

Placement Strategy for Officers Graduating from Sespimmen Polri Education in Their First Positions in Newly Formed Polda in Eastern Indonesia

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ABSTRAK

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Penelitian ini mengkaji strategi penempatan perwira lulusan pendidikan Sespimmen Polri pada jabatan pertama di Polda baru wilayah Indonesia Timur, dengan perhatian khusus pada Papua dan wilayah lain yang memiliki kompleksitas struktural, geografis, dan sosiokultural. Pembentukan Polda baru ditujukan untuk memperkuat pelayanan kepolisian, memperpendek rentang kendali, serta meningkatkan responsivitas kelembagaan. Akan tetapi, data personel menunjukkan masih adanya ketimpangan antara Daftar Susunan Personel (DSP) dan ketersediaan riil perwira menengah (RILL), terutama pada Polda baru yang masih berada dalam tahap konsolidasi organisasi. Penelitian ini menggunakan pendekatan kualitatif dengan desain deskriptif-analitis melalui wawancara terhadap pejabat sumber daya manusia dan perwira lulusan Sespimmen, serta studi dokumentasi mengenai kebutuhan personel, pembinaan karier, dan kebijakan penempatan. Hasil penelitian menunjukkan bahwa persoalan penempatan dipengaruhi oleh keterbatasan jumlah perwira menengah, belum optimalnya penerapan sistem merit, lemahnya integrasi data kompetensi dengan analisis jabatan, kebijakan zonasi yang belum adaptif, serta karakteristik geografis dan sosiokultural Indonesia Timur. Penelitian ini menegaskan bahwa penempatan pertama lulusan Sespimmen tidak boleh dipahami sebagai rotasi administratif semata, melainkan sebagai strategi penguatan kelembagaan berbasis prioritas DSP, tingkat kerawanan wilayah, pemetaan kompetensi, Person-Organization Fit, zonasi adaptif, dan evaluasi pascapenempatan. Strategi tersebut diharapkan mampu meningkatkan efektivitas kepemimpinan, kualitas pelayanan publik, dan tata kelola keamanan pada Polda baru di Indonesia Timur.

Kata Kunci: Strategi Penempatan; Sespimmen Polri; Sistem Merit; Person-Organization Fit; Indonesia Timur.

ABSTRACT

This study examines the placement strategy for officers graduating from Sespimmen Polri education in their first positions in newly formed regional police units (Polda) in Eastern Indonesia, with particular attention to Papua and other areas facing structural, geographical, and socio-cultural complexity. The formation of new Polda is intended to strengthen police services, shorten

the span of control, and increase institutional responsiveness. However, personnel data indicate a persistent imbalance between the Personnel Structure List (DSP) and the actual availability of middle-level officers (RILL), especially in newly formed Polda that still require organizational consolidation. Using a qualitative descriptive-analytical approach, this study draws on interviews with human resource officials and Sespimmen graduates, supported by documentation on personnel needs, career development, and placement policy. The analysis shows that placement problems are caused by limited middle-level officer availability, suboptimal implementation of the merit system, weak integration between competency data and position analysis, rigid zoning policies, and the distinctive geographical and socio-cultural characteristics of Eastern Indonesia. The study argues that the first placement of Sespimmen graduates should not be treated as routine administrative rotation but as an institutional strategy based on DSP priority, regional vulnerability, competency mapping, Person-Organization Fit, adaptive zoning, and post-placement evaluation. Such a strategy is expected to improve leadership effectiveness, public service quality, and security governance in newly formed Polda in Eastern Indonesia.

Keywords: Placement Strategy; Sespimmen Polri; Merit System; Person-Organization Fit; Eastern Indonesia.

INTRODUCTION

The Indonesian National Police (POLRI) plays a crucial role in maintaining security, public order, and law enforcement. In the era of the Industrial Revolution 4.0, the Indonesian National Police (POLRI) is required to adapt to technological developments, social dynamics, and the increasing complexity of criminal activity. The effectiveness of the Polri in addressing security threats is greatly influenced by the leadership's ability to integrate technology with increased personnel professionalism (Heri, 2019). Therefore, through the 2020–2024 Polri Human Resources Strategic Plan, the Polri Human Resources Staff (SSDM) positions human resources as a strategic asset that must be managed professionally, from education and career development to the end of service.

Strengthening human resources is a crucial part of Polri bureaucratic reform to create a professional, accountable, and responsive organization to the needs of modern society. In this context, middle-level leadership education through the Polri Middle Staff and Leadership School (Sespimmen) serves as a strategic pathway for developing officers with managerial, analytical, and organizational leadership skills (Himawan, 2024). The Sespimmen Polri curriculum is designed to equip graduates with the skills to occupy strategic positions at both the regional and national levels, making initial placement a crucial factor in supporting organizational effectiveness (Panuntun & Josias, 2025).

However, the placement of Sespimmen Polri graduates still faces various challenges. Officer placement has not fully adhered to the merit system principle due to the influence of non-

technical factors, limited job formations, and pressing organizational needs (Belinda Sigit et al., 2024). Mismatches between competencies and positions have the potential to impact officer career development and the effectiveness of organizational task implementation (Mulyadi, 2021). This situation highlights the need for a more objective, measurable, and competency-based placement strategy.

Placement challenges are increasingly complex for the new regional police (Polda) in Eastern Indonesia. This region has extensive geographic characteristics, limited infrastructure, and diverse socio-cultural conditions. Police in Eastern Indonesia face more complex security challenges than other regions because they must adapt security services to local social conditions (Widada et al., 2025). A local cultural approach is a crucial instrument in maintaining security stability in regions with high social sensitivity (Himawan, 2024).

The formation of new regional police (Polda) such as the Central Papua Regional Police and the Southwest Papua Regional Police aims to strengthen security services, shorten the organizational span of control, and increase the police's responsiveness to local community needs (Sulistyo & Adi, 2021). In this context, graduates of the Sespimmen Polri (Indonesian National Police) play a strategic role as the driving force behind the development of systems, structures, and organizational culture in the newly formed Polda. Sespimmen education emphasizes not only the technical aspects of policing but also fosters a visionary leadership mindset that is adaptive to organizational challenges.

