



Implementation of Innovation in the Reception of Candidate Members of the Republic of Indonesia State

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Abstract

The competitive advantage of an organization is largely determined by the quality of its human resources. The recruitment and selection process is crucial for obtaining high-quality and competitive personnel. This study aims to analyze the implementation of innovations in the recruitment of Indonesian National Police (POLRI) members in the South Sulawesi Regional Police. This study uses a descriptive qualitative method. This research was conducted at the South Sulawesi Regional Police. The results of the study indicate that the implementation of innovations in the recruitment of Indonesian National Police members on individual factors, motivation is the main driver in the development and implementation of recruitment of Indonesian National Police members, the pattern of cooperative relationships creates a shared commitment in realizing the success of recruitment of Indonesian National Police members. Structural factors, cooperation has been strengthened through MoUs and the provision of honorariums as a form of appreciation, but there are still challenges such as limited cross-sector communication. Cultural factors, indicate that frequent changes in guidelines cause normative uncertainty and gaps between regulations and implementation.

Introduction

Human resources have long been recognized as one of the most decisive elements in shaping the effectiveness and sustainability of public organizations. In institutions entrusted with broad responsibilities toward society, the quality of personnel is not merely an internal administrative concern, but a foundational determinant of institutional capacity, public trust, and long term performance. This is especially true for organizations whose duties involve law enforcement, social order, public protection, and direct engagement with citizens (Karimullah, 2024; Rosenbloom et al., 2022; Kiss et al., 2022). In such settings, the presence of capable personnel influences not only operational outcomes but also the legitimacy of the institution itself. For that reason, the issue of human resources cannot be separated from the way an organization recruits, prepares, and develops its members (Taylor et al., 2024; Kulik & Perry, 2023; Widarni & Bawono, 2026).

Within the broader framework of human resource management, recruitment holds a particularly strategic position because it functions as the initial gateway through which organizations define the quality of their future workforce (Jamil et al., 2023; Anggraini et al., 2024; Pandit & Paul, 2023; Alesani, 2023). Recruitment is not simply a procedural stage for

filling positions. It is a selective and institutional process through which organizations attempt to identify individuals whose competence, character, and potential correspond to the demands of public service. When recruitment is carried out narrowly as an administrative routine, organizations may reproduce the same structural weaknesses that later appear in performance, accountability, and service delivery. By contrast, when recruitment is approached as a strategic part of human resource management, it becomes a means through which organizations can improve institutional quality from the very beginning. In this sense, the strength of an organization often reflects the seriousness with which it manages the entry point of its personnel system (Dahmen, 2023; Alvesson & Jonsson, 2022; Siahaan et al., 2024).

This logic becomes even more important in the context of the Indonesian National Police. As a public institution mandated to maintain security, enforce the law, preserve public order, and provide protection and service to society, POLRI requires human resources who are not only professionally competent but also responsive to social complexity and organizational demands. The changing character of public problems, the rise of expectations toward professional policing, and the need for institutional credibility have all made the issue of police recruitment increasingly significant (Wojslawowicz et al., 2023; Wilson et al., 2023). The quality of policing does not begin only after individuals enter the organization and receive training. It begins much earlier, namely at the moment when the institution determines who is allowed to enter, under what criteria, and through what kind of recruitment logic. Because of that, the recruitment system of POLRI should be viewed as a strategic domain in which the future direction of the institution is partly shaped.

At the same time, contemporary public institutions are increasingly required to move beyond conventional approaches in managing their human resources. Administrative routines that once appeared sufficient often prove inadequate when institutions are faced with more complex operational demands, uneven access to opportunity, and the need for a workforce that is both competent and adaptable. This is where innovation becomes important. In the context of recruitment, innovation is not merely the introduction of a new technical mechanism or the addition of procedural variation. More fundamentally, it represents an effort to rethink how an organization attracts, identifies, and selects human resources in ways that are more responsive to institutional needs and social realities (Khatoun et al., 2025; Mabaso, 2026; Opada et al., 2024). Recruitment innovation therefore reflects an organizational attempt to improve quality, widen strategic reach, and ensure that human resource policies do not remain static in the face of evolving challenges.

