

The Role of Psychology in the Recruitment of National Police Non-Commissioned Officers

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Abstract

This research discusses the role of psychology in the recruitment process for National Police NCO members, which includes qualification selection, career development, and human resource (HR) development in the National Police. Psychology has an important role in assessing the intelligence abilities, personality and work attitudes of prospective recruits through various tests and in-depth assessments to ensure candidates have the appropriate potential. Additionally, psychology helps identify difficulties that candidates may face in their assignments, as well as evaluate individual interests, talents and abilities for optimal career development. This research also highlights the challenges in measuring these aspects, including difficulties in accurate assessment, identification of interests and talents, and measuring a candidate's commitment to the organization. In the context of human resource development, psychology is used to evaluate the personality abilities and work attitudes of active members of the Indonesian National Police, as well as to design effective training programs. With a deep understanding of Polri members, psychology contributes to the promotion of commitment to the organization. This study also identified challenges in the recruitment process, such as inaccurate assessments, less than optimal socialization, and difficulties in career and HR development. A careful and sustainable approach is needed to overcome these challenges to ensure that the recruitment and career development process at the National Police is effective and contributes to the overall success of the organization. This research provides insight into the importance of psychology in recruitment and career development in the National Police, as well as the challenges faced and the solutions needed to improve the process.

Keywords: *Psychology, Recruitment, Police NCO, Career Development, Human Resources, Psychological Assessment, Organizational Commitment.*

Introduction

Aspects of the role of psychology in the recruitment of National Police non-commissioned officers include several very vital parts. First, in selecting qualifications, psychology has a crucial role. Psychology is used to assess the abilities, intelligence, personality and work attitudes of potential recruits. Through various psychological tests and in-depth assessments, psychology helps in determining whether a candidate has the potential to become a qualified National Police non-commissioned officer. In addition, psychology also helps in identifying the types of difficulties that candidates may face, such as difficulty in managing role conflicts or role ambiguity that may arise in their duties. Second, psychology plays an important role in the career development of recruitment candidates. This includes evaluating individual interests, talents and abilities that potential National Police non-commissioned officers may have. By better understanding candidates' potential and preferences, psychology can assist in devising appropriate career development programs, thereby enabling them to develop optimally in their careers in the National Police (Kusumadewi 2022). Apart from that, psychology is also used to assess the candidate's level of commitment to the National Police organization, which is an important factor in ensuring continuity and dedication to the tasks at hand. Third, in the development of Polri's human resources (HR), psychology plays a significant role. Psychology is used to evaluate the abilities, personality and work attitudes of active members of the National Police. Through various psychological tools and techniques, such as psychometric tests and interviews, psychology helps in identifying the development needs of individuals and groups in organizations. With a deep understanding of Polri members, psychology helps in designing relevant and effective training and development programs, as well as in promoting members' levels of commitment

to the Polri organization. Thus, these aspects explain how psychology plays an integral role in the recruitment process, career development, and human resource development in the National Police, ultimately contributing to the overall success and professionalism of the organization (Edi Saputra Hasibuan, 2021).

Apart from that, psychology is also used to assess the candidate's level of commitment to the National Police organization, which is an important factor in ensuring continuity and dedication to the tasks at hand. Third, in the development of Polri's human resources (HR), psychology plays a significant role. Psychology is used to evaluate the abilities, personality and work attitudes of active members of the National Police. Through various psychological tools and techniques, such as psychometric tests and interviews, psychology helps in identifying the development needs of individuals and groups in organizations. With a deep understanding of Polri members, psychology helps in designing relevant and effective training and development programs, as well as in promoting members' levels of commitment to the Polri organization. Thus, these aspects explain how psychology plays an integral role in the recruitment process, career development, and human resource development in the National Police, ultimately contributing to the overall success and professionalism of the organization (Saputra, 2018). Similar problems arise in the development of Polri human resources, where difficulties in measuring the abilities, personalities and work attitudes of Polri members can hinder efforts to design effective and relevant development programs for members. This can have an impact on the ability of the organization's human resources to develop optimally. Difficulties also occur in measuring the level of commitment of recruitment candidates and Polri members to the organization. Improper assessment of the level of commitment can affect the long-term sustainability and success of the organization. Lastly, in developing the recruitment system, challenges arise in developing a system that is in accordance

with the principle of "The Right Man on The Right Place". The complexity of the organizational environment and changes in demands on National Police non-commissioned officers can make it difficult to develop an adaptive and responsive recruitment system. Therefore, a careful and continuous approach is needed to overcome this challenge (Parameswari, 2020).