Table 1. Comparison of DSP and Actual Availability of IIIA2 Middle-Level Officers in Eastern Indonesian Regional Police

No.	Regional Police	DSP JS	DSP JF	Total DSP	Total RILL	Gap
1	Polda NTB	81	34	115	56	59
2	Polda NTT	81	34	115	26	89
3	Polda Sulut	80	34	114	58	56
4	Polda Sulteng	83	34	117	55	62
5	Polda Sulsel	72	41	113	78	35
6	Polda Sultra	81	34	115	53	62
7	Polda Sulbar	81	34	115	26	89
8	Polda Gorontalo	81	34	115	24	91
9	Polda Maluku	80	34	114	33	81

10	Polda Malut	81	34	115	28	87
11	Polda Papua	75	41	116	41	75
12	Polda Papua Barat	81	34	115	15	100
13	Polda Papua Tengah	64	0	64	0	64
14	Polda Papua Barat Daya	64	0	64	2	62

Source: Processed from SSDM Polri personnel data (2025).

Based on the DSP and RILL IIIA2 data presented in Table 1, Eastern Indonesian Polda still face a significant shortage of middle-level officers. The gap is especially visible in the Papua cluster. Polda Papua records 116 DSP positions with 41 RILL, Polda Papua Barat records 115 DSP positions with 15 RILL, Polda Papua Tengah records 64 DSP positions with no RILL recorded, and Polda Papua Barat Daya records 64 DSP positions with only 2 RILL. This condition indicates that the formation of new Polda has not been fully followed by adequate middle-level personnel distribution. At the National Police Headquarters level, shortages in strategic units such as Korbrimob, Baintelkam, and Bareskrim also create competition for qualified middle-level officers. Consequently, personnel distribution remains uneven between central work units and newly formed regional units in Eastern Indonesia.

In addition to the merit system, regional zoning policies also influence the officer placement process. Based on the policy of the Assistant Chief of Police for Human Resources, new regional police officers are initially placed in specific placement zones before further evaluation (SISDIVKUM Polri, 2026). While intended to create equitable personnel distribution, in practice, this policy often aligns with officer competencies and organizational needs in the field (Gaussyah et al., 2019). Limited human resources also force some officers to perform duties outside their specialty, impacting work effectiveness and personnel motivation.

Therefore, the initial placement of Sespimmen Polri graduates in new regional police in Eastern Indonesia is not merely an administrative matter, but a strategic issue in the institutional development of the National Police. Accurate placement will determine the organization's success in building work systems, improving public services, and maintaining regional security stability (Hasibuan, 2017). On the other hand, inappropriate placement can lead to competency gaps, organizational inefficiency, and even social resistance from local communities, especially in areas with social sensitivity and a history of conflict such as Papua (SSDM Polri, 2020).

LITERATURE REVIEW

The Indonesian National Police

The Indonesian National Police (Polri) has a constitutional mandate to maintain public order and security, enforce the law, and provide protection and services to the community. From a modern public administration perspective, the Polri is viewed as a public sector organization that plays a crucial role in maintaining national stability as a prerequisite for sustainable development (Dwiyanto, 2021). With the development of the modern policing paradigm, the Polri no longer solely carries out repressive functions but also prioritizes preventive and preemptive approaches to maintain public security (Suharto, 2019). This paradigm shift demonstrates that the Polri is now positioned as a community partner in maintaining security and stability (Bayley, 1996).

Developments in the strategic environment present increasingly complex security challenges, such as radicalism, social conflict, transnational crime, and cybercrime. These conditions require the Polri to undertake internal transformation through organizational strengthening, human resource professionalism, and strategic leadership (Susanto, 2019). In the context of government decentralization, the existence of the Regional Police (Polda) is crucial as the primary implementer of police functions at the regional level (Prasetyo, 2021). The Polda is tasked with managing resources, coordinating operational functions, and formulating regional security policies that align with national policies.

The need for adaptive leadership is increasingly crucial, especially in Eastern Indonesia, which faces complex geographic and socio-cultural challenges. Limited infrastructure, vast territory, and the potential for social conflict present unique challenges to police duties in these regions (Mulyono, 2021). Therefore, institutional reform of the Indonesian National Police (Polri) needs to be directed at improving professionalism, accountability, and organizational transparency (Utami, 2022). The effectiveness of the Indonesian National Police (Polri) in Eastern Indonesia is greatly influenced by the managerial competence and contextual understanding of regional leaders (Suryadi, 2019). Therefore, the placement of officers who graduated from the Indonesian National Police's SESPIMMEN (Sespimmen Polri) is highly strategic in supporting the quality of leadership in the regions.

Human Resource Management

Management is a systematic process encompassing planning, organizing, implementing, and controlling to effectively achieve organizational goals (Terry, 1977). Within the organizational process, one crucial aspect is the placement of personnel according to the organization's competencies and needs. Appropriate placement enables the organization to perform its functions optimally and increases employee effectiveness.

From a modern perspective, Human Resource Management (HRM) is understood as a strategic human resource management system to achieve organizational goals. HRM is also viewed as a formal design that ensures the effective utilization of human competencies (Flynn et al., 2021). This view is reinforced by Mondy and Martocchio who emphasize that HRM aims to achieve organizational targets through competent and systematic employee management (Mondy & Martocchio, 2016). Meanwhile, Handoko explains that HRM encompasses the processes of recruitment, development, compensation, maintenance, and termination of employment (Handoko, 2023).

In public organizations such as the Indonesian National Police (Polri), HRM holds a highly strategic position because the quality of the organization is significantly influenced by the quality of its personnel (Widodo, 2021). According to Armstrong & Taylor, public sector human resource management aims not only to improve administrative efficiency but also to create public value through the professionalism of state officials (Armstrong & Taylor, 2020). Therefore, the Indonesian National Police (Polri) requires a human resource management system capable of integrating organizational discipline with continuous competency and leadership development (Suharto, 2019).

One of the main principles of HRD is the implementation of a merit system, which involves managing employees based on competency, qualifications, and objective performance (Rakhmawati, 2021). This system aims to ensure that each personnel is placed according to the organization's capacity and needs. Furthermore, the concept of talent management is crucial for preparing officers with high leadership potential to occupy strategic positions (Noe et al., 2023).

Developmental education, such as the Indonesian National Police's SESPIMMEN (Sespimmen Polri), is a key instrument in police human resource development. Suharto (2019) explains that development education serves to improve officers' policy analysis, strategic decision-making, and managerial skills. However, the effectiveness of this education is highly dependent on post-graduation placement policies. Haryanto emphasized that a mismatch between graduate competencies and the positions they occupy can lead to organizational inefficiency and reduce work motivation (Haryanto, 2020).