In relation to this need, POLRI has introduced proactive recruitment as an alternative pathway intended to strengthen the quality and inclusiveness of its recruitment process (Kristanto & Soeling, 2022; Samad, 2023; Samad et al., 2025). This approach is significant because it departs from the logic of passive and uniform intake by opening more targeted avenues through affirmative action, talent scouting, and award based recognition. In principle, proactive recruitment reflects an innovative orientation within public sector human resource management because it seeks not only to select applicants, but to identify and attract potential candidates through more purposeful and contextualized mechanisms. Such an approach suggests that recruitment is being positioned not only as a technical matter of administrative selection, but also as a strategic instrument for improving the composition and readiness of organizational human resources (Compton, 2009; Muscalu, 2015; Nuryani et al., 2023). Through this perspective, recruitment innovation becomes closely linked with the broader effort to strengthen institutional capacity and public service performance.

Even so, the existence of an innovative recruitment model does not automatically guarantee its successful implementation. In public organizations, innovation often encounters a range of practical and institutional challenges once it moves from formal design into operational reality (Bekkers et al., 2011; Mergel & Desouza, 2013; Pirinen et al., 2022; Singun, 2025; Zolak Poljašević et al., 2025). The implementation of innovative recruitment may be affected by the motivation of actors, the pattern of coordination among stakeholders, the availability of resources, the clarity of communication, and the consistency of regulatory guidance. In many cases, the problem is not whether innovation has been formally introduced, but whether the organization possesses the internal readiness and relational capacity necessary to translate that innovation into effective practice. This means that recruitment innovation should not be assessed only at the level of policy intention, but also through the everyday organizational processes that determine how innovation is understood, negotiated, and enacted in the field.

This issue is particularly relevant in the implementation of proactive recruitment at the South Sulawesi Regional Police. Although proactive recruitment is expected to improve the quality of prospective POLRI members through a more directed and collaborative process, its implementation remains inseparable from the organizational context in which it operates (Yudanto & Soeling, 2023). The interaction among institutional actors, the need for shared understanding across sectors, the dependence on administrative coordination, and the challenge of sustaining procedural clarity all shape how innovation is carried out in practice. In this regard, proactive recruitment should not be seen merely as a program that exists on paper, but as an institutional process whose success depends on the interplay of human motivation, structural support, and organizational culture. This perspective is important because it moves the discussion away from a purely formal reading of recruitment and toward a deeper understanding of how innovation actually functions within a public organization (Quinn et al., 2025; Nguyen et al., 2024; Ettelt et al., 2022).

To capture this complexity, this study draws on Steelman's perspective on innovation implementation, which emphasizes the importance of individual, structural, and cultural factors. This framework is particularly relevant because it allows recruitment innovation to be understood as more than a technical intervention. Individual factors help explain the role of motivation, commitment, and actor initiative in driving the implementation process. Structural factors direct attention to rules, communication patterns, coordination mechanisms, and incentives that support or hinder institutional action. Cultural factors illuminate how organizational norms, shared understandings, and regulatory adaptation influence the acceptance and sustainability of innovation (Brahm & Poblete, 2024; Rasheed et al., 2025). By using this framework, the study is able to examine proactive recruitment not simply as a policy instrument, but as a multidimensional process embedded in the realities of organizational life.

Based on that background, this study aims to analyze the implementation of innovation in the proactive recruitment of prospective members of the Indonesian National Police at the South Sulawesi Regional Police. The significance of this study lies in its effort to connect the issue of recruitment with the larger concerns of human resource quality and institutional innovation in the public sector. Rather than treating recruitment as a routine administrative matter, this study approaches it as a strategic site where organizational values, managerial capacity, and reform efforts converge. In doing so, the study is expected to contribute not only to the practical improvement of recruitment processes within POLRI, but also to broader discussions on how public institutions manage human resources through innovation in ways that remain responsive to both organizational demands and public expectations.

