

THE RECRUITMENT AND SELECTION OF INDONESIAN NATIONAL POLICE AVIATORS FROM *BAKOMSUS* THROUGH A MERIT SYSTEM

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ABSTRACT

In the public sector of developed and developing countries, a merit system has been applied in the recruitment and selection processes to get the best civil servants and police personnel. A merit system is applied because it is fair, open, and of high quality. Moreover, it is transparent and has equality and minimum qualifications and competency in carrying out tasks. The study discusses the application of the merit system in the recruitment and selection of Indonesian National Police non-commissioned officers who possess special competence in aviation. The results of the study show that the application of the merit system in the Indonesian National Police is following the stages in the recruitment and selection of Indonesian National Police non-commissioned officers with special competence of aviators to get the best candidates. In its implementation, the existing recruitment and selection processes employ the principle called Clean, Transparent, Accountable, and Humanist (BETAH). The problem is that the merit system has not been regulated in the recruitment and selection processes for police personnel in Indonesia. The positions open for recruitment and selection require competence in carrying out daily tasks so the application of a merit system in the recruitment and selection of police officers who have special competencies requires legality in the form of the Chief Regulation of Indonesian National Police.

Keywords: *aviator, competency, merit system, Polri, recruitment, selection*

1. INTRODUCTION

The era of globalization and the increasing activity of multinational business organizations have prompted greater interest in human resource management (HRM). Human Resources Management represents

a strategic approach because it tends to emphasize the importance of integrating HRM policies and practices with corporate strategy and that the responsibility for HRM is delegated to the management side, i.e. the role of the personnel specialist is to support and facilitate

line management in this task, not to control it (Hsu YR, & Leat M, 2000).

Every organization has a goal in achieving the organization's vision and missions, including having superior human resources and competency (Evan Berman et al., 2016). Competency is emphasized on the ability of people as a whole and also refers to skills that are appropriate and unique to the organization, which in turn can provide core competencies and competitive advantages for the organization (Slitter et al., 2005).

The role of HRM has something to do with finding and selecting the best employees (talent management), namely in the recruitment and selection process within an organization. Recruitment is the process of gathering the most talented and motivated applicants and is therefore a basic function (Evan Berman et al., 2016: 177). Meanwhile, the selection is to filter the pool of applicants and test applicants. Reviewing applicant files and resumes, conducting appropriate testing, and separating promising candidates from marginal ones take time and expertise. Screening of applicants is designed to reduce the pool of candidates to a manageable size so that the best individuals can receive further consideration (Daly, 2015).

Indonesian National Police, also known as Polri currently employs Polri Chief Regulation Number 10/2016 concerning the recruitment of its prospective

personnel using the principles of Clean, Transparent, Accountable, and Humanist (*BETAH*) as the basis for the implementation of the recruitment and selection processes in all categories ranging from enlisted officers, non-commissioned officers, police officers, bachelor (PPSS) and Police Academy Officer (Akpil). There are no rules in Chief Regulation Number 10/2016 regarding the application of the merit system in recruitment and selection processes in Polri institutions. The application of the merit system itself is only used for career development as stated by Polri Chief Regulation Number 16/2012 concerning the transfer of Polri personnel. This is following Polri's Promoter program at the career development stage.

Currently, the merit system in Polri cannot be implemented in the recruitment and selection processes because there are no rules regulating the processes. In making a concept of an example of a merit system, it is necessary to have a staff review until the rules are formed in a product of the Polri Chief Regulation. Besides, it is necessary to have to implement instructions (*juklak*) and technical instructions (*juknis*) in implementing a merit system in recruitment and selection processes. Then, the analysis and evaluation (one) stages will be carried out as well as a comprehensive study that can take a long time for Polri to carry out in the future.

There are still irregularities that occur in the implementation of the recruitment and selection processes of Polri personnel in the

context of the implementation of open applications, the method of minimum qualification, and the selection carried out. The content of democratic and accountable supervision has not been able to run optimally in the implementation of recruitment and selection processes within Polri. Such situation and condition are supported by various findings of irregularities in the recruitment and selection processes that occur because the application of the merit system has not run optimally in several police regions, practices in the selection method, and determination of recruitment and selection graduations still employ non-merit implementation. In addition to, the supervision procedures for the implementation of selection by internal and external parties have not been maximized and deviation still occurs. These make Polri's efforts to get the best police personnel from the selection not follow what it expects.

