> ● Prepare the Renlakgiat (Annual Activity Plan) for the recruitment selection according to the Panpus (Central Committee) regulations. ● Coordinate regional units within the Polda Jabar to conduct socialization and campaigns. ● Actively recruit potential members of the police and hold year-round campaigns, especially in leading schools, to recruit qualified candidates for the police selection process. ● Coordinate with relevant agencies to ensure the recruitment process is clean, transparent, accountable, and humane to select high-quality candidates. ● Involve function supervisors to actively assist in overseeing each stage of the selection process. ● Prepare registration administration forms and distribute them. ● Establish a supervisory team from both internal and external Polri members to observe/monitor the implementation of each stage of the selection process strictly, continuously, and transparently, while reporting any issues to the committee chair. ● Empower internal supervisors to monitor the selection process. ● Conduct the Psychological Personality Test (PMK) for candidates. ● Create academic exam questions witnessed by both internal and external Polri supervisors. ● Announce the results of the academic exams. ● Prepare a graduation decision letter. ● Conduct and evaluate the results of the recruitment/selection tests. ● Compile the results of each test/examination and process the ranking determination. ● Hold a graduation meeting to determine successful candidates. ● Report the results of the examinations/tests and send them to the relevant committee. ● Send candidates who have been declared passed, selected, and appointed as education participants by the Kapolda. 	Regional Committee (KAPOLDA West Java)
2	<ul style="list-style-type: none"> ● Conducting the Final Graduation Determination Session 	The Committee for the Final Graduation Determination Session
3	<ul style="list-style-type: none"> ● Carry out the series of recruitment selection, starting from the campaign, announcement, registration, and initial administrative checks. ● Report the results of the examination and testing to the Regional Committee and send the candidates to proceed to the next stage of selection at the Regional Committee. 	Panbanrim
4	<ul style="list-style-type: none"> ● Conduct the verification of completeness and validity of administrative documents according to the requirements. 	Chairperson of the Administrative Examination Team
5	<ul style="list-style-type: none"> ● Organize activities during each stage of the recruitment process. ● Coordinate the results of the examination activities for each team leader. ● Announce the results of each stage of the selection process. ● Report all activity results to the Special Committee (Pansus) from preparation, implementation, to the completion of the recruitment process. 	Secretary
6	<ul style="list-style-type: none"> ● Receive applicants and verify the completeness and authenticity of their documents according to the requirements. ● Measure the height and weight of the applicants. ● Conduct an administrative requirements check. ● Assign numbers based on the registration order. ● Provide instructions on how to fill out the registration forms. 	Head of the Administrative Examination Team

	<ul style="list-style-type: none"> Report the results of the administrative checks for Akpol recruitment candidates to the Panda secretariat and make the passing decision. 	
7	<ul style="list-style-type: none"> Organize the psychological examination. Correct the results of the psychological examination. Report the results of the correction and evaluation of the psychological examination for the police recruitment candidates. 	Chairperson of the Psychological Examination Team
8	<ul style="list-style-type: none"> Create exam questions. Conduct academic exams. Report the academic exam results to the secretariat. 	Chairperson of the Academic Team
9	<ul style="list-style-type: none"> Organize physical ability tests and posture tests (Anthropometry). Conduct a recap of the results of the physical ability test. Report the results of the physical test to the Panda secretariat. 	Chairperson of the Physical Ability Test Team
10	<ul style="list-style-type: none"> Conducting health examinations for prospective students, both internal and external, in accordance with medical professional ethics. Organizing corrections and evaluations of the health examination results. Reporting the health examination results of the Akpol cadet applicants to the Panda Secretariat. 	Head of Physical Health Examination Team
11	<ul style="list-style-type: none"> Assisting the secretariat in preparing the location, facilities, and ensuring the readiness of participants during the selection process. Providing motivation, doctrine, and filling the time for participants during the selection process. Providing motivation, doctrine, and filling the time for participants during the selection process. 	Head of Control Team
12	<ul style="list-style-type: none"> Conducting publicity, distribution of brochures, posters, leaflets, and pamphlets, installation of banners, as well as displaying visualizations of the Akpol recruitment. Being responsible for carrying out coverage for the documentation purposes of the Police recruitment process. 	Head of Socialization and Documentation Team
13	<ul style="list-style-type: none"> Preparing accommodation/facilities needed for the implementation of the Akpol cadet recruitment process. 	Head of Accommodation Team

Based on the table above, it can be observed that in the implementation of activities related to the recruitment of Akpol at the regional level, particularly in West Java, there are responsible parties with the authority to regulate the recruitment process. The provisions regarding authority and responsibility in regional-level recruitment have been clearly defined and outlined in the Renlakgiat, which is prepared by the Regional Committee under the direction of the Chief of Police (Kapolri).