From a performance management perspective, job placement is a crucial part of the HR cycle, linking organizational needs planning with employee performance evaluation (Flynn et al., 2021). Therefore, the placement strategy for officers, particularly SESPIMMEN graduates, must consider organizational needs and the challenges of the assigned area. This is even more crucial for the new regional police (Polda) in Eastern Indonesia, which still faces limitations in work systems and personnel (Lestari, 2021).

Officer Development Education (SESPIMMEN Polri)

Development education is a crucial component of Polri's human resource management, aiming to enhance officers' leadership, managerial, and intellectual capacity (SSDM Polri, 2020). Dessler (2020) explains that development education in modern organizations serves not only as a means of transferring knowledge but also as a means of fostering strategic thinking and adapting to environmental changes.

The Polri SESPIMMEN is a development education institution designed to develop mid-level officers with strategic analysis and organizational leadership skills (Suharto, 2019). This education is a crucial stage in an officer's career cycle, preparing graduates to occupy strategic positions at both the regional and central levels (Utami, 2022). The SESPIMMEN curriculum is designed in a multidisciplinary manner, integrating aspects of public management, strategic leadership, security policy, and socio-political studies (Kurniawan, 2020).

In addition to strengthening academic aspects, SESPIMMEN education also emphasizes the development of soft skills such as strategic communication, conflict management, and evidence-based decision-making (Noe et al., 2023). These competencies are essential for officers serving in regions with high social and security complexity, such as Eastern Indonesia (Lestari, 2021). However, the success of developmental education is greatly influenced by the continuity between the educational process and post-education placement policies (Haryanto, 2020).

From a talent management perspective, SESPIMMEN graduates are strategic organizational assets that must be managed sustainably (Utami, 2022). Their first position placement after graduation is a crucial opportunity to implement leadership competencies through direct field experience (Flynn et al., 2021). Mulyono (2021) argues that SESPIMMEN graduate officers play a crucial role in building work systems and organizational culture within the new Regional Police (Polda) in Eastern Indonesia.

Position Placement Concept and Merit System

Job placement is a crucial function in HRD, aiming to place individuals according to their competencies, experience, and the organization's needs (Flynn et al., 2021). In public organizations, job placement has a strategic dimension because it is directly related to organizational effectiveness and the quality of public services (Armstrong & Taylor, 2020).

The first position after development education is a crucial phase in the career development of a civil servant. This position serves as a means of implementing the competencies and leadership values acquired during education (Noe et al., 2023). Appropriate first-position placement can increase motivation, accelerate work adaptation, and strengthen the effectiveness of officer leadership (Haryanto, 2020).

In police organizations, officer placement must consider organizational needs, regional security challenges, and individual readiness (Putra, 2019). Widodo emphasized that regions

with high security challenges require officers with social adaptation skills, situational leadership, and an understanding of local culture (Widodo, 2021).

The implementation of a merit system is a key principle in the management of Polri's human resources. The merit system is a fundamental principle in modern human resource management, emphasizing that employee management should be based on qualifications, competence, performance, and integrity, rather than personal affiliation or other subjective considerations (Dessler, 2020). In public sector organizations, the implementation of a merit system is seen as a crucial instrument for enhancing professionalism, accountability, and fairness in employee career development (Armstrong & Taylor, 2020). In the context of the Indonesian National Police (Polri), Widodo explains that the merit system aims to build a professional, modern, and trustworthy Polri institution through objective and transparent personnel management (Widodo, 2021).

One key element of the merit system is education and training as a means of developing the competencies of civil servants. Structured education enables organizations to prepare talent for strategic positions (Noe et al., 2023). Within the Polri, developmental education, such as the SESPIIMMEN Polri (Indonesian National Police Training Program), plays a crucial role in developing the leadership, managerial, and policy analysis skills of mid-level officers (Suharto, 2019). However, the effectiveness of this education is greatly influenced by post-education placement policies so that the acquired competencies can be implemented optimally.

In addition to education, work experience and competency are important indicators in implementing a merit system. Flynn et al. explain that work experience provides practical understanding that supports an individual's adaptability to organizational dynamics (Flynn et al., 2021). In police organizations, experience serving in various regions helps officers understand the security and socio-cultural characteristics of their assigned areas. Leadership, communication, and strategic decision-making competencies must be developed in an integrated manner (Armstrong & Taylor, 2020). Research by Utami shows that officers with strong leadership competencies tend to be better able to face organizational challenges, particularly in newly formed regional police forces (Polda) in Eastern Indonesia (Utami, 2022).

In addition to competency, ethics and integrity are also important foundations of a merit system within the police institution. Bayley emphasizes that police professionalism is inseparable from moral integrity and adherence to the code of ethics (Bayley, 1996). Therefore, the implementation of a merit system within the Indonesian National Police (Polri) must ensure that every officer placed in a strategic position possesses both professional capacity and a high level of moral responsibility. Thus, the consistent implementation of the merit system is expected to support the objective placement strategy for SESPIIMMEN Polri graduates according to organizational needs and the challenges of the assigned area (Rakhmawati, 2021).

New Regional Police and the Characteristics of Eastern Indonesia

The formation of new regional police (Polda) is a strategic policy to improve the effectiveness of police services and shorten the organizational span of control in the regions (Bappenas, 2020). This policy is based on geographic and demographic considerations, as well as the complexity of regional security threats. In the initial stages of formation, new regional police generally face limitations in work systems, infrastructure, and human resources (Lestari, 2021).

Eastern Indonesia has highly complex geographic and socio-cultural characteristics. Limited transportation and communication infrastructure impact the effectiveness of police services in remote areas (Prasetyo, 2021). Furthermore, cultural diversity and the potential for social conflict demand a more adaptive security approach based on local wisdom

In this context, the placement of officers who graduated from the Indonesian National Police's Sespimmen Polri program in new regional police (Polda) in Eastern Indonesia holds high strategic value. According to Suryadi (2019), SESPIMMEN graduates are expected to become the driving force of the organization through strategic leadership, strengthened coordination, and effective resource management. In addition, the success of placement is also influenced by the suitability between the individual's character and the socio-cultural environment of the assignment area (Utami, 2022).