2. LITERATURE REVIEW

2.1. Human Resources Management

Human resource management (HRM) consists of dedicated professionals who work cooperatively with other talented members of the organization (and community) to achieve the organization's vision, missions, goals, and values. Human resources management operates as a

service unit for other operational units. Human resources seek to develop policies, plans, programs, and initiatives that advance the human capacity of other work units and their ability to provide high-quality products and services to customers, clients, or citizens (Daly, 2005).

Meanwhile, human resource management includes a broader focus and has relevance for HR specialists, line managers, and executives. This includes all decisions that affect the relationship between individuals and organizations, aiming at optimizing the effectiveness of both views. In addition to technical operations, including actively seeking and selecting the best employees (talent management), adjusting positions to meet evolving needs (job design), integrating payment strategies for optimal compensation policies, and providing cost-effective benefits packages that provide maximum values for employees (family allowance), establishing technical training to include employee development, helping employees to improve their performance, proactively managing the relationship of employee-company, tracking the organization accountability and ensuring health and safety

problems (Evan Berman et al., 2016).

2.2. Recruitment

Recruitment is the process of finding and attracting qualified job applicants, which begins with the identification of positions requiring staff and is completed when resumes or application forms are received from a sufficient number of applicants (Dressler & Chhinzer, 2020). In addition, it is the process of identifying and securing a pool of qualified job candidates for job consideration, or is called talent identification (Daly, 2015).

Another definition of recruitment is the process of gathering the most talented and motivated applicants, and therefore is a basic function. Only with highly skilled staff—human capital—do organizations have the opportunity to thrive in an era where jobs tend to be complex, adaptable, and rapidly changing (Evan Berman et al., 2016). There are three stages of recruitment, including (1) planning and approval of positions, (2) preparation of position announcements, and (3) selection and use of special strategies.

2.3. Selection

Selection can be defined as a process carried out to identify a match between individuals and jobs

(Motsoeneng, 2011). The definition of selection is a process of trying to determine which individual is the most suitable for a particular job in an organizational context, taking into account individual differences, job requirements and organizational needs, and internal and external environment (Erasmus et al., 2005). Selection is a combination of processes that lead to the choice of one or more candidates over others for one or more jobs or roles (Edenborough, 2005).

Selection is screening the pool of applicants and testing applicants. Reviewing applicant files and resumes, conducting appropriate testing, and separating promising candidates from marginal ones take time and expertise. Screening of applicants is designed to reduce the pool of candidates to a manageable size so that the best individuals can receive further consideration (Daly, 2015). The selection stage has four parts: (1) selection based on a "test"; (2) screening, interviews, and checking (references and others); (3) negotiating and deciding; and (4) post-selection considerations (Evan Berman et al., 2016).

2.4. Merit System

2.4.1. Merit System Concept

A meritocracy is a system that respects the principles of competition, open selection, careful quality evaluation, and has a set of qualification standards and an established recruitment process rather than arbitrary appointments of individuals to civil service positions. Meritocracy is a policy that reinforces the idea of equality and competency because it rejects patronage, nepotism, corruption, and the inability to enter the civil service. Currently, meritocracy in the recruitment process is often associated with having educational qualifications, passing general examinations, and satisfying job qualifications (Poocharoen & Brillantes, 2013).

Merit operates more as a basic value or principle with connotations of fairness, equality, and achievement in public work as a substitute for political action or favouritism, or other discrimination

(Woodard, 2000). The merit system has the simplest definition, namely “the appointment of the best person for any given job” which means the appointment of the best person for any job (McCourt, 2007). A job or position must be filled by the best people because of their quality and ability (Herman, 2012), not based on inscriptive factors such as social class, gender, ethnicity, or wealth (Kumoroto, 2006).

A merit system ensures a high-quality recruitment process, fairness, integrity, diligence, and competency which are critical to the long-term integrity of government. In addition, the merit system emphasizes technical qualifications by using a process that analyses job competencies and requires an open application procedure. The merit system always requires “tests,” related to education and experience, performance evaluation, and license and written knowledge tests (Evan Berman et al., 2016).