Throughout the recruitment process, the committee has carried out its duties and responsibilities in accordance with the established regulations. Each head of the implementation team regularly reports to the Regional Police Chief (Kapolda), who serves as the chairman of the regional committee, to ensure that all recruitment stages proceed according to procedure.

The policy issued by the West Java Regional Police Chief through Kep Kapolda Number Kep/702/VI/2017 regarding the percentage of local and non-local candidates' acceptance was, in fact, in accordance with the regulations set by the National Police Headquarters (Mabes Polri). This aligns with the Kapolda's authority as the chairman of the regional committee, who is permitted to formulate policies to ensure a transparent and professional (Promoter)

recruitment process, as directed by the Chief of Police. However, an error in the recruitment process at the West Java Regional Police was the lack of coordination, which resulted in the policy not being communicated to the National Police Headquarters and not receiving approval from the Chief of Police as the highest leader of the National Police. Consequently, this policy caused disruptions in the selection process, ultimately leading to the National Police Headquarters taking over the implementation of Akpol recruitment from the West Java Regional Police.

Responsibility

Responsibility refers to an organization's ability to ensure that the services provided are carried out in accordance with applicable rules and procedures. This concept also reflects the level of participation of service providers in performing their duties effectively. In the context of Akpol recruitment at the regional level, the responsibility of the organizing committee includes compliance with duties and obligations throughout the entire selection process up to the final stage. This principle of accountability was demonstrated in the implementation of Akpol recruitment at the West Java Regional Police (Polda Jawa Barat) in 2017, covering various key aspects to ensure that the selection process was conducted professionally, transparently, and in accordance with applicable regulations.

Compliance with Applicable Laws and Regulations

The regional committee is required to commit to complying with all laws and regulations governing the recruitment process for police cadets in the Indonesian National Police (Polri). Every stage of the Akpol recruitment process must align with Law of the Republic of Indonesia Number 2 of 2002 concerning the Indonesian National Police, further clarified through the Chief of Police Decree Number: Kep/186/II/2017 dated February 20, 2017, regarding the admission of Akpol cadets for the 2017 fiscal year.

For instance, in establishing admission requirements and criteria, the West Java Regional Police (Polda Jawa Barat) implemented applicable regulations from the initial selection phase. Candidates who passed the initial stage had met the requirements set by the recruitment committee, ensuring that the selection process proceeded in accordance with established rules.

During the planning phase, Polda Jawa Barat formulated a detailed schedule for the Akpol recruitment process, including a supervision mechanism led by designated committee members at each selection stage.

Additionally, budgetary support was carefully considered and documented in Renlakgiat/III/2017, issued by Polda Jawa Barat, ensuring that all financial needs were accounted for, including the accountability mechanism for its utilization throughout the recruitment process. This Renlakgiat played a crucial role in coordinating various actions related to the implementation of Akpol recruitment, allowing the selection process to be conducted systematically and in a well-structured manner.

Implementation of Responsibilities and Duties

The Regional Police Chief (Kapolda), along with the regional committee in West Java, holds full responsibility for the successful implementation of Akpol recruitment at the regional level. Therefore, the regional committee is required to fulfill its rights, obligations, and authority in accordance with the established regulations.

Based on this, the West Java Regional Police (Polda Jawa Barat) developed an Activity Implementation Plan (Renlakgiat) as a form of accountability for organizing the recruitment process. This Renlakgiat was prepared as a follow-up to the Warning Order Telegram issued by the Chief of Police (Kapolri) as the central committee, ensuring that the entire recruitment process adheres to the established procedures.

The Renlakgiat outlines the duties and responsibilities of the recruitment committee, requiring each implementation team to submit reports on the execution of the Akpol recruitment process, including both the results and any challenges encountered in the field. In addition to reports from each team, a comprehensive accountability report on the entire recruitment process is compiled by the Head of Human Resources Bureau (Karo SDM).