Similar problems arise in the development of Polri human resources, where difficulties in measuring the abilities, personalities and work attitudes of Polri members can hinder efforts to design effective and relevant development programs for members. This can have an impact on the ability of the organization's human resources to develop optimally. Difficulties also occur in measuring the level of commitment of recruitment candidates and Polri members to the organization. Improper assessment of the level of commitment can affect the long-term sustainability and success of the organization. Lastly, in developing the recruitment system, challenges arise in developing a system that is in accordance with the principle of "The Right Man on The Right Place". The complexity of the organizational environment and changes in demands on National Police non-commissioned officers can make it difficult to develop an adaptive and responsive recruitment system. Therefore, a careful and continuous approach is needed to overcome this challenge (Almigo dan Ridwan Al Farhani 2023). This process requires a holistic approach and a variety of evaluation methods that can provide an accurate picture of a candidate's potential. Furthermore, in career development, psychology must be able to carefully explore individual interests, talents and potential so that the development program prepared can have maximum impact. This involves identifying career aspirations, analyzing task preferences, as well as assessing abilities that can be developed further. Psychology must also be able to respond to the dynamics of changes in organizational needs and trends in the world of work in general. In developing

Polri's human resources, psychology must be able to understand in depth the characteristics of individuals in the organizational context. This includes an assessment of technical competency, leadership, and ability to collaborate within a team. Psychology also needs to consider factors such as organizational values and the typical work culture within the National Police. Studying the problems and role of psychology in the recruitment of National Police non-commissioned officers is not only about identifying difficulties, but also about designing appropriate and targeted solutions. This requires collaboration between psychologists, police practitioners, and other stakeholders to develop a comprehensive and effective approach to selecting, developing, and maintaining quality personnel in the National Police (Wahyu, Yusuf, dan Riyanti 2021).

The problematization of the phenomenon of aspects of the role of psychology in the recruitment of National Police non-commissioned officers reveals a series of challenges that require careful and planned solutions. One of the problems that arises is the difficulty in selecting qualifications, which crucially affects the organization's ability to recruit individuals who meet the needs and standards set. This challenge mainly arises from the complexity of measuring various aspects of candidates, such as ability, intelligence, personality and work attitude. In the context of recruitment of National Police non-commissioned officers, this becomes increasingly important considering that the tasks carried out by police officers require a unique combination of technical and non-technical skills. Difficulties in career development are also an urgent concern. In managing the careers of recruitment candidates, it is necessary to understand that individuals have different interests, talents and potential. Therefore, the main challenge is in accurately measuring these dimensions and designing development programs that meet individual needs and aspirations (Wiratama dan Prasojo, 2019). Effective career development requires a deep understanding of candidate

characteristics, organizational dynamics, and trends in the police profession. Difficulties in developing Polri's human resources are another problem that needs attention. Measuring the abilities, personality and work attitudes of National Police members requires a holistic and contextual approach. Challenges arise in ensuring that the evaluation is relevant to the duties carried out by police officers and in accordance with the values and culture of the organization. Apart from that, it is also necessary to pay attention to the aspect of commitment to tasks and the organization, which is not always easy to measure but has a significant impact on the performance and sustainability of the organization (Purnomo, Suhariadi, dan Sugiati 2022).

Studying the phenomenon of aspects of the role of psychology in the recruitment of National Police non-commissioned officers opens a broad window for a deeper understanding of the complex dynamics in selecting, developing and maintaining quality personnel in police institutions. The main objective of this research is to understand and develop the abilities, personality and work attitudes of recruitment candidates, which are key aspects in ensuring the success and professionalism of Polri members. Psychology has an important role in this process, because it brings the tools and methods necessary to measure and develop these dimensions holistically. In the context of selecting qualifications, problems arise due to the complexity of measuring a candidate's abilities, intelligence, personality and work attitudes. This not only includes the use of traditional tests and assessments, but also requires a deep understanding of the context of the tasks carried out by National Police non-commissioned officers (Hartanto, 2023). Difficulties in career development are also a major concern, because effective development programs must be able to respond appropriately to individual interests, talents and abilities. In this case, psychology has a crucial role in helping identify and understand the dynamics of candidates' career