Based on the descriptions above, it can be concluded that a merit system is a high-quality recruitment to get the best people based on minimum qualification standards, job competence in carrying out duties and responsibilities in a position, some open procedures and systems are fair and equal for all candidates, competition in competitions in the form of education and experience tests according to competence, written knowledge and having a license/certification. Furthermore, the merit system is not based on patronage, nepotism, corruption, ethnicity/culture, social class, wealth, family, and other factors.

2.4.2. Merit system in the recruitment and selection process

No criterion can beat the merit system for personnel recruitment in any organization, both public and private

(Zaman, 2015). This has been practised in developed countries in the world such as Japan and Singapore which have recruited civil servants based on an open merit system and competitive examinations. If the recruitment and selection processes are carried out based on a merit system, it will be able to improve the quality of public services.

Another advantage of a merit system-based recruitment process is that it will gain legitimacy in the form of an asset which is the quality of (1) the selection process itself, and (2) the ability of the people selected (Cortázar et al., 2016). Meanwhile, the strength of merit system selection is the process that is fair to the candidates, its availability for supervision, and its guarantee of minimum competencies and qualifications as well as being democratic and accountable (Evan Berman et al., 2016). Fiji Civil Service (2016) (in the Public

Service Commission of Samoa, 2017) explains that merit-based selection is generally defined as a system of selecting and appointing employees based on their ability to carry out the duties and responsibilities of a position, and they will be assessed based on their job competencies and objective descriptor.

In the policy guideline entitled “*A Policy To Guide Merit-Based Recruitment & Selection*” published by the Public Service Commission of Samoa in 2017, it is stated that the basis for merit system-based recruitment and selection processes is based on: (1) a person's qualifications; (2) experience and past work performance; (3) personal attributes; and (4) skills and abilities.

The assessment tools used in merit assessment are determined in the recruitment and selection guide manual, including: (1)

lists required for screening applications or statements of interest for job vacancies to assess the suitability of applicants for the next step of the recruitment process; (2) tests/exams are usually in the form of job-related scenario questions and are presented to candidates to better gauge their skill level, cognitive/mental abilities, depth of experience and past performance; (3) interview is a face-to-face discussion conducted by a panel selected to validate and confirm the candidate's excellence in written claims that will facilitate the key roles, duties, and responsibilities of the position applied for; and (4) integrity checks are important in validating personal attributes, experience, and past performance of candidates with former employers (Public Service Commission of Samoa (2017)).

2.4.3. Factors that affect the merit system

A study, conducted by Poocharoen &

Brillantes (2013) reveals that the factors that influence the merit system in recruitment and promotion are (1) corruption in recruitment and promotion and (2) political affiliation and political influence in recruitment and promotion. Another study, conducted by Setyowati (2016) reveals that the influencing factors are (1) administrative, (2) political, and (3) culture which includes caste structure, ritualism, extended family system, collective responsibility, and authority based on seniority and (4) technical.

A study, conducted by Wiratama and Prasajo (2019) shows that there are four influencing factors: (1) political patronage and nepotism; (2) discrimination, namely that affirmative action is still justified. However, what must be avoided is discrimination based on gender, race, or

other irrelevant personal factors; (3) the definition of merit, namely defining the meaning of merit incorrectly can facilitate corruption because if merit is defined it only means 'able to do the job, and (4) culture. Research conducted by Asafa (2020) also shows that there are three influencing factors: (1) nepotism, (2) political patronage (God-fatherism), and (3) ethnicity.

Based on the results of the research above, it can be concluded that several factors influence the merit system and make the system not function as expected. Researchers have compiled the factors that influence the application of the merit system in this study. They are corruption, political affiliation, political influence, culture, discrimination, the definition of merit, nepotism, and connections.

2.5. Aviators

Aviators, according to www.merriam-webster.com, are the operator or pilots of an aircraft and especially an

aeroplane. The term "aviator" is not as commonly used today, with aviators usually being referred to as "pilots." Whether one calls someone who flies planes an aviator or a pilot, a professional career in this field can be quite diverse, with some career opportunities open to people who hold certifications that allow them to fly aircraft.

3. METHODS

The study employs the qualitative approach in the form of a literature review. Then, data and documents collected from articles and other sources of national and international journals as well as academic books are analyzed to find out the answers to the research questions as well as the research purposes.