This report is submitted to the Kapolda as the person in charge of the regional committee before being forwarded to the National Police Headquarters (Mabes Polri) as the central committee for further evaluation. At the conclusion of the selection process, each regional police unit (Polda) is required to compile a final report on each stage of the selection process. The Akpol Recruitment Implementation Report aims to provide an overview of the recruitment process in the West Java Regional Police Selection Committee (Panda Polda Jabar) and serves as an evaluation tool to improve the quality of police recruitment in the future.

Based on the explanation above, it can be concluded that the Akpol recruitment case at the West Java Regional Police (Polda Jawa Barat) demonstrates that, despite the selection process being regulated by the laws of the Republic of Indonesia and the Chief of Police regulations, there were still deviations from the established provisions.

This indicates that certain principles of good governance have not been fully implemented. One of the violations that occurred was the lack of compliance with the principle of transparency, as the Regional Committee did not openly disclose the new policy that was formulated without approval from the National Police Headquarters (Mabes Polri) as the central committee. Additionally, this policy was not communicated to participants from the outset of the recruitment process, leading to ambiguity and the potential for unfairness in the selection process.

Perceptions and Experiences of Police Regarding Cases in the Akpol Recruitment Process at Polda Jawa Barat

This section outlines how members of the Indonesian National Police (Polri) and the public, including non-governmental organizations (NGOs), responded to the 2017 Akpol recruitment case at the West Java Regional Police (Polda Jawa Barat), which did not fully adhere to good governance principles.

The parties who provided responses to this issue included personnel directly involved in the recruitment process, such as the Profession and Security Division (Propam), several staff members from the Human Resources Division (SDM), civil servant staff from the Police Medical and Health Division (Dokkes), police doctors, the Head of the Recruitment Subdivision (Kasubbag Diapers), as well as NGOs that monitored the recruitment process at Polda Jawa Barat.

In general, the informants interviewed explained that the core issue in this case was related to the issuance of the West Java Police Chief's Decree (KEP Kapolda Jawa Barat) regarding the percentage of local and non-local candidates passing the selection process. The information provided by the informants stated that: "Overall, the Akpol Recruitment process organized by Polda Jawa Barat proceeded well.

The selection stages, including the First and Second Health Tests, Psychological Examination, Academic Test, and Physical Ability Test, were conducted smoothly in accordance with the program and schedule established by the National Police Headquarters (Mabes Polri), without significant obstacles. However, issues arose during the Regional Final Selection Meeting (Pantukhir) following the issuance of West Java Police Chief Decree No. Kep/702/VI/2017, which introduced a new policy on the passing percentage at the regional committee level (Panda), prioritizing local candidates. This decision led to dissatisfaction among the parents of candidates who were not selected, as it was considered sudden and was not communicated at the beginning of the recruitment process."

As a form of protest, several parents who felt disadvantaged reported the issue to the Propam division of the National Police Headquarters (Mabes Polri). As a result, Mabes Polri took over the entire Akpol Recruitment process, which was previously managed by the West Java Regional Police (Polda Jawa Barat). Following this takeover, the policy issued by the West Java Police Chief was declared invalid, and the Final Selection Meeting (Pantukhir) was re-conducted by Mabes Polri. The final results of this selection determined that 31 candidates were accepted based on their rankings, without considering their status as local or non-local candidates.

The Akpol Recruitment process is a managerial activity that also requires oversight. However, the supervisory function is often ineffective due to the hierarchical structure of the organization, which influences bureaucratic decision-making. One member of the West Java Propam division, referred to as Mr. Zaki in the interview, shared insights regarding the challenges faced in carrying out oversight duties: "In conducting supervision, we often encounter various difficulties, especially due to pressure from higher-ups to prevent any issues from being publicly disclosed.

This challenge is also experienced by other colleagues assigned to internal oversight roles. Whenever discrepancies arise between the recruitment process and the initial planning, we document and report these findings to the supervisory leadership. However, the final decision rests with the leadership—whether the issue will be escalated to the highest authority or merely recorded as an internal note. As subordinates, our role is limited to monitoring, not making field decisions. Therefore, regardless of our findings, the final decision remains in the hands of the leadership. Furthermore, if there is a direct order from a superior or top leader, we lack the authority to oppose it. Our positions and future within the institution still depend on them. As a result, conducting objective supervision becomes extremely difficult for us."