aspirations, as well as designing programs that suit their needs and aspirations. Furthermore, in developing Polri's human resources, problems arise due to challenges in measuring the abilities, personalities and work attitudes of active Polri members. Accurate evaluation in this regard requires an approach that goes beyond standard psychological tools and techniques; it requires a deep understanding of the organizational context as well as the individual's role in achieving organizational goals. Apart from that, the problem of measuring commitment to tasks and organizations also poses its own challenges, because of its abstract and complex nature (Dwaa 2020). This, studying the phenomenon of aspects of the role of psychology in the recruitment of National Police non-commissioned officers is not only about identifying existing difficulties, but also about designing appropriate and targeted solutions. This requires collaboration between psychologists, police practitioners and other stakeholders to develop a comprehensive and effective approach to selecting, developing and maintaining quality personnel in the National Police. With a deep understanding of the interaction between psychology and the recruitment of National Police non-commissioned officers, we can ensure that the recruitment process not only runs effectively, but also makes a significant contribution to the sustainability and success of the police institution in carrying out its duties.

Literature Review

No	Year	Title	Writer's name	Issues Raised	Theory Used	Results

1.	2022	PROSES REKRUTMEN BINTARA POLRI DI POLRESTA MALANG KOTA DALAM PERSPEKTIF GOOD GOVERNANCE	Kusumadewi, Juwita	<p>The problem raised in the research is the implementation of a model of transparency and accountability in the NCO recruitment process at Malang City Police. In this research, several obstacles and problems were identified. First, even though the recruitment process is carried out transparently, outreach to secondary schools is still not optimal, causing a lack of understanding and preparation of prospective students</p>	<p>In this research, the theory used includes several conceptual approaches. First, the theory of transparency and accountability is used as a basis for understanding the importance of openness and accountability in the recruitment process. This theory emphasizes the importance of providing clear and accessible information to all parties involved in the process, as well as the need for mechanisms that ensure accountability for decisions and</p>	<p>The results of the research show that there are a number of significant findings related to the recruitment process for National Police NCOs at Malang City Police. First, there is ambiguity and inconsistency in the use of selection criteria, which causes uncertainty for candidates and is detrimental to the overall process. Second, there are non-transparent preferences for some candidates based on non-objective factors, such as personal relationships or</p>
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				<p>regarding the types of selection and evaluation standards.</p> <p>Second, there are differences in the height measurement instruments used, which produce significant differences in measurement results, affecting the admission requirements of non-commissioned officer candidates.</p> <p>Third, there is still the possibility of irregularities in the recruitment process, such as fraud, prioritizing local children, and abuse of</p>	<p>actions taken. In addition, human resource management theory is used to analyze the recruitment process in an organizational context. This includes an understanding of effective employee recruitment, selection and development strategies. By integrating these various theories, the research aims to gain a comprehensive understanding of the factors that influence the recruitment process for</p>	<p>political affiliations, which can damage public trust in the integrity of institutions. In addition, it was found that the communication and feedback process to candidates was inadequate, which could increase their anxiety and dissatisfaction with recruitment procedures. Based on these findings, improvements in recruitment policies and practices are recommended, including increasing transparency, consistency and</p>
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				<p>authority. Fourth, it is necessary to increase the capacity of Polri members, including emotional development skills, to face the developing dynamics.</p> <p>Through identifying these issues, the research aims to provide a better understanding of the National Police NCO recruitment process and provide recommendations to increase the transparency, accountability and</p>	<p>National Police NCOs at the Malang City Police and develop appropriate recommendations to increase effectiveness and fairness in the process.</p>	<p>accountability in the use of selection criteria, as well as improving communication and feedback to candidates to increase their trust and satisfaction with the recruitment process.</p>
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				effectiveness of the process.		
2.	2020	ANALISA PENERIMAAN BINTARA POLRI MELALUI PROGRAM TALENT SCOUTING	Khayat	In the analysis of the recruitment of NCO Polri Talent Scouting, several problems have been identified. First, the quality of candidates is a major concern because many candidates do not meet the set standards, especially in health and psychological tests. Second, there is the problem of information accessibility, especially in remote areas where internet access is limited,	In the analysis of the recruitment of National Police NCO Talent Scouting, several human resource management (HR) theories are used as a basis. One of them is the theory of talent management, which includes identification, selection and development of human resources as the key to organizational success. This theory underlines the importance of finding the right person with the appropriate skills	The results of the National Police Talent Scouting NCO recruitment analysis show several important findings. First, there are a number of Regional Police who recorded final recruitment results below 50% of the initial interest of prospective applicants. Factors that cause this include the large number of participants who fail at the health test and psychological test stage, which indicates that the health and