4. RESULTS & DISCUSSION

4.1. The merit system implementation process in the recruiting and selecting Indonesian National Police NCOs having special competencies for Aviators

Recruitment and selection is a method to find the most suitable personnel as well as to regenerate personnel. The method must be following the criteria of a public sector that are used in some literature (Evan Berman et al., 2016), including several

types of research on the recruitment and selection of civil servants (Poocharoen & Brillantes, 2013; Zaman, 2015; Setyowati, 2016; Adebimpe A. Adenugba, et al., 2017; Rishi, 2020; Assefa, 2020; Brewer et al., 2021) as well as research on recruitment and selection of police officers (Ho, 1999; Caglar, 2004; Oliver, 2007; Annell et al., 2015; Inzunza, 2016; Rabrenovic, 2018; Dwaa & Prasodjo, 2020; Sukarnito & Aedah, 2021 and Blooksgaard & Prieur, 2021). Based on the analysis of several previous types of research, it can be said that the literature reference of the recruitment and selection of Polri personnel must refer to the criteria because Polri belongs to the public sector.

In some countries, recruitment and selection processes to recruit highly qualified police personnel are based on several things, such as instrument-based psychological test testing (Ho, 1999); based on formal selection and semi-structured interviews (Caglar, 2004); minority based (Oliver, 2007); based on general selection methods and assessment by interview (Annell et al., 2015); based on applicants' private data (Inzunza, 2016); based on merit system (Rabrenovic, 2018); based on affirmative action (Dwaa & Prasodjo, 2020); and based on local boy policies for local jobs (Sukarnito & Aedah,

2021). Based on previous research, the recruitment and selection of Polri personnel in this article are based on a merit system.

The reference source literature related to the merit system, namely a system for appointing the best person for any job (McCourt, 2007); or because of their quality and abilities (Herman, 2012), which has the principles of competition, open selection, careful quality evaluation, and having a set of qualification standards and an established recruitment process (Poocharoen & Brillantes, 2013). In addition, it is used for high-quality recruitment, fairness, integrity, diligence, and competencies that are critical to the long-term integrity of the government (Evan Berman et al., 2016); with the existence of basic values or principles with connotations of justice, equality, and achievement obtained in public work as a substitute for political action or favouritism or other discrimination (Woodard, 2000). The decisions made are not based on some inscriptive factors, such as social class, gender, race, or wealth (Kumoroto, 2006)

The study uses some works of literature that are related to the merit system in the form of journals of

research conducted in developed countries, such as the European Union (Morten Egeberg et al., 2017); Asia, and the United States of America (Poocharoen & Brillantes, 2013); Singapore (Kim & Choi, 2017); the United of States of America (Park & Liang, 2019; Brewer et al., 2021), as well as several journals of researches conducted in developing countries, such as Bangladesh (Zaman, 2015); Indonesia (Setyowati, 2016; Wiratama & Prasodjo, 2018); India and Pakistan (Rishi, 2020), Ethiopia (Assefa, 2020). The application of a merit system in developed and developing countries are needed to be conducted to get the best candidates, in which the system uses open, fair, and equal competition. Besides, the minimum qualification and competency test improve the competitive power for the position fought for.

Research, conducted by Ho (1999) on the recruitment and selection process of police officers at Asheville, North Carolina Police Department, during 1990-1996 tells us something new. The National Advisory Commission on Criminal Justice Standards and Objectives (1973) suggests that police agencies should establish a formal selection process and testing instrument for recruiting highly qualified police officers. The

Commission also stresses the importance of using psychological tests to measure cognitive ability, aptitude, and personality among police recruits. The United States Supreme Court rules that police departments may use necessary testing or measurement procedures if they are "job-related". In addition, police departments must use a series of tests to determine the fitness and emotional stability of police recruits.