Based on this situation, the leadership of the National Police (Polri) then issued a policy to involve external parties, both as supporters and supervisors, in the Akpol recruitment process. However, in 2017, the involvement of external parties was still not optimal, as the committee appeared to be less serious in engaging them. One of the main reasons was the concern that the involvement of external parties would reveal various irregularities occurring during the recruitment process.

This aligns with the statement of Mr. Budi (a pseudonym), a civil servant (PNS) of the National Police serving in the Human Resources Bureau (Biro SDM) of the West Java Regional Police (Polda Jawa Barat), in an interview conducted in one of the Biro SDM offices: "Before the 2017 Akpol recruitment cycle, we did not grant full access to external parties, such as NGOs, to directly observe the recruitment process. Although they were listed in the official committee assignment letter, in practice, only we carried out the recruitment tasks."

The only exception applied to the Education Office (Dinas Pendidikan), which was directly involved in drafting exam questions and verifying the authenticity of diplomas. Meanwhile, other external parties were only included as a formality (pre memory) without being truly involved. However, following the new policy from the Chief of Police (Kapolri), which emphasized that the recruitment process must be professional, modern, and trustworthy (PROMOTER), all selection stages had to be conducted fairly and transparently, eliminating any fraudulent practices.

As a result, from that point onward, NGOs (LSM) were fully involved in monitoring the recruitment process at West Java Regional Police (Polda Jawa Barat). In an interview conducted at the West Java Regional Police canteen, Mr. Asep (a pseudonym), a representative of an NGO involved in the Akpol recruitment process, provided the following statement: "This year, we from the NGO were genuinely involved in the recruitment process conducted by the West Java Regional Police. Unlike previous years, where we were only listed in the official assignment letter (sprint) but not actively engaged in the field, we now have the opportunity to directly observe and assess each stage of the Akpol selection process. We have even been provided with

a designated space to monitor the recruitment process more transparently. However, in carrying out this supervision, our role is limited to observation, without any authority to intervene in the selection process. We can only offer suggestions regarding any shortcomings we identify, which are then forwarded to the committee to ensure that future recruitment processes are conducted more effectively and professionally."

Additionally, in an interview conducted in one of the rooms at the West Java Regional Police (Polda Jawa Barat) Clinic, Mr. Tomi (a pseudonym), a civil servant (PNS Polri) working in the Medical and Health Division (Dokkes) of Polda Jawa Barat, shared his perspective on the medical examination process in the Akpol recruitment. "The medical examination in this selection process is not yet as transparent as other test stages."

Although the committee has involved external professionals, their participation remains limited. Most of the doctors involved in the examinations are experienced and professional, but the majority come from outside the police institution rather than being internal police doctors. In practice, the medical personnel provided by Polda Jawa Barat play only a minor role, mainly observing the examination process. Even when their opinions are sought, it is more of a formality rather than a fundamental consideration in determining the examination results. This situation arises due to the limited number of specialized medical professionals available at Polda Jawa Barat."

Meanwhile, a different opinion was expressed by Mr. Dani (a pseudonym), a Polri doctor assigned to the health section of Dokkes Polda Jawa Barat. In an interview conducted at Dokkes Polda Jawa Barat, he explained: "As doctors, we cannot fully disclose the medical examinations we conduct. This is due to medical ethics, which prohibit us from openly revealing an individual's medical condition. Moreover, some aspects of the examination are classified, particularly when dealing with certain body parts that must remain confidential. Therefore, in conducting medical tests, we can only provide assessments based on the criteria established by Mabes Polri."

In the implementation of the Akpol recruitment at Polda Jawa Barat, the Head of the Human Resources Bureau (Karo SDM Polda Jabar), who served as the Chief Executive of the 2017 Akpol Recruitment, enforced strict supervision throughout the selection process. This was particularly felt by the members of the Biro SDM Polda Jawa Barat involved as the selection committee, as the newly appointed Karo SDM took office just as the recruitment process began.

Briptu Agus (a pseudonym), one of the Akpol Recruitment Committee members, stated in an interview conducted in one of the rooms of the Biro SDM: "The new Karo SDM is quite strict, unlike the previous one."