				<p>making it difficult for prospective candidates to get information and register online. Third, the effectiveness of outreach to superior schools and remote areas still needs to be improved because it is not yet effective enough in reaching and motivating potential candidates. Fourth, recruitment planning is not yet mature, especially in considering the condition of facilities and infrastructure in each Regional</p>	<p>for the right position, in accordance with the opinion of Berger & Berger (2004). Apart from that, theories about the recruitment and selection process are also applied, as explained by Endratno (2011), who emphasizes the importance of strict selection to obtain the best talent. Then, theories regarding position announcements and attracting applicants are also relevant, as mentioned by Condrey (2005), which underlines</p>	<p>psychological standards set may be too high. In addition, there are obstacles in accessing information and online registration, especially in areas that have limited internet access. Then, there are differences in recruitment results between Polda in the Kalimantan region, which indicates that recruitment methods need to be evaluated further. These results highlight the importance of careful planning, effective outreach strategies, and</p>
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				<p>Police as well as different geographical conditions. Finally, the recruitment stages, especially the way of announcing vacancies to attract the attention of potential candidates and the selection stages, need to be evaluated to be updated and clarified in order to attract quality candidates. By overcoming these problems, it is hoped that the implementation of the National Police Talent Scouting NCO</p>	<p>the importance of high expectations and how to announce vacancies to attract the interest of potential candidates. By applying these theories, it is hoped that the recruitment of NCO Polri Talent Scouting can be more effective and successful in attracting and developing quality candidates.</p>	<p>evaluation of recruitment stages and methods to increase the effectiveness of the National Police NCO Talent Scouting program.</p>
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3.	2022	Kondisi Psikologis Peserta Seleksi Penerimaan Bintara TA. 2022 Polda Sumatera Selatan (Ditinjau dari Tingkat Stress, Kecemasan, dan Depresi)	Purnomo et al	This research raises the issue of the levels of stress, anxiety and depression experienced by selection participants in accepting TA National Police NCOs. 2022 at the South Sumatra Regional Police. With a selection process that involves administrative, physical, medical and psychological testing stages, participants are faced with pressure that can affect the test	This research uses a theoretical framework based on stress and mental health theories. Stress theory emphasizes that individuals experience stress when they are faced with demands or pressures that exceed their capacity to cope or adapt. In the context of selection for National Police NCOs, the strict and demanding selection process can be a source of stress for	The results of the research show that there is a significant relationship between the selection process for accepting National Police NCOs and the psychological condition of the participants. Participants who experience high pressure during the selection process tend to have higher levels of stress, anxiety and depression. These findings suggest that a rigorous and demanding

				<p>results. Therefore, this research aims to identify the psychological condition of the selection participants, especially in terms of stress, anxiety and depression. In its analysis, this research used the Depression Anxiety Stress Scale (DASS 42) measuring instrument and involved 133 non-commissioned officer candidates who met the requirements as participants. This research highlights the importance of understanding the</p>	<p>participants. Mental health theory, on the other hand, highlights the importance of understanding the factors that influence a person's mental health, including levels of stress, anxiety, and depression. Using these two theories as a basis, this study aims to identify the relationship between the selection process and the psychological state of participants, as well as to provide a better understanding of</p>	<p>selection process may contribute to significant psychological distress for participants. In addition, this research also highlights the importance of a more holistic approach in the selection process, which not only considers physical abilities and intelligence, but also pays attention to the mental well-being of participants. Thus, the results of this research provide a better understanding of the psychological impact of the</p>
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				psychological condition of selection participants in the context of selecting National Police NCOs, with the hope of providing appropriate psychological support for participants who experience these challenges.	its impact on their mental well-being.	National Police NCO selection process and provide a basis for further improvements in a selection process that is more sustainable and supports participant well-being.
4	2020	PEMBINAAN PSIKOLOGI POLRI GUNA MENINGKATKAN KUALITAS SUMBER DAYA MANUSIA	Prameswari et al	The problem raised in this context is the lack of adequate guidance and support for members of the National Police who experience psychological problems or commit	The theories used in this context include several approaches, such as organizational management theory, criminological theory, and psychological theory. In the aspect of	The results of this analysis show several important findings related to psychological development for National Police members who commit disciplinary violations at the Batu Police Station. The main obstacles