Methods

Research Design

This study employed a descriptive qualitative approach to examine the implementation of innovation in the proactive recruitment of prospective members of the Indonesian National Police at the South Sulawesi Regional Police. This approach was considered appropriate because the study was intended not merely to describe recruitment procedures in a formal and technical sense, but to understand how innovation was carried out in practice through the experiences, interpretations, and interactions of the actors involved in the process. In this regard, proactive recruitment was approached as an organizational and institutional phenomenon that reflects broader dynamics in public sector human resource management.

Research Site and Focus

The research was conducted at the South Sulawesi Regional Police, with a specific focus on the implementation of the proactive recruitment pathway for prospective POLRI members. This site was selected because proactive recruitment represents an important innovation in the effort to improve the quality of police human resources through more strategic and collaborative mechanisms. By focusing on this setting, the study was able to explore how recruitment innovation was interpreted, organized, and implemented within the actual environment of a public institution responsible for maintaining public order and security.

Data Sources

The data in this study were obtained from both primary and secondary sources. Primary data were collected through in depth interviews with officials, members of the regional selection committee, and stakeholders directly involved in the implementation of proactive recruitment. These data were important for capturing the perspectives and experiences of the actors responsible for the process. Secondary data were obtained from official documents and recruitment records related to proactive recruitment, including administrative documents and statistical data on the number of applicants and accepted candidates from 2023 to 2025. The use of documentary data was intended to strengthen the empirical basis of the study and to provide contextual support for the qualitative findings.

Data Collection Techniques

Data collection was carried out through interviews, observation, and documentation. Interviews were used as the main technique to obtain a deeper understanding of how proactive recruitment innovation was implemented, how the actors understood their roles, and what challenges they encountered during the process. Observation was conducted during several stages of the recruitment process, including administrative selection, competency testing, and interview sessions, in order to gain direct insight into the actual implementation of recruitment activities. Documentation was used to review written materials relevant to the study, such as recruitment guidelines, institutional records, and statistical reports related to the implementation of the proactive recruitment pathway. Through these techniques, the study sought to build a comprehensive understanding of the phenomenon under investigation.

Data Analysis

The data were analyzed using the interactive model of Miles and Huberman (1994), which consists of data reduction, data display, and conclusion drawing. In the stage of data reduction, the researcher selected, organized, and focused the data that were most relevant to the objectives of the study. In the stage of data display, the reduced data were arranged in a

structured form to make interpretation easier and to help identify important patterns. In the final stage, conclusions were drawn by examining recurring meanings, relationships, and tendencies emerging from the data. This analytical process was carried out continuously throughout the study so that data collection and interpretation could develop in an integrated and mutually reinforcing manner.

Result and Discussion

Overview of Proactive Recruitment Implementation

The findings of this study were derived from interviews, observation, and documentation concerning the implementation of proactive recruitment for prospective members of the Indonesian National Police at the South Sulawesi Regional Police. The analysis was directed toward three major dimensions of innovation implementation, namely individual factors, structural factors, and cultural factors. In addition to qualitative findings, the study also used administrative data on the number of applicants and accepted candidates in the proactive recruitment pathway from 2023 to 2025 in order to provide a broader empirical context for the implementation process.

Documentation data show that proactive recruitment was carried out through three main pathways, namely affirmative action, talent scouting, and award. These pathways reflect an effort to make recruitment more targeted by identifying prospective candidates through specific criteria rather than relying only on regular intake patterns. However, the administrative data also indicate that the number of applicants and accepted candidates declined over the three year period. This trend suggests that the implementation of proactive recruitment needs to be understood not only as a formal innovation in recruitment policy, but also as an institutional practice whose effectiveness is shaped by organizational conditions in the field.