When he first took office, he immediately emphasized that there should be no violations during the recruitment process and that anyone found violating the rules would face severe sanctions. Because of this, we did not dare to act recklessly and strictly followed the established procedures. Maybe it's because he is still new; I don't know what the Akpol recruitment will be like next year. However, for now, the selection process is better than before, with most stages already adhering to the applicable regulations. If there are any issues at Polda Jawa Barat, they are not due to the committee but rather a miscommunication between our leadership and Mabes Polri regarding policies set by the Kapolda Jawa Barat."

The researcher also obtained supporting information regarding the strict supervisory function of the Karo SDM Polda Jawa Barat. This was conveyed by the Kasubbag Diapers Polda Jawa Barat in an interview conducted in his office. According to him: "The current Karo SDM is very firm and disciplined."

I still remember his orders after the handover ceremony—he emphasized that there should be no violations in the selection process, and he did not want his career to be ruined just because of the Akpol recruitment process at Polda Jawa Barat. Regarding sponsorship issues, he also refused to compromise, except in cases where there was a direct instruction from the Kapolda. Because of this, he personally took over the management of sponsorship, unlike the previous

Karo SDM, who used to create a list of participants with sponsorship support. With this new policy, our workload has become lighter since we no longer have to handle candidates who have certain backing. Additionally, during registration, candidates are now required to submit a statement letter from their parents or guardians, affirming their commitment not to influence the selection committee in any way to secure their child's acceptance."

During the research and interviews conducted in the Subbag Diapers Polda Jawa Barat office, the researcher observed a tense atmosphere. The selection committee members appeared very cautious in providing answers. One member of Subbag Diapers added that the previous Karo SDM was known for being more relaxed and rarely conducted direct inspections of committee members.

However, the newly appointed Karo SDM took a different approach. He frequently conducted direct inspections of every committee activity and was even willing to stay late at night to assist members in completing the evaluation of selection results. With this strict supervision, committee members became more afraid of committing violations, ensuring that the selection process was more disciplined and adhered strictly to regulations. Furthermore, in his role as the Ketua Panitia Daerah, the Kapolda Jawa Barat implemented several policies regarding the 2017 Akpol Recruitment process at Polda Jawa Barat. One of the most controversial policies was the division of the recruitment quota into a special quota for local candidates (putra daerah) and a general quota for non-local candidates (non-putra daerah). This policy caused instability in the recruitment process at Polda Jawa Barat that year.

This aligns with the opinion of Briпка "Dedi" (not his real name), a member of the Akpol Recruitment Committee working in the Biro SDM, who stated: "During his leadership, there were indeed several policies implemented in the Akpol recruitment process.

Most of these policies were beneficial for the institution and did not cause any issues. However, the policy regarding the determination of Akpol graduates, particularly the division of quotas between local and non-local candidates, became a source of controversy. According to him, this policy was introduced to accommodate the aspirations of the people of Jawa Barat, ensuring that police officers serving in the Polda Jawa Barat region were predominantly from the local community. The rationale behind this was that local officers would find it easier to perform their duties and integrate into society. Perhaps that was the main reason behind the policy."

Based on information from several informants, there are still challenges in the Akpol recruitment process at Polda Jawa Barat. However, these challenges can serve as valuable lessons for improving future selection processes to be more effective and transparent. Overall, the Akpol recruitment process at Polda Jawa Barat has adhered to the procedures established by Mabes Polri, from the selection stages to the evaluation process. However, the main issue arose during the Sidang Penetapan Kelulusan Tingkat Daerah (Pantukhir). The Kapolda's policy regarding the percentage of graduates based on the putra daerah and non-putra daerah categories became a source of tension in the 2017 Akpol recruitment process at Polda Jawa Barat.

As a result of this policy, many parents of prospective cadets expressed their objections and filed complaints with Propam Polri.

They argued that the policy on the percentage of putra daerah and non-putra daerah graduates was introduced suddenly, without prior notice. Parents of candidates who had passed but were not selected felt disappointed and outraged because the policy was only implemented at the final stage of selection. According to them, such regulations should have been announced from the beginning of the recruitment process to ensure transparency. Additionally, this policy was deemed inconsistent with the regulations set by Mabes Polri, leading them to escalate the matter to Propam Mabes Polri for further action.