				<p>disciplinary violations. Factors such as a lack of quantity of psychologists, minimal support from superiors for counseling programs, and limited budget and infrastructure are obstacles in providing effective guidance. Apart from that, the lack of socialization about the importance of psychological development is also a problem, as well as differences in understanding between members of the National Police and psychologists</p>	<p>organizational management, this approach is used to understand the need for human resource development in optimizing the performance of the Batu Police. Criminological theory is applied to understand the factors that encourage Polri members to commit disciplinary violations, such as the influence of the social environment, economic problems and domestic problems. Meanwhile,</p>	<p>faced include the inadequate quantity of psychologists, lack of full support from superiors for the counseling program, as well as obstacles in setting up job desks for psychologists. Apart from that, budget limitations are also a factor that influences the effectiveness of psychological coaching. To overcome these challenges, several solutions were proposed, including re-socializing psychological coaching to all members,</p>
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				<p>regarding the problems they face. All of these things cause difficulties in providing adequate coaching services for Polri members who need them, so that it can affect the quality and welfare of members as well as the performance of the Batu Police organization as a whole.</p>	<p>psychological theory is used in designing psychological development strategies for Polri members who experience psychological problems or disciplinary violations, such as individual or group counseling, as well as psychological approaches in dealing with various problems faced by Polri members. By integrating these various theories, it is hoped that effective solutions can be found in improving the</p>	<p>strengthening the role of superiors as counselors, providing adequate facilities and infrastructure, and implementing a culture of excellence in accordance with the National Police Chief's program. By implementing these solutions, it is hoped that it can increase the effectiveness of psychological development and the quality of human resources at Batu Police, so that they are able to face various challenges and maintain discipline</p>
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					quality of human resources and organizational performance of the Batu Police Department.	in carrying out their duties.
5	2021	OPTIMALISASI PELAKSANAAN REKRUTMEN BINTARA POLRI DI PROVINSI KALIMANTAN TENGAH.	Bintoro et al	The problems raised in this research include several crucial aspects related to the implementation of the recruitment of National Police NCOs in Central Kalimantan Province. First, there are obstacles in disseminating information and information regarding the recruitment process to the public, which is	In this research, researchers used several relevant theories to support the analysis and understanding of the problems raised. First, communication theory is used to understand the role and understanding of Polri personnel in conveying information to the public regarding the recruitment process. This theory helps in exploring the	The research results show a number of relevant findings related to the recruitment process for National Police NCOs in Central Kalimantan Province. First, there is a gap between the understanding of Polri personnel and the community regarding the recruitment process, which can affect the effectiveness of communication in

				<p>mainly highlighted by the lack of participation and understanding of Polri personnel in conveying detailed information. Second, there are practical obstacles associated with online registration, especially in remote areas where internet access is limited. Third, obstacles are related to the quality of human resources involved in recruitment, especially in terms of detailed understanding and inadequate</p>	<p>factors that influence the effectiveness of communication between the National Police and the community in the context of recruitment outreach. Apart from that, human resource management theory is also applied to analyze obstacles related to the quality of human resources involved in recruitment, as well as identifying strategies that can be implemented to improve this quality. Finally, information technology theory</p>	<p>recruiting outreach. Second, obstacles related to the quality of human resources involved in recruitment are also a concern, with several factors such as education, health and physical ability influencing the availability of qualified candidates. Apart from that, practical obstacles were also found related to online registration and the use of CAT in selection, which required adjustments and improvements in the information technology system used. Based on</p>
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				<p>control. Fourth, there are still limitations in the facilities and infrastructure used, especially related to the use of Computer Assisted Tests (CAT) and psychological examinations. Fifth, there are problems related to the lack of a complaints post that can be accessed by participants and the public during the selection process. All of these problems have the potential to hamper the optimization of the recruitment of</p>	<p>is used to understand the practical obstacles associated with online registration and the use of CAT in selection, as well as potential technological solutions that can be applied to overcome these problems. By applying these theories, researchers can provide a deeper understanding of the dynamics and complexity of the National Police NCO recruitment implementation in Central Kalimantan Province.</p>	<p>these findings, several strategies are recommended that can be implemented to increase the effectiveness and efficiency of recruitment, including increasing communication between the National Police and the community, improving the selection and human resource development system, as well as optimizing information technology in the recruitment process. Thus, the results of this research can</p>
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				National Police NCOs in Central Kalimantan Province in achieving the expected standards.		provide an important contribution to the understanding and development of National Police NCO recruitment in the region.
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In the context of the role of psychology in the National Police NCO recruitment process, several journals provide valuable insights. For example, research conducted by Purnomo et al. (2022) regarding "The Psychological Condition of Participants in the 2022 Non-Commissioned Officer Selection Selection for the South Sumatra Regional Police" specifically highlights the level of stress, anxiety and depression experienced by selection participants. The findings from this study strengthen understanding of the psychological impact of the selection process on participants' mental well-being. In addition, research by Bintoro et al. (2021) regarding "Optimizing the Implementation of Recruitment of National Police Non-Commissioned Officers in Central Kalimantan Province" is also relevant. This research highlights the practical obstacles associated with online registration and the use of CAT in selection, which may indirectly influence participants' stress and anxiety levels. Thus, this study emphasizes the important role of psychology in designing selection strategies that take into account the mental well-being of participants. Apart from that, other research by Khayat (2020) about "Analysis of the Acceptance of National Police NCOs through the Talent Scouting Program" is also relevant because it highlights the importance of candidate quality and evaluation of recruitment stages in reducing psychological pressure for participants. Prameswari et al. (2020) in his research on