The Person-Organization Fit perspective is particularly important in the Papuan context because the effectiveness of placement is determined not only by rank, education, or administrative availability, but also by the alignment between officer competence and the socio-cultural environment of the assignment area. Papua presents a distinctive policing context marked by indigenous community structures, strong local identities, historical sensitivity in state-society relations, difficult geography, and unequal infrastructure. Officers assigned to newly formed Polda in Papua therefore require contextual competence, cultural sensitivity, cross-cultural communication skills, and the capacity to build public trust. From this perspective, Sespimmen graduates should be placed by matching their leadership profile, operational experience, and social adaptability with the organizational needs and local character of the new Polda.

Policy Review

This study analyzes various policies currently implemented in the development of human resources in the Indonesian National Police (Polri), particularly those related to officer development education and the initial placement of graduates of the Indonesian National Police Staff and Middle Leadership School (SESPIMMEN). Based on the research problem formulation, objectives, and benefits, which focus on the placement strategy for officers who graduated from SESPIMMEN Polri in the newly formed Regional Police (Polda) in Eastern Indonesia, a comprehensive policy review is required as a normative and operational basis for this research.

This policy review is intended to assess the alignment between the applicable regulatory framework and the practice of placing Polri officers in order to support organizational effectiveness and the achievement of Polri's national goals.

1. Article 30 paragraph (4) of the 1945 Constitution of the Republic of Indonesia

Article 30 paragraph (4) of the 1945 Constitution of the Republic of Indonesia states that "The State Police of the Republic of Indonesia, as a state instrument that maintains public security and order, is tasked with protecting, serving, and enforcing the law." This provision affirms that Polri has a constitutional mandate to implement domestic security and law enforcement. The implication of this provision is that Polri is required to have a professional organization supported by competent human resources. Therefore, the education, development, and placement policies for Polri officers must be directed towards ensuring the availability of leaders and structural officials capable of carrying out police functions effectively, particularly in regional units such as the newly formed Regional Police.

2. Law Number 2 of 2002

Law Number 2 of 2002 concerning the National Police of the Republic of Indonesia is the primary legal basis for implementing the functions, duties, and authorities of the Polri. Article 13 of this law states that the main duties of the Polri include: (a) maintaining public security and order; (b) enforcing the law; and (c) providing protection, patronage, and service to the community. Furthermore, Article 21 paragraph (2) of Law Number 2 of 2002 states that "The development of members of the Polri includes the provision, education, utilization, maintenance, and termination of service."

This provision demonstrates that the development of Polri human resources must be carried out comprehensively and continuously, from recruitment and education to placement and career development. In the context of this research, this article serves as the normative basis for the implementation of Polri SESPIMMEN development education and officer placement policies after education. The first position placement of SESPIMMEN Polri graduates is part of the process of "utilizing" Polri personnel which must take into account competency, organizational needs, and the challenges of the assigned area.

3. Government Regulations and Indonesian National Police Human Resource Management Policies.

Indonesian National Police human resource management policies are further regulated through various government regulations and internal policies that emphasize the principles of professionalism, proportionality, and objectivity. Indonesian National Police human resource management is directed at ensuring that each personnel is placed

according to their qualifications, competencies, and organizational needs. This policy emphasizes that development education is an essential prerequisite for filling certain structural positions. Therefore, graduates of the Indonesian National Police's SESPIMMEN Polri are normatively prepared to occupy strategic positions at the mid-level, including in regional units such as the Regional Police (Polda). Placement of SESPIMMEN graduates in first-line positions is a crucial part of the career development cycle of Indonesian National Police officers.

4. The Regulation of the Chief of the Indonesian National Police (Perkap)

PERKAP is governing the Indonesian National Police's education and career development system emphasizes that development education, including SESPIMMEN Polri, is an integral part of the officer career management system. This education aims to produce officers with leadership and managerial competencies and strategic insight. This regulation also stipulates that officer placement must be based on the merit system principle, namely the alignment of individual competencies with organizational needs. The first position after completing development training is seen as a strategic step in implementing the competencies acquired during the training. Therefore, the placement policy for SESPIMMEN Polri graduates must be designed systematically and planned.

5. The formation of new Regional Police (Polda Polri)

The formation of new Regional Police is a strategic policy of the government and the Indonesian National Police (Polri) to improve the effectiveness of police duties in the regions. This policy is based on considerations of the area's size, population, the complexity of security issues, and the need to shorten the organization's span of control. Newly formed Polda are generally in the early stages of organizational consolidation, thus requiring the support of qualified human resources, particularly in strategic positions. The placement of officers who graduated from the Indonesian National Police's SESPIMMEN program in new Polda, particularly in Eastern Indonesia, is a relevant policy to strengthen institutional capacity, build work systems, and improve the effectiveness of regional leadership.

6. Policy Implications for the Initial Placement of Polri SESPIMMEN Graduates.

The policy implication is based on these various policies, it can be concluded that the initial placement of Polri SESPIMMEN graduates has a strong normative basis. The policies for education development, career development, and the formation of new Polda implicitly require an officer placement strategy based on competency and organizational needs. Thus, the placement of SESPIMMEN Polri graduates in the newly formed Regional Police in the Eastern Indonesia region is not only an administrative policy, but also an

institutional strategy to improve organizational performance, strengthen regional leadership, and support the achievement of Polri's national goals.

METHODS

Research Methodology

This research uses a qualitative approach with a descriptive-analytical design. This approach was chosen because the research focuses on an in-depth understanding of the placement strategy of officers who graduated from the Indonesian National Police (SESPIMMEN) in the new regional police (Polda) in Eastern Indonesia. According to Mondy and Martocchio, human resource management in public organizations is a strategic process involving complex decision-making to align individual competencies with organizational needs (Mondy & Martocchio, 2016).

The descriptive-analytical method was used to systematically describe the facts and relationships between phenomena related to the placement of Indonesian National Police (Polri) officers. This research not only describes normative placement procedures but also analyzes the effectiveness of the merit system implementation amidst the geographical and sociocultural challenges of Eastern Indonesia. Nazir stated that descriptive research is relevant for comprehensively describing current conditions and phenomena (Nazir, 2014).

This study also uses a Person-Organization Fit perspective to examine the match between the competencies of SESPIMMEN graduates and the job requirements of the new regional police. Through this approach, researchers can understand the dynamics of officer placement decision-making and the actualization of their leadership in their assigned areas.