Table 1. Number of Proactive Recruitment Applicants 2023-2025

Number of Options	2023		2024		2025	
	Man	Woman	Man	Woman	Man	Woman
Affirmative Action	51	8	5	2	0	0
Talent Scouting	42	5	13	9	2	0
Award	7	1	0	0	1	2

Source: Data processing results, 2026

Table 1 shows that the number of proactive recruitment applicants declined substantially from 2023 to 2025. In 2023, the total number of applicants reached 114, consisting of 100 men and 14 women. In 2024, this number dropped to 29 applicants, consisting of 18 men and 11 women. In 2025, the number decreased further to only 5 applicants, consisting of 3 men and 2 women. Across the three years, talent scouting remained the most visible pathway, especially among male applicants, while affirmative action showed the sharpest decline and was no longer represented in 2025. This pattern indicates that although proactive recruitment continued to operate formally, its reach became increasingly limited over time.

Table 2. Number of Proactive Recruitment Acceptances in 2023-2025

Number of Options	2023		2024		2025	
	Man	Woman	Man	Woman	Man	Woman
Affirmative Action	3	0	2	1	0	0
Talent Scouting	11	3	4	2	2	0

Award	6	1	1	0	1	2
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Source: Data Processing Results, 2026

Table 2 presents a similar trend in the number of accepted candidates. In 2023, 24 applicants were accepted through the proactive recruitment pathway, consisting of 20 men and 4 women. In 2024, this number fell to 10 accepted candidates, consisting of 7 men and 3 women. In 2025, only 5 candidates were accepted, consisting of 3 men and 2 women. The talent scouting pathway remained dominant in terms of accepted candidates, while the affirmative action pathway decreased significantly and disappeared entirely in 2025. These data indicate that the implementation of proactive recruitment experienced a narrowing in both participation and output, which makes the organizational dynamics behind the program especially important to examine.

Individual Factors

The interview findings indicate that individual factors played an important role in sustaining the implementation of proactive recruitment. Motivation emerged as one of the main drivers behind the effort to continue this recruitment pathway. For the actors involved, proactive recruitment was not understood merely as an administrative program, but as an effort to improve the quality, quantity, and representation of human resources within POLRI.

“Proactive recruitment is important because through this pathway we can identify candidates who have potential, talent, and stronger readiness to become members of POLRI.”

This statement shows that the implementation of innovation in recruitment was supported by a shared belief that a more targeted recruitment approach was needed in order to identify prospective members with stronger potential and more relevant capabilities.

The findings also show that motivation was closely related to the effort to build common understanding among the actors involved. Coordination meetings were used to align perceptions between the South Sulawesi Regional Police and relevant stakeholders so that the implementation of proactive recruitment could proceed in a more directed manner. In this context, individual commitment did not stand alone, but was reinforced through interaction, communication, and a shared orientation toward the objectives of the program.

“Before the process begins, we usually coordinate with the parties involved so that everyone has the same understanding about the objectives, procedures, and direction of proactive recruitment.”

This indicates that the innovation was supported not only by personal willingness to carry out the program, but also by efforts to maintain common institutional understanding regarding the purpose and importance of proactive recruitment.

Another important finding is that the implementation of proactive recruitment was guided by a common awareness of the rules and technical directions issued by National Police Headquarters. The actors involved understood that compliance with these guidelines was necessary in order to avoid overlap, misinterpretation, and conflict in implementation.

“We must follow the technical instructions and the directions from headquarters so that the implementation remains orderly and there is no overlap in the field.”

This indicates that individual motivation in the recruitment process was closely connected with institutional responsibility. In other words, the implementation of proactive recruitment was

driven not simply by initiative at the personal level, but by a sense of duty to support organizational goals through more selective and purposeful recruitment practices.

Structural Factors

The findings show that structural factors were strongly reflected in the pattern of cooperation, communication, and institutional support surrounding proactive recruitment. The implementation of this innovation involved several actors beyond the police institution itself, which made coordination an important requirement. Cooperation with stakeholders served as a foundation for carrying out different parts of the recruitment process, including administrative verification and the validation of specific qualifications.