After receiving reports from the parents of unsuccessful cadet candidates, the National Police Headquarters (Mabes Polri) formed an Evaluation Team to follow up on the issues that occurred at the West Java Regional Police (Polda Jawa Barat). The team then verified the

reports from the parents and decided to take over the recruitment process from Polda Jawa Barat. As a result, the selection results previously determined by Polda Jawa Barat were annulled by Mabes Polri, including the Kapolda's policy stated in Kep/702/VI/2017. Subsequently, Mabes Polri established the selection results based on the ranking of test scores, without considering the candidates' status as local (putra daerah) or non-local (non-putra daerah). Following this adjustment, candidates declared successful by Mabes Polri were entitled to proceed to the next selection stage at the national level.

Based on the explanation above, it can be concluded that the Kapolda's policy was the primary factor triggering issues in the Akpol recruitment process at Polda Jawa Barat, leading to controversy in its implementation. Additionally, internal supervision within Polri faced various challenges in carrying out its duties, particularly due to pressure from superiors regarding the issues found during the recruitment process. Meanwhile, in the medical examination phase, transparency remained a challenge, as medical procedures could not be conducted openly due to medical ethics regulations prohibiting the disclosure of an individual's health condition to the public.

CONCLUSION

To establish the Indonesian National Police (Kepolisian Negara Republik Indonesia) as a professional, ethical, and modern institution in carrying out its duties as a guardian of security and public order, a law enforcer, as well as a protector, guide, and public servant, it is essential to have highly qualified and competent human resources. Therefore, to recruit competent police personnel, the selection process for prospective Polri members must uphold the principles of transparency, accountability, and responsibility. In its implementation, Akpol recruitment must adhere to applicable regulations, including Law No. 2 of 2002 concerning the Indonesian National Police and National Police Chief Regulation No. 10 of 2016 on the Recruitment of Polri Candidates. However, in practice, the Kapolda of West Java applied a policy that did not align with the principles of transparency, accountability, and responsibility, leading to controversy in the Akpol recruitment process.

The Akpol recruitment process at Polda Jawa Barat revealed that several principles of good governance were not fully met. One of the main issues was the lack of transparency, as the regional selection committee did not openly communicate the newly implemented policy, preventing prospective cadets from being informed of the rules from the outset. This lack of transparency triggered controversy in the recruitment process, ultimately leading Mabes Polri to take over the selection process at Polda Jawa Barat. Additionally, transparency challenges also arose in the medical examination stage, as medical assessments by the evaluation team could not be conducted openly due to medical ethics regulations that protect the confidentiality of participants' health conditions, particularly for personal aspects that cannot be publicly disclosed.

In terms of accountability, the Akpol recruitment process at Polda Jawa Barat had, in principle, followed the regulations set by Mabes Polri. As the Chair of the Regional Committee, the Kapolda had the authority to implement policies deemed necessary to ensure a Professional, Modern, and Trusted (Promoter) recruitment process, in line with the directives of the Kapolri. However, the issue in the recruitment process at Polda Jawa Barat was the lack of coordination in implementing these policies. From the perspective of responsibility, although the recruitment process was regulated by Indonesian law and Peraturan Kapolri, deviations still occurred in practice. One such deviation was the decision of the regional committee to implement a new policy without prior notification and approval from Mabes Polri, the central committee, leading to inconsistencies in the selection process.

Moreover, the perceptions and experiences of Polda Jawa Barat personnel regarding issues that arose during the Akpol recruitment process were evident through interviews with informants directly involved in the selection. One of the key points of contention was the

Kapolda Jawa Barat's policy on the percentage of local candidates (putra daerah) admitted, which was enforced at the Regional Committee (Panda) level.

Views among police personnel regarding this policy were divided; some considered it appropriate and justified, while others believed it contradicted existing regulations. Overall, the recruitment process at Polda Jawa Barat had adhered to the procedures established by Mabes Polri. Therefore, the intervention by Mabes Polri primarily focused on improving the mechanism of the Regional Final Selection (Pantukhir), ensuring that candidates' graduation was determined based on their test scores. Once declared successful by Mabes Polri, candidates could proceed to the central-level selection stage.

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