Data Collection Techniques

Sugiyono (2013) states that data collection techniques are the most strategic stage in research because they determine the quality of the information obtained. Bryman also emphasized that data collection techniques include the integration of systematic procedures such as interviews, observation, and documentation to obtain structured and relevant data (Bryman & Cramer, 2001).

Primary Data

Primary data were obtained directly from research informants through semi-structured in-depth interviews and non-participant observation. The interview process focused on five main issues: placement policy after Sespimmen education, the gap between DSP and RILL in Eastern Indonesian Polda, implementation of the merit system, zoning policy, and the adaptability of officers assigned to Papua and other eastern regions. To protect the confidentiality of informants and institutional data, all informants were anonymized using codes rather than personal names.

1. In-Dept Interviews

Interviews were conducted with informants directly involved in or affected by the placement of Sespimmen Polri graduates. The informants were selected purposively because they had institutional knowledge regarding personnel planning, career development, organizational needs, and field adaptation in the new Polda. The profile of the informants is presented in Table 2.

The use of coded informants is intended to maintain confidentiality while still allowing the reader to understand the source, relevance, and scope of the primary data used in this research.

Table 2. Informant Profile and Focus of Interview Data

Code	Institutional Position/Affiliation	Informant Criteria	Main Data Contribution
INF-01	SSDM Polri - personnel control function	Official involved in personnel planning and DSP/RILL control	Personnel needs, placement flow, and shortage mapping
INF-02	SSDM Polri - career development function	Official involved in career development and placement policy	Merit system, zoning policy, and first-position placement
INF-03	Baintelkam Polri / intelligence function	Official related to personnel needs in the intelligence function	Strategic position needs and field risk assessment
INF-04	Bareskrim Polri / investigation function	Official related to personnel needs in the investigation function	Investigation workload and competency requirements
INF-05	Sespimmen Polri graduate officer	Officer with transfer or first-position placement experience	Career adaptation and perceived placement suitability
INF-06	Sespimmen Polri graduate officer assigned to Eastern Indonesia	Officer with experience in Papua or Eastern Indonesian Polda	Socio-cultural adaptation, leadership challenges, and local trust building

2. Observation

In addition to interviews, this study used observation techniques to verify the data obtained from informants. Observations were conducted in a non-participatory manner,

where the researcher acted as an observer without being directly involved in organizational activities. This approach was chosen to maintain the objectivity of the research and minimize the potential for bias during the data collection process.

Secondary Data

Secondary data was obtained through a documentary study of various official documents and relevant literature. Sugiyono explains that documentation is a data collection technique through the review of archives, official reports, and organizational documents related to the research focus (Sugiyono, 2013).

The documents used in this research include:

- Law Number 2 of 2002 concerning the Indonesian National Police;
- The 2020–2024 National Police Strategic Plan for Human Resources Management;
- National Police Chief Regulation Number 99 of 2020 concerning the National Police Human Resources Management System;
- National Police Chief Regulation Number 9 of 2016 concerning the National Police Career Development System; and
- Data on the placement patterns of graduates of the National Police SESPIIMMEN development education program.

Data Analysis Techniques

The data analysis technique in this study uses the interactive analysis model of Miles, Huberman, and Saldana, which consists of data condensation, data presentation, and drawing conclusions and verification (Miles et al., 2018). Sugiyono states that qualitative data analysis is conducted inductively to transform raw data into easily understood and scientifically accountable information (Sugiyono, 2013).

1. Data Condensation

This stage involves selecting, focusing, simplifying, and grouping data relevant to the research focus. The condensation process aims to systematically organize complex field data, making it easier for researchers to identify patterns and relationships between phenomena.

2. Data Display

The condensed data is then presented in the form of descriptive narratives, tables, and relationships between variables to facilitate data interpretation. Data presentation is intended to provide a clearer understanding of the relationship between the merit system and the effectiveness of officer placement.

3. Conclusion Drawing and Verification

Research conclusions were drawn in stages and continuously verified based on the consistency of field data. Conclusions are considered valid if supported by consistent evidence and a high level of credibility. With this approach, the research is expected to comprehensively explain the placement strategy for officers who graduated from the Indonesian National Police's SESPIMMEN program in new regional police (Polda) areas in Eastern Indonesia.

RESULT AND DISCUSSIONS

Causes of DSP Imbalance in the Initial Placement of Sespimmen Polri Graduates in New Regional Police in Eastern Indonesia

1. The Disparity between DSP and RILL of Middle-Level Officers in the New Regional Police in Eastern Indonesia

The disparity between the Personnel List (DSP) and the RILL for middle-ranking officers indicates a significant discrepancy between job requirements and the number of available personnel. This situation directly impacts organizational effectiveness, as many strategic positions remain unfilled. From a human resource management perspective, personnel placement should place the right people in the right positions for the organization to run effectively (Handoko, 2003).

Based on Table 1, the disparity between DSP and RILL is most visible in several Eastern Indonesian Polda. Polda Papua Barat records a total DSP need of 115 IIIA2 positions but only 15 officers are recorded as RILL, leaving a gap of 100 positions. Polda Gorontalo records a gap of 91 positions, while Polda NTT and Polda Sulbar each record a gap of 89 positions. The Papua cluster also shows a serious imbalance: Polda Papua records a total DSP of 116 with 41 RILL, Polda Papua Barat records a total DSP of 115 with 15 RILL, Polda Papua Tengah records a total DSP of 64 with no RILL recorded, and Polda Papua Barat Daya records a total DSP of 64 with only 2 RILL. These figures show that the problem is not limited to ordinary personnel shortage, but concerns the readiness of middle-level leadership structures in strategic regional units.

The zero RILL figure in Polda Papua Tengah requires critical attention. This condition cannot be read merely as a statistical vacancy, because it indicates that the formal organizational structure has been established while the actual middle-level officer support has not yet followed the same pace. In a new Polda, this gap can weaken command control, delay the formation of work systems, increase dependence on parent or neighboring units, and burden a small number of officers with multiple functions. In the Papuan context, the risk is more serious because police leadership is required not only to fill structural posts but also to build trust, understand local customary relations, respond to security sensitivity, and coordinate services across difficult geographic areas.