“This recruitment process cannot be carried out by the police alone because several stages require coordination and support from external institutions.”

This indicates that proactive recruitment was not implemented through a single organizational channel, but through an inter organizational arrangement that depended on working relationships between institutions.

The study found that some forms of cooperation had been strengthened through formal agreements and the provision of honorariums as a form of institutional appreciation for external involvement. These arrangements helped support the continuity of the recruitment process and reflected an effort to build structured collaboration. At the same time, the findings also reveal that structural support remained uneven. Communication between actors was not always optimal, and not all relevant institutions had established formal cooperation. One important example was the Ministry of Religious Affairs of South Sulawesi, which had not entered into a memorandum of understanding despite being connected to the recruitment process.

“Some institutions have cooperated well, but there are still parties whose coordination is not yet fully formalized, so communication sometimes does not run as effectively as expected.”

This shows that the institutional structure supporting proactive recruitment had developed, but had not yet reached a fully integrated form.

The structural dimension is also evident in the process of verification and resource use. The findings show that after preliminary administrative checking identified fake or falsified certificates among candidates in the talent scouting pathway, the South Sulawesi Regional Police coordinated with KONI to verify sports related certificates. This reflects the importance of external communication in maintaining the quality and credibility of proactive recruitment. At the same time, the implementation process was still constrained by limited facilities, limited testing rooms, and budget limitations.

“In practice, we still face limitations in facilities, rooms, and budget, and these conditions affect how far proactive recruitment can be implemented optimally.”

These conditions indicate that the implementation of recruitment innovation was affected not only by the existence of organizational arrangements, but also by the adequacy of resources needed to support those arrangements in practice.

Cultural Factors

The findings further show that cultural factors influenced the implementation of proactive recruitment through organizational norms, shared understandings, and the way actors responded to regulatory change. In this study, one of the most prominent cultural issues was the frequent change in guidelines governing proactive recruitment. These changes created

uncertainty for those involved in implementation because the rules that guided action were not always stable over time.

“The guidelines often change, so in the field we also have to keep adjusting, and sometimes this creates confusion in implementation.”

As a result, the actors responsible for carrying out the recruitment process had to repeatedly adjust their understanding and practice in accordance with revised directions.

This condition also affected the consistency between formal procedures and implementation in the field. The findings indicate that coordination among actors was not always sufficient to ensure the same interpretation of guidelines, which created gaps between regulation and practice. In this sense, the challenge was not merely technical, but cultural, because it involved how organizational actors understood rules, negotiated their meaning, and adapted them to local realities.

“At times the rules are understood differently by different actors, so what is written in the guidelines does not always match what happens in practice.”

The study therefore shows that the success of proactive recruitment innovation depends not only on institutional rules, but also on the ability of the organization to maintain shared understanding and procedural stability.

Another important result is that existing guidelines did not always fully accommodate the conditions of different regions. This suggests that the implementation of recruitment innovation was shaped by the tension between centralized regulation and local operational needs. Within such a context, innovation could not be sustained by procedural compliance alone. It also required flexibility, communication, and organizational adaptation.

“Regional conditions are not always the same, so sometimes the implementation in the field needs adjustment even though the guidelines come from the center.”

The cultural dimension of proactive recruitment therefore lies in the capacity of the institution to absorb regulatory change while maintaining coherence in implementation across the actors involved.