"Psychological Development for Polri to Improve the Quality of Human Resources" also contributed by highlighting the need for psychological support for Polri members who experience psychological pressure during the selection process and afterwards. Lastly, research by Kusumadewi and Juwita (2022) on "The Recruitment Process for National Police Non-Commissioned Officers at Malang City Police from a Good Governance Perspective" highlights the importance of transparency and accountability in the recruitment process, which can indirectly influence the level of anxiety and satisfaction of participants. Thus, the integration of findings from these five studies provides a more comprehensive understanding of the role of psychology in the recruitment process for National Police NCOs.

Based on the literature review presented, the role of psychology in the recruitment process for National Police NCOs is crucial because it influences the effectiveness and quality of selection of prospective members. Research shows that the rigorous and demanding selection process can cause significant psychological distress for participants, including high levels of stress, anxiety and depression. This highlights the importance of understanding the psychological impact of the selection process on the mental well-being of participants. In this context, psychological theories, such as stress and mental health theories, become an important basis in understanding and managing the psychological impact of the selection process. Stress theory emphasizes that individuals experience stress when they are faced with demands or pressures that exceed their capacity to cope or adapt. In the rigorous National Police NCO selection process, participants often experience high pressure due to competition and the hope of success. Meanwhile, mental health theory highlights the importance of understanding the factors that influence a person's mental health, including levels of stress, anxiety and depression. By utilizing these two theories, decision makers can pay more attention to the psychological balance of participants in the selection process.

Psychology also has a role in designing selection strategies that take into account aspects of the mental well-being of the participants. Apart from assessing physical abilities and intelligence, the selection process must also pay attention to psychological aspects to ensure that prospective members have sufficient mental resilience to face complex tasks in the dynamics of the National Police work environment. Therefore, the use of valid and reliable psychological measuring instruments in the selection process is important to identify prospective members who have the right psychological balance. Not only in the selection process, psychological development is also an important element in supporting prospective members who experience psychological pressure during the selection process and after they become part of the institution. By providing appropriate psychological support, both individually and in groups, institutions can help prospective members manage stress and develop effective coping strategies. Thus, by integrating the role of psychology in the recruitment process for National Police NCOs, it is hoped that a more holistic selection process can be created, supporting the mental well-being of the participants, and producing qualified members who are ready to face complex tasks in the dynamics of the National Police work environment.

Research Methods

In discussing the creation of this article, our group used literature study and review methods by reading, searching and understanding several journals and related articles. In the recruitment of non-commissioned officers to the National Police, there are psychological aspects related to the recruitment process, with psychological tests helping the police at the selection stage to find out several assessments for the continuity of the test and placement. Psychological tests are also very helpful in assessing a person's personality and knowing the psychological side.

Results and Discussion

This research uses a qualitative descriptive method, which aims to describe in detail and in depth the phenomena that occur. The research focused on the process of recruiting human resources for Police Brigadiers at the Bali Regional Police from a governance perspective in the 2015 fiscal year. The data sources used included primary data and secondary data, obtained through interviews, observation and documentation studies. Determining informants was carried out by non-probability sampling using purposive sampling and snowball sampling techniques. With this approach, researchers try to understand and describe phenomena in depth in the context of governance (Austriani, Erviantono, dan Purnamaningsih 2016).