Research, conducted by Anell et al., (2015) on the selection process for police officers in Sweden by examining the research conducted by Ho (1999) tells us another new thing. It reveals that the recruitment of police personnel must pass the academy and field training. The reason for the emphasis on screening job applicants before employment is the severe negative consequences of poor candidate recruitment, careless and irresponsible behaviour (e.g. inappropriate use of force, abusive language, etc.) which both drain resources in terms of greater scrutiny, firing, and poorer performance, and also risks harming others, undermining public trust (e.g., by publicity), and reducing the trust of police officers. Therefore, in

screening applicants, police authorities usually apply multiple hurdle procedures, which only allow applicants who pass certain standards to proceed to the next step. Different selection methods (e.g., cognitive tests, personality inventories, physical tests, medical examinations, and interviews), which are commonly used by police authorities in various ways, provide complementary information. Police authorities usually employ interviews at the end of the selection process to select applicants.

Research conducted by Caglar (2004) examines the selection method of the Turkish Police recruitment process and the nature of the formal and informal arrangements within it. Semi-structured interviews and secondary data techniques are used to collect the analyzed data. Furthermore, the research finds that although formal selection methods involve rigorous intelligence, medical, physical, and background tests, several important "invisible" variables shape the selection process. Although all Turkish citizens who meet certain formal requirements officially have equal rights to police recruitment, discrimination based on sex and political affiliation is still found, especially concerning police high schools and police academies.

Research conducted by Inzunza (2016) reveals that there are social changes and shifts in police work as well as cultural variations so that a key match of the applicant's data is needed to join the National Police in Sweden and Catalan Police in Spain. The findings show some similarities between organizations in the context of formal criteria and selection procedures, especially the emphasis on peace-making and problem-solving skills. However, differences are found in areas such as loyalty to the organization and differences that correspond to different organizational images.

Research, conducted by Bloksgaard & Prieur (2021) examines the recruitment and selection of police officers that focuses on a more friendly and service-minded police force, the Danish police. With a relatively low crime rate, a strong democratic tradition, and a very high level of trust in the police, Denmark offers an interesting case for examining how service-oriented policing is established. The ideal and professional Danish police officer should engage in an equal dialogue with citizens. In recruiting and educating police officers, a considerable emphasis is placed on

assessing and developing social skills, particularly empathy. This article explores how the shift towards service-mindedness is achieved, as well as some of the challenges and tensions involved in pursuing these ideals. The demands of communicative and emotional skills in modern work life can understand modern police as regulated and carry out through emotional practice and the realization of police recruitment as a solver of community problems.

Research conducted by Oliver (2007) tells us about the recruitment and selection of police officers in the United States from minority sources as workplace diversity. The results of the study reveal that it is necessary to identify ways to involve all ethnic groups in society, with the diversity of people of colour currently numbering 100 million and growing exponentially. It is in the best interests of law enforcement agencies in America to learn how to interact effectively and respect ethnicity, as well as build strong partnerships with ethnically diverse communities in the United States.

Based on research (Setyowati, 2016) on a merit system, it is known that the recruitment and selection process for civil servants is not based on the merit principle which is characterized by the

submission of formations that are not under bureaucratic needs, indications of corruption, collusion, and nepotism, and applicants are not analyzed based on passing grades. Based on the macro analysis, this condition is caused by the policy framework as the basis for implementing recruitment and selection which does not explicitly and clearly explain the merit system. Furthermore, the micro-analysis found that three obstacles in the recruitment and selection of civil servants were not carried out based on the merit principle, namely administrative, technical, political, and cultural barriers.

Research, conducted by Zaman (2015) in Bangladesh, examines people who want to join the Bangladesh Civil Service (BCS) to contribute to advancing the nation's prosperity. It is known that it is not easy for some best candidates to join BCS because there is a quota system so that there are many prospective civil servants are rejected. To have an effective & dynamic public administration, Bangladesh's recruitment of talented, hardworking, and committed people can be carried out should have effective public administration in realizing the long-term vision of becoming

a middle-income country by 2021. A merit system concept is needed for the recruitment and selection of civil servants, including the ability to be effective and efficient in carrying out work, competencies used in a position, values of attitudes, and having the excellent and best quality.

Research conducted by Poocharoen & Briliantes (2013) assesses the merit system applied in Asian countries and the United States. The results of the research reveal that there are five dimensions of the merit system: (1) recruitment criteria; (2) corruption in recruitment and promotion; (3) affiliation and political influence; (4) the degree of centralization of the recruitment and promotion process; and (5) the extent of the service protection regime. Surveys and interviews are conducted in several countries. It is found that Asian countries are highly dependent on central examinations and educational qualifications are becoming more important in many countries, but there are problems of corruption and political factors in the recruitment and selection processes. In addition, there is a relationship between having a centralized recruitment system and the need for flexibility and speed in hiring.