Therefore, Polda Papua Tengah should become a priority target in the first placement of Sespimmen graduates, especially officers with proven leadership, conflict sensitivity, cross-cultural communication skills, and experience in challenging field assignments.

This situation not only creates a shortage of regular personnel but also creates vacancies in structural positions that serve as organizational controls. Middle-ranking officer positions play a crucial role in coordination, supervision, development, and decision-making. When these positions are vacant, the workload of existing officials increases, and the organization's functions are less than optimal.

The problem is further complicated by the geographical challenges faced by the new Regional Police in Eastern Indonesia, which comprises archipelagic regions, mountainous terrain, and limited transportation access. This situation demands mid-level officers capable of leading under challenging conditions, fostering cross-regional coordination, and adapting police policies to the social characteristics of the local community.

The disparity in the number of DSP and RILL also indicates that the formation of new regional police (Polda) has not been fully accompanied by readiness in the distribution of human resources. New regional police (Polda) must still carry out law enforcement, public service, and security maintenance functions, as stipulated in Article 13 of Law Number 2 of 2002. As a result, existing officers often must juggle multiple duties, thus reducing the quality of oversight and decision-making.

In this context, graduates of the Indonesian National Police's Sespimmen Polri are crucial because they prepare them to become mid-level officers with leadership, managerial, and analytical skills. Human resource education and development should be linked to organizational job requirements so that the competencies developed can have a real impact (Noe et al., 2023). Therefore, the initial placement of Sespimmen graduates should be prioritized in regional police (Polda) experiencing the greatest disparity in DSP and RILL.

This disparity also impacts the implementation of the merit system. When faced with a shortage of officers, organizations often focus more on filling vacant positions than on matching personnel competencies to job requirements. In fact, the merit system emphasizes fair and reasonable human resource management based on qualifications, competencies, and performance (Ministerial Regulation of the Administrative and Bureaucratic Reform No. 40 of 2018).

Overall, the disparity between the DSP and RILL indicates a gap between the formal structure and the actual capacity of the organization. This situation results in a weak span of control, high workloads, suboptimal public services, and slow organizational consolidation in the new Regional Police (Polda) in Eastern Indonesia.

2. Limited Availability of Middle-Level Officers Graduated from Sespimmen to Fill Strategic Positions

The limited number of mid-level officers graduating from Sespimmen Polri is one of the main causes of the imbalance in the DSP in the new Regional Police (Polda) in Eastern Indonesia. This issue relates not only to the number of graduates but also to the organization's ability to distribute officers according to regional and position needs. In human resource management, this relates to planning, career development, and staffing, which must be aligned (Armstrong & Taylor, 2020; Flynn et al., 2021).

Sespimmen graduates are prepared to occupy strategic positions requiring leadership, decision-making, and organizational management skills. However, the available number of graduates is insufficient to meet the needs of all Regional Police (Polda) and National Police Headquarters work units.

This situation is exacerbated by the need for mid-level officers not only in the new Regional Police but also at National Police Headquarters. Several work units, such as the Mobile Brigade Corps (Korbrimob), the Intelligence and Security Agency (Baintelkam), and the Criminal Investigation Agency (Bareskrim), are also experiencing shortages of officers in IIIA2 positions. Consequently, there is competition for personnel between Headquarters and the new Regional Police. This situation illustrates the limited availability of qualified personnel to meet multiple organizational needs simultaneously (Dessler, 2020).

The limited number of mid-level officers often causes organizations to place personnel based on availability, rather than competency. In certain situations, officers must perform multiple duties or be placed in areas that do not fully align with their experience and expertise. However, job placement should consider education, experience, physical and mental condition, attitude, and other personal factors to ensure personnel's effectiveness (Sastrohadiwiryono, 2002).

Consequently, organizational effectiveness declines. Workloads increase, coordination weakens, and decision-making is slower. Furthermore, the quality of internal coaching and organizational development is also compromised.

Eastern Indonesia also requires officers with specialized skills, such as cross-cultural communication, mental resilience, and social adaptability. Not all Sespimmen graduates are equally prepared to serve in a region with complex geographic and social challenges. In the concept of person-organization fit, work effectiveness is influenced by the match between individual character and organizational needs (Kristof-Brown et al., 2005)

This limitation demonstrates that the primary problem is not simply the small number of officers, but also the limited number of officers truly suited to the strategic positions required in the new Regional Police.

3. The Implementation of the Merit System in Initial Job Placement is Not Optimal

The suboptimal implementation of the merit system is a significant factor contributing to the imbalance in the DSP (Discipline and Supervision) in the new Regional Police (Polda) in Eastern Indonesia. Under a merit system, job placement should be based on competence, performance, experience, integrity, and organizational needs. This principle aligns with Ministerial Regulation No. 40 of 2018, which emphasizes that the merit system is based on qualifications, competence, and performance in a fair and reasonable manner.

However, in practice, the placement of Sespimmen graduates is often influenced by the urgent need to fill vacant positions. As a result, the principle of "the right man in the right place" has not been optimally implemented (Handoko, 2003).

This situation is exacerbated by the lack of a specific mechanism linking the competencies of Sespimmen graduates to the actual needs of the new Regional Police. Placement is based more on administrative considerations than on an analysis of organizational needs. However, sound placement decisions must simultaneously link individual information with job information (Armstrong & Taylor, 2020; Dessler, 2020).

Eastern Indonesia requires officers who possess not only technical skills but also social adaptability and an understanding of local cultural characteristics. Therefore, the merit system must be understood contextually, not simply formally based on rank, length of service, or educational attainment.

The suboptimal merit system is also evident in the lack of integration of officer competency data with job analysis. As a result, organizations struggle to identify the most appropriate officers for specific positions. If this situation persists, the initial placement of Sespimmen graduates will become merely an administrative routine and will not be an effective tool for organizational strengthening in the new Regional Police.

4. Misalignment between Zoning Policy, Officer Competence, and Organizational Needs

The lack of synchronization between zoning policies, officer competencies, and organizational needs contributes to the suboptimal initial placement of Sespimmen Polri graduates in new Polda in Eastern Indonesia. Zoning is necessary to support equitable personnel distribution and prevent the concentration of officers in certain areas. However, a zoning policy that is applied too administratively can fail to answer the real needs of new Polda that are still consolidating structures, forming work culture, and filling strategic positions. Officer placement should not only consider region of origin or rotation

pattern, but also the fit between individual competence, job demands, and organizational needs (Flynn et al., 2021; Armstrong & Taylor, 2020).