This research design uses descriptive methods. The sampling technique used in this research is non-probability sampling with a conditional sampling technique (purposive sampling). Purposive sampling is a technique for determining samples with certain considerations. This research was conducted on participants in the 2022 South Sumatra Police NCO selection. The number of participants was 133 NCO candidates consisting of 101 men and 32 women. Questionnaires were distributed to them via an online form. The questionnaires that are sent back and complete are then processed and analyzed. The measuring instrument used in the research is the Depression Anxiety Stress Scale (DASS 42) (Ulfah, 2019; Healthfocus Clinical Psychology Services, n.d.), developed by Lovibond and Lovibond (1995). This measuring instrument is then modified and adjusted, so that it can describe the condition of the research subject. The DASS measurement questionnaire consists of 42 statements related to a person's stress, anxiety and depression (Purnomo, Suhariadi, dan Sugiati 2022).

This research uses a qualitative research method with a case study approach to analyze Affirmative Action in the recruitment and selection process for National Police non-commissioned officers at the Papua Regional Police in 2019, and its impact. The author applies a post-positivism approach, which focuses on cause-effect analysis and determinism. This approach aims to provide an in-depth analysis of how Affirmative Action is applied in recruitment and selection, as well as its impact on the interests of applicants (Dwaa 2020).

In recruitment activities, various methods can be used to find the right candidates. Daly (2012) explains several effective recruitment methods. First, E-Recruiting Over the Internet, where government agencies use official websites to announce job vacancies and process applications online. Second, Recruitment Advertising in Local Newspapers, namely the traditional method of advertising job vacancies in local newspapers. Third, Recruitment Advertising via Professional Association Websites and Trade Journals, which involves a special third party to obtain quality and professional applicants, usually for special positions. Fourth, On-Campus College Recruitment and Job Fairs, which utilize job fairs on campus as career centers. Fifth, Employment Agencies and Headhunters, by utilizing paid third party services to find the best candidates for certain positions. Sixth, Employee Referrals and Word of Mouth, where the organization provides bonuses to employees who recommend candidates who are ultimately recruited, through references from employees. Lastly, Contingent Workers as a Recruitment Technique, which specifically recruits temporary workers, such as contract or part-time employees. These methods allow organizations to reach a wide range of potential applicants and meet their workforce needs more effectively (Khayat 2020).

Conclusion

The role of psychology in the recruitment process for National Police NCOs is very vital and includes several important aspects. First, psychology is used in the selection of qualifications to assess the abilities, intelligence, personality and work attitudes of potential recruits. Various psychological tests and in-depth assessments help determine whether a candidate has the potential to become a qualified National Police non-commissioned officer. Psychology also plays a role in identifying difficulties that candidates may face, such as managing role conflict or role ambiguity.

Second, psychology plays a role in the career development of candidates. Evaluation of individual interests, talents and abilities is carried out to develop appropriate career development programs, thereby enabling them to develop optimally in their careers at the National Police. Psychology also helps in assessing a candidate's level of commitment to the organization, which is important to ensure dedication to the task at hand.

Third, in developing Polri's human resources (HR), psychology evaluates the abilities, personality and work attitudes of active members. By using various psychological tools and techniques, such as psychometric tests and interviews, psychology helps identify the development needs of individuals and groups in organizations. This allows designing relevant and effective training programs and promotes member commitment to the organization.

However, the role of psychology in the recruitment of National Police NCOs also faces a number of challenges. These challenges include difficulties in accurately assessing various aspects of candidates, designing appropriate career development programs, and measuring candidate and member commitment to

the organization. Another challenge is in developing a recruitment system that is adaptive and responsive to the demands of a complex organizational environment.

Various recruitment methods, such as e-recruiting, advertisements in local newspapers, professional association websites, on-campus job fairs, employment agencies, employee referrals, and temporary workers, help organizations to reach potential applicants and meet workforce needs effectively. This research uses a qualitative descriptive method with a case study approach and purposive sampling, as well as measuring tools such as the Depression Anxiety Stress Scale (DASS 42) to measure stress, anxiety and depression in selected participants.

This research aims to provide an in-depth understanding of the role of psychology in the recruitment of National Police NCOs, with a focus on selection, career development and human resource development. The research results show that the integration of the role of psychology in the recruitment process is very important to produce quality and professional personnel.

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