A study (Adenugha et al., 2017), finds out that the recruitment and selection of civil servants are influenced by non-meritocratic factors. The results of the study reveal that ethnic, religious, statism, and political factors had been attached to the socio-economic and political organization/structure. The application of the merit system is underestimated and makes efficiency and effectiveness difficult to achieve in Nigerian civil servants.

Research (Wiratama & Prasodjo, 2018) conducts an assessment of the merit system in the recruitment and selection of police personnel. The results of the research reveal that there are gaps that have the potential for fraud to occur in the mechanism of each selection method until the final graduation determination. This makes the merit system has the potential not to be implemented properly. However, in this study, the implementation of the recruitment and selection of police personnel can run according to the principle of merit from the initial stage to the final stage of selection.

In contrast to research journals (Dwaa & Prasodjo, 2020), there is the application of affirmative action to the recruitment and selection of police personnel in Papua

Police Region. There is a quota in the implementation of recruitment and selection that is different from NCOs recruitment. This is done on purpose so that Original Papuan people (OAP) or Melanesian race have the opportunity to become a member of the police and increase the OAP's motivation to become a member of the police. In addition, the merit system is still being implemented in the selection process so that the OAPs who are accepted as police officers are the best personnel received from the number of OAPs who have registered to become members of the police.

The study combines journals (Ho, 1999; Caglar, 2004; Oliver, 2007; Anell et al., 2015; Inzunza, 2016; Rabrenovic, 2018; Dwaa & Prasodjo, 2020; Sukarnito & Aedah, 2021 and Blooksgaard & Prieur, 2021) that are written in developed and developing countries using the theme of recruitment and selection as well as merit system. In addition to, the research studies the recruitment and selection of police personnel related to the special competency of aviators working for Polri institutions in the public sector (Evan Berman et al., 2016). The implementation of the recruitment and selection of Polri NCOs with special competency of aviators for

pilots is carried out through a series of selections based on a merit system to get the best people (McCourt, 2007) because of the quality and capabilities possessed (Herman, 2012); there is an application of competition and open selection; there is an application of minimum qualification and quality evaluation (Poocharoen & Brilinales, 2013); high quality, fair, and integrated recruitment; and competency for integrity (Evan Berman et al., 2016).

The recruitment process for NCOs with special competency of aviators is following the stages of recruitment (Evan Berman et al., 2016), namely (1) planning & position approval, (2) preparation of position announcements, and (3) selection & use of special strategies. The first stage deals with the planning for personnel needs in work units that require personnel regeneration at Polri Air Police Directorate. The submission of a plan for personnel needs from the directorate is then analyzed by Polri HR Department Strategic and Study Bureau. The process is followed up by approval for personnel recruitment positions, one of which is aviator, from the Police leadership. The second stage is preparation for the

announcement of the positions. This will be held by Polri HR Department Personnel Control Bureau. The positions will be fulfilled by people who have several minimum qualifications, required requirements, job positions opened as well as instructions for applying. The third stage will be the responsibility of Polri Public Relations and police regions that carry out the recruitment process and special selections using several strategies, among others (a) through official police media (websites, podcasts, and social media), television media (advertising), mass media, online media and radio, (b) through recommendations from the internal police, (c) through face-to-face socialization at pilot/aviation schools and online communication through WhatsApp or Telegram groups for pilot graduates who have not got a job, (d) recruitment information with the BETAH principle to ensure a clean, transparent, accountable and humane selection process for all applicants, and (e) information on the implementation of the competency test in the context of knowledge, skills, and attitude (KSA).

