

# Penerapan Affirmative Action Masyarakat Perbatasan pada Rekrutmen dan Seleksi Calon Bintara Polri di Polda Kalimantan Barat = The Implementation of Affirmative Action in Border Community on Recruitment and Selection of the Non-Commissioned Officer Candidate for Indonesian National Police in Regional Police of West Kalimantan

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## Abstrak

Penelitian ini bertujuan untuk menganalisis penerapan program affirmative action masyarakat perbatasan pada rekrutmen dan seleksi calon Bintara Polri di Polda Kalimantan Barat dan faktor-faktor apa saja yang mempengaruhi proses pelaksanaan affirmative action pada rekrutmen dan seleksi tersebut. Pendekatan penelitian dalam penyusunan tesis ini adalah post positivism dengan menggunakan metode deskriptif. Teori yang dirujuk untuk menganalisis proses rekrutmen dan seleksi pada tesis ini yaitu teori Phases of Talent Acquisition Management yang dikemukakan oleh Daly (2010) bahwa dalam implementasinya rekrutmen dan seleksi terdapat tiga tahapan yaitu review posisi, screening of candidates dan selection interviews. Sedangkan faktor yang mempengaruhi digunakan teori High Quality Recruitment yang dikemukakan Berman dkk (2016) bahwa terdapat faktor-faktor kunci untuk keberhasilan proses rekrutmen dan seleksi sehingga memiliki tingkat kualitas yang tinggi dengan memperhatikan perspektif pemberi kerja dan perspektif pelamar. Hasil penelitian menunjukkan bahwa kebijakan affirmative action sudah diterapkan pada pelaksanaan rekrutmen dan seleksi calon Bintara Polri di Polda Kalimantan Barat namun masih sebatas dititikberatkan pada perlunya diakomodir penduduk asli wilayah perbatasan. Belum dapat menjangkau seluruh wilayah yang ditetapkan, selain itu belum terlihat spesifikasi jabatan, kuota yang dibutuhkan dan metode rekrutmen untuk menjaring calon yang berkualitas. Faktor-faktor yang mempengaruhi penerapan affirmative action bagi calon peserta wilayah perbatasan pada rekrutmen dan seleksi ini, sebelum pelaksanaan seleksi dilingkungan internal Polri dan Polda Kalimantan Barat menunjukkan kondisi yang mengakomodir keberagaman yang didukung kebijakan terkait, kemauan organisasi pun terlihat untuk merekrut dalam konteks keberagaman dan target yang disasar pun sudah spesifik menjangkau ke wilayah perbatasan meskipun belum merata.

.....This research aims to analyze the implementation of affirmative action program in border community on recruitment and selection of the Non-Commissioned Officer Candidate for Indonesian National Police in Regional Police of West Kalimantan and factors affecting the process of implementing affirmative action in recruitment and selection. Approach of the research in writing this thesis was post-positivism using the descriptive methodology. Theory referred to analyze recruitment and selection processes in this thesis was a theory of the Phases of Talent Acquisition Management as stated by Daly (2010) in which implementation of recruitment and selection had three stages, namely position review, screening of candidates and selection interview. Meanwhile, for the affecting factors, it used theory of High Quality Recruitment as stated by Berman et al. (2016) in which there are key factors for the success of recruitment and selection processes, thus having high quality by considering perspective of employer and applicant. The research shows the result that affirmative action has been implemented in the implementation of recruitment and selection of Non-Commissioned Officer Candidate for Indonesian National Police in Regional Police of West

Kalimantan, but it was still limited on accommodation of indigenous people in border region. It did not yet target the whole region as stipulated, while specifications of position, quota required, and recruitment method for recruiting the quality candidates were not yet shown. In factors affecting the implementation of affirmative action for the candidate from border region in recruitment and selection, before implementation of selection in Indonesian National Police and Regional Police of West Kalimantan, it shows condition accommodating diversity as supported by the related policy, while willingness of the organization is shown in recruitment, in the context that diversity and target focus on the border region, despite not being equal.