In the context of new Polda in Eastern Indonesia, organizational needs cannot be equated with those of established Polda. New Polda require officers who can build work systems, strengthen cross-functional coordination, fill strategic vacancies, and maintain effective police services from the early stage of organizational formation. DSP/RILL data showing a large gap between job requirements and actual vacancies demonstrates that the placement issue is not only related to the number of personnel, but also to the accuracy of the officers placed. Filling a position is not enough; the officer must also have competence, experience, readiness, and adaptability that match the position and the assignment area.

This situation can be analyzed using the Person-Organization Fit theory, which holds that work effectiveness is influenced by the match between individual characteristics and the organization's needs, values, and culture. In the placement of Sespimmen Polri graduates, this fit cannot be reduced to education, rank, or length of service. The fit must also be assessed from the officer's ability to adapt to the character of the new Polda as a developing organization, including its operational workload, institutional maturity, leadership needs, and local social context. Officers assigned to new Polda must therefore possess technical, managerial, and contextual competencies: technical competence to carry out policing functions, managerial competence to organize resources and make decisions, and contextual competence to understand the characteristics of the assignment area.

The fit between individuals and organizations becomes even more crucial in the Papuan context. Papua has unique sociocultural conditions, including the diversity of indigenous communities, strong local identities, historical sensitivities in community-state relations, geographic limitations, and security dynamics that differ from those in other regions. Therefore, officer placement in Papua cannot be based solely on administrative needs or personnel availability. Officers placed in positions need to possess cross-cultural communication skills, sensitivity to local values, the ability to build community trust, and an inclusive leadership style. This aligns with the views of Widada et al. (2025), who argued that police in Eastern Indonesia must adapt their roles and innovations to socio-cultural diversity and limited resources, and Himawan (2024), who emphasized the importance of a local cultural approach in maintaining security in regions with high social sensitivity.

Therefore, the lack of synchronization among zoning, officer competency, and organizational needs suggests that the placement strategy for Sespimmen Polri graduates should be directed toward a more adaptive, needs-based model. Zoning can still be used

as an equitable distribution tool. Still, it must not ignore the principles of the merit system, analysis of the DSP's needs, job characteristics, and the social conditions of the assigned area. In the Papuan context, the application of Person-Organization Fit emphasizes that assigned officers must align with the needs of the new Regional Police and adapt to the local community's socio-cultural conditions. Therefore, future placement strategies need to integrate the competency map of Sespimmen graduates, strategic position needs, adaptive zoning, and an understanding of the local character of Papua, so that officer placement does not stop at administrative rotation but becomes an instrument for strengthening the Polri institution in Eastern Indonesia.

5. The Influence of Geographical, Social, and Cultural Characteristics of Eastern Indonesia on the Effectiveness of Placement

The geographic, social, and cultural characteristics of Eastern Indonesia significantly influence the effective placement of Sespimmen graduates in new regional police (Polda). Regions such as Papua, Maluku, and West Papua face geographical challenges such as mountains, islands, and limited infrastructure. Personnel placement must consider the fit between individual abilities, job demands, and work environment conditions (Flynn et al., 2021).

These conditions require officers who are able to work adaptively and make decisions in difficult situations. Furthermore, police services in remote areas require different leadership styles than in urban areas. The National Police's duties in maintaining security, law enforcement, protection, and community service are affirmed in Article 13 of Law Number 2 of 2002.

From a social and cultural perspective, Eastern Indonesia boasts strong ethnic, religious, linguistic, and customary diversity. Therefore, National Police officers must possess social communication skills and cultural intelligence to build strong relationships with the community.

Certain regions also have a history of conflict and high levels of social sensitivity. In these circumstances, successful officer placement depends heavily on the ability to build legitimacy and public trust. Police professionalism is closely linked to legitimacy and public trust (Bayley, 1996).

Placement effectiveness is measured not only by fulfilling structural positions, but also by officers' ability to understand the characteristics of the region, build communication with community leaders, and maintain security stability. Therefore, geographic, social, and cultural factors must be crucial in the placement process for Sespimmen graduates in new regional police (Polda) in Eastern Indonesia.

The Initial Placement Strategy for Sespimmen Polri Graduates to Optimize the Balance between DSP and Organizational Needs in the New Regional Police in Eastern Indonesia

1. Mapping of DSP Needs Based on Position Priorities and Regional Vulnerability Levels

The primary strategy for optimizing the DSP balance is to map job requirements based on priority levels and regional vulnerability. Human resource planning must begin with job analysis and projections of organizational needs to avoid reactive placements (Armstrong & Taylor, 2020).

This mapping is crucial for organizations to identify which positions are most urgently needed and which regions require greater attention. DSP/RILL data should be used as the basis for prioritization, not just annual administrative reports, because personnel placement must align organizational needs with individual capacity (Flynn et al., 2021).

Top priority should be given to positions directly related to operational functions, intelligence, investigation, human resources, and community development, as these functions determine organizational stability and public service. This aligns with Article 13 of Law Number 2 of 2002, which emphasizes the primary duties of the Indonesian National Police (Polri) in security, law enforcement, protection, and community service.

Furthermore, the level of regional vulnerability should be the basis for the placement of Sespimmen graduates. Areas with high levels of vulnerability require officers with strong leadership, social communication, and decision-making skills. The DSP mapping also requires consideration of the geographic and social characteristics of the region to ensure that personnel placement truly aligns with the organization's needs. With proper mapping, the placement of Sespimmen graduates will not only fill vacant positions but also serve as a strategy for strengthening the National Police institution in Eastern Indonesia.

2. Integrating Sespimmen Graduate Competency Data with New Regional Police Position Analysis

The next strategy is to integrate competency data from Sespimmen graduates with job analyses at the new Regional Police. This integration is necessary so that placements are not based solely on rank and educational attainment, but also on the match between individual capacity and organizational needs (Armstrong & Taylor, 2020; Flynn et al., 2021).

Competency data should include job experience, leadership skills, technical competencies, social skills, integrity, and regional readiness. Factors such as education, work experience, physical and mental condition, attitude, marital status, and age also need to be considered in placements (Sastrohadiwiryono, 2002).