The implementation of the selection for future Polri NCOs with special competencies for aviators will be held in four stages (Evan

Berman et al., 2016): (1) selection based on tests; (2) screening, interviews, and checks (references and others); (3) negotiation; and (4) post-test considerations. In the first stage, applicants will be evaluated in the context of education and previous work experience related to the application form (including biographical data, education, work experience, position applied for, work location, and special qualifications, while the application includes a license or certification and a signed certification and authorization statement), cover letter and resume and biographical data with reliable competence. In the second stage (screening, interviews, and checks for references and others), the implementation of screening employs the highest to lowest rankings procedure, including competency-based tests (Slitter et al., 2005) that prioritize knowledge, skills, and attitudes; based on the validity of the applicant's data (Inzunza, 2016); instrument-based psychological test (Ho, 1999); based on formal police selection (cognitive tests, personality inventories, physical tests, medical examinations) and assessments based on interviews (Annell et al., 2015); as well as semi-structured interviews (Caglar,

2004); by providing open opportunities for minorities (Oliver, 2007) including the criteria for Orang Asli Papua (OAP) who have competency as pilot graduates to become Indonesian National Police aviators. In the third stage (negotiation) follow-up interviews will be conducted if there are one to three candidates who have equivalent qualifications and will be followed by physical examinations and drug tests, and candidates who meet the requirements will fill out a form regarding self-identity as data at the consideration stage after the selection. In the fourth stage (post-selection considerations), there will be a final determination assessment, including background check II and polygraph examination (lie) and selecting the best candidate.

The application of the merit system (Evan Berman et al., 2016) emphasizes technical qualifications by using a process that analyses job competencies and requires an open application procedure. The concept of this merit system always requires "tests" related to education and experience, performance evaluation, and licensing and written knowledge tests which are included in the selection stage. Thus, the strength of merit system selection (Evan Berman et al., 2016) is that the

process is fair to the candidates, is available for supervision, guarantees minimum competencies and qualifications as well as being democratic and accountable.

4.2. Factors influencing the application of the merit system in the recruitment and selection of Polri NCOs with special competency for aviators

In a research journal (Poocharoen & Brillantes, 2013), it is mentioned that two factors influence the merit system in recruitment and promotion: (1) corruption in recruitment and promotion, and (2) political affiliation and political influence in recruitment and promotion. Furthermore, in a research journal written by Setyowati (2016), it is stated that the factors that influence the implementation of the civil servant merit system in Malang, Indonesia are (1) administrative, (2) political, (3) culture, including caste structure, ritualism, system extended family, collective responsibility, and authority based on seniority, and (4) technical.

In a research journal written by Wiratama and Prasajo (2019), it is revealed that four factors influence the merit system: (1) political patronage and nepotism; (2) discrimination, that is,

affirmative action is still justified, but discrimination based on gender, race or other irrelevant personal factors must be avoided; (3) the definition of merit, namely defining the meaning of merit incorrectly can facilitate corruption because if merit is defined it only means 'able to do the job, and (4) culture.

Meanwhile, in a research journal written by Asafa (2020), it is written that the factors that influence the implementation of the civil service merit system in Ethiopia are (1) nepotism, and (2) political patronage (God-fatherism), and (3) ethnicity. The last research journal written by Kim and Choi (2017) reveals that two factors influence the merit system of a civil servant in Singapore: (1) family background, and (2) social connection or network.

In this research journal, the authors conclude that seven factors influence the merit system in the recruitment and selection processes for Polri NCOs with special competence for aviators: (1) corruption and (2) political affiliation and influence (Poocharoen & Brillantes, 2013); (3) discrimination according to Setyowati (2016); (4) discrimination and (5) definition of merit according to Wiratama and Prasodjo (2019); (6) nepotism according to Assefa (2020); and (7) social

connections according to Kim & Choi (2017).

5. CONCLUSION & IMPLICATIONS

5.1. Conclusions

Based on the elaboration above, the authors can draw the following conclusions:

- a. Polri has provided the opportunity as wide as possible for Indonesian people who are eager to join the National Police as long as they have the skills, abilities, and competencies expected.
- b. Polri has applied a principle called BETAH (Clean, Transparent, Accountable and Humanist) based on the Polri Chief Regulation Number 10/2012 concerning the Acceptance of Candidates for Police Personnel
- c. The application of the merit system in the recruitment and selection of Polri NCOs with special competency for aviators has been generally following the concept of the merit system according to Evan Berman et al., (2016).

5.2. Implications

Based on the conclusions above, the authors recommend Polri to:

- a. be able to accommodate more people with special competencies required to join the organization;
- b. improve the use of the principle of BETAH in its recruitment and selection processes; and
- c. establish rules and regulations regarding the application of a merit system in the recruitment and selection of its future personnel to become an SOP in implementing such a system.

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