Meanwhile, job analyses should include job descriptions, competency requirements, risk levels, and characteristics of the assigned area. A good job analysis clarifies the duties, responsibilities, and characteristics of the person needed to perform the job (Dessler, 2020).

Through this integration, organizations can determine the most suitable officers for specific positions. Placements are no longer based solely on rank or personnel availability, but rather on the match of competencies to organizational needs.

This strategy also strengthens the implementation of the merit system, making placement decisions more objective and data driven. In a merit system, qualifications, competencies, and performance are the primary foundations of human resource management (Kementerian PANRB, 2018).

3. Strengthening the Merit System in the First Position Placement Mechanism

Strengthening the merit system is necessary to ensure that the placement of Sespimmen graduates is truly based on competency, performance, experience, and integrity. Merit-based placement decisions must be based on qualifications, competency, performance, integrity, and organizational needs (Armstrong & Taylor, 2020; Dessler, 2020).

Initial placement should be viewed as a strategic step in actualizing the leadership capabilities of Sespimmen graduates. Education and development should be linked to greater work responsibilities so that educational outcomes can impact the organization (Noe et al., 2023).

Therefore, clear placement indicators are needed, such as education, work experience, managerial skills, socio-cultural skills, integrity, and regional readiness. These indicators are crucial to prevent placements from reverting to subjective patterns or simply filling vacant positions.

Strengthening the merit system also requires an accurate competency database and detailed job analysis. This will enable organizations to place officers more objectively and effectively. Furthermore, a post-placement evaluation mechanism needs to be implemented to assess the effectiveness of placements and make improvements if necessary.

4. Zoning Policy Adjustments for New Regional Police in Eastern Indonesia

Zoning policies need to be adjusted to be more flexible and adaptive to the needs of the new Regional Police (Polda). Zoning remains necessary for equitable distribution, but it should not hinder the fulfillment of strategic positions in areas with high needs.

Zoning should not be solely oriented towards administrative equality but must also consider position needs, the level of regional vulnerability, and officer competency. Personnel placement must align job needs with individual characteristics (Flynn et al., 2021).

Furthermore, a mechanism for accelerated placement is needed for positions directly related to operations, intelligence, investigation, and community development. These positions are directly related to the main duties of the Indonesian National Police (Polri) as stipulated in Article 13 of Law Number 2 of 2002.

Zoning adjustments must also be balanced with assignment incentives, periodic evaluations, and coordination between the National Police's SSDM, Sespimmen Polri, and the target Regional Police (Polda). Thus, zoning can serve as an equitable distribution tool that continues to support organizational effectiveness.

5. Post-Placement Monitoring and Evaluation Based on Performance, Adaptation, and Organizational Needs

Post-placement monitoring and evaluation are crucial components of the Sespimmen graduate placement strategy. Placement should not stop with the issuance of a position decision, as HR management must be linked to performance, evaluation, development, and subsequent career planning (Flynn et al., 2021).

Evaluations not only assess whether positions have been filled but also assess whether officers are able to effectively carry out their duties. Evaluation indicators include job performance, regional adaptability, contribution to the organization, ability to build relationships with the community, and ability to mentor subordinates.

In the new Regional Police (Polda) in Eastern Indonesia, social and cultural adaptability is a crucial factor due to the region's diverse character and high level of social sensitivity. Placement success also needs to be assessed by the officers' ability to build public trust, as police legitimacy is closely linked to public trust (Bayley, 1996).

Evaluations should also be conducted periodically so that organizations can assess the effectiveness of placements and make adjustments if necessary. With sound monitoring and evaluation, the placement of Sespimmen graduates can truly support institutional strengthening, service improvement, and security stability in Eastern Indonesia.

CONCLUSION

Based on the discussion, the imbalance in the Personnel List (DSP) for the initial placement of Sespimmen Polri graduates in new regional police (Polda Polri) in Eastern Indonesia occurs due to a significant gap between structural position requirements and the actual availability of mid-level officers. This imbalance not only indicates a quantitative personnel shortage but also

demonstrates suboptimal planning for position needs, distribution of mid-level officers, implementation of the merit system, synchronization of zoning policies, and alignment of officer competencies with the characteristics of the assigned area. New regional police (Polda Polri) in Eastern Indonesia require mid-level officers capable of carrying out leadership, control, development, coordination, and service functions more adaptively because these regional units are still in the organizational consolidation phase. At the same time, the vast and difficult-to-reach geographical characteristics, socio-cultural complexities, and security sensitivities in regions such as Papua, West Papua, Maluku, and North Maluku make it impossible to place officers solely based on personnel availability. This aligns with the research problem formulation and objectives, which identify the imbalance in the DSP as a key issue affecting the effectiveness of the initial placement of Sespimmen Polri graduates in new regional police (Polda Polri) in Eastern Indonesia.

The initial placement of Sespimmen Polri graduates in the new Regional Police (Polda) in Eastern Indonesia requires a more objective, proportional, and contextual strategy. This strategy must begin with mapping the needs of DSP based on job priorities and regional vulnerability levels, followed by integrating Sespimmen graduate competency data with the new Polda job analysis. Placement should no longer be understood solely as an administrative transfer process, but rather as an instrument for strengthening the Polri institution through the distribution of middle leadership talent. Therefore, strengthening the merit system, adjusting zoning policies, and post-placement monitoring and evaluation are crucial to ensuring that the officers placed truly match the job requirements, organizational character, and regional social conditions. This strategy is crucial because Sespimmen graduates are directed to occupy strategic positions and become the driving force in establishing the system, structure, and organizational culture in the new Polda.

Thus, the appropriate placement strategy to optimize the balance between DSP and organizational needs in the new Regional Police in Eastern Indonesia is one based on the organization's real needs, not just a routine rotation pattern. Placement needs to be carried out through clear stages, namely mapping DSP shortages, determining priority positions, assessing the competency of Sespimmen graduates, matching positions to officer profiles, adaptive zoning adjustments, providing regional assignment incentives, and evaluating performance after officers are placed. Without such a strategy, the placement of Sespimmen graduates has the potential to remain ad hoc, not based on the overall needs of DSPs, and not fully able to meet the challenges of the new Regional Police in Eastern Indonesia. Conversely, if this strategy is implemented consistently, Sespimmen graduates can become important actors in accelerating organizational strengthening, shortening the span of control, improving the quality of police services, and strengthening security stability in eastern Indonesia.

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