The results of this study suggest that the decline in applicants and accepted candidates should not be understood as a simple numerical change, but as a sign that proactive recruitment has not yet become a fully stabilized innovation within police human resource management. In the broader literature on POLRI recruitment, this pattern is not surprising. Kristanto and Soeling (2022) show that proactive recruitment can function as an alternative mechanism for aligning personnel intake with regional needs, yet its effectiveness is weakened when implementation remains uneven. Juwono (2022) likewise demonstrates that proactive recruitment at the regional level depends heavily on the consistency of execution rather than on the formal availability of the program itself. This is important because the present findings show precisely that tension. The innovation exists, but its operational reach appears to narrow over time. Yudanto and Soeling (2023) argue that police recruitment reform must be continuously reorganized if it is to produce professional personnel rather than merely fill positions. Kurniawan (2023) adds that affirmative action within proactive recruitment carries a strong representational and justice oriented rationale, especially in peripheral areas, but in practice it remains vulnerable to weak interest and implementation constraints. This concern is echoed by Maulitya et al. (2024), who explain that the merit principle in police recruitment remains essential for ensuring competence, yet it is still difficult to realize consistently because procedural and institutional obstacles persist. At a broader governance level, Setyadi et al.

(2021) stress that police recruitment should embody clean, transparent, accountable, and humanist principles if it is to support good governance. Nugroho and Astuty (2025) extend this concern by showing that the wider transformation of POLRI human resource management is still marked by a gap between central reform ambitions and regional implementation capacity. What emerges from the present study, then, is not a contradiction of earlier work, but a sharper illustration of it. Recruitment innovation in the police sector may be normatively affirmed long before it is institutionally secured.

The prominence of individual factors in this study should therefore be interpreted as more than personal willingness or administrative discipline. What appears in the findings is a form of institutionally framed motivation through which actors see proactive recruitment as part of a larger obligation to improve the future quality of POLRI personnel. Recent scholarship on public sector innovation helps clarify this point. Lee and Kim (2024) show that innovative behavior in public organizations is shaped not only by individual disposition, but by the interaction of public service motivation, organizational commitment, and perceived innovative culture. Their argument matters here because the actors in this study did not simply perform recruitment tasks. They appeared to attach public and organizational meaning to the recruitment process itself. Pham et al. (2024) deepen this interpretation by showing that public service motivation, transformational leadership, and person organization fit contribute positively to innovative work behavior and job performance in the public sector. This is especially relevant to the present findings, where motivation was reinforced through coordination and shared understanding rather than left as an isolated personal trait. Makhrojan et al. (2025) reach a similar conclusion in their systematic review by identifying leadership as one of the strongest enablers of innovative behavior in public organizations, particularly when it supports creativity, inspiration, and empowerment. Srirahayu et al. (2023) further show that innovative work behavior in public organizations grows from personal, team based, and organizational factors simultaneously, which fits well with the present study's evidence that motivation became meaningful only when linked to meetings, guidance, and collective commitment. Sabela and Etikariena (2025) add an important cultural layer by demonstrating that psychological safety and ambidextrous organizational culture strengthen innovative work behavior in Indonesian public sector settings. Vanny et al. (2024) similarly identify leadership, creativity, knowledge sharing, and organizational climate as central determinants of innovation culture in the public sector. Read in light of these studies, the individual findings of this article point to a deeper insight. Proactive recruitment is sustained when actors are not only motivated, but socially and organizationally supported to interpret innovation as part of their institutional mission.

The structural findings of this study also deserve a more careful reading because they show that collaboration in public sector innovation is never simply a matter of involving more actors. It becomes productive only when relationships, authority, information, and resources are arranged in a way that can actually carry innovation forward. This is why the findings on MoUs, verification partnerships, communication gaps, and budget limitations are analytically important. Samad et al. (2025) show that proactive recruitment in several regional police offices depends on collaborative processes that are often burdened by data problems, uneven coordination, infrastructure gaps, and sociocultural barriers. The present study confirms that pattern, but adds a sharper point. Even where cooperation already exists, the structure may still remain too fragile to guarantee continuity. This broader interpretation is supported by the OECD (2024), which finds from hundreds of global innovation cases that public sector innovation increasingly depends on co design, responsiveness, and sustained collaboration with stakeholders. Casula (2025) argues in a similar way that collaborative public sector innovation

has become central to contemporary governance because policy design and service reform are now shaped through networks rather than through isolated administrative action. Yet the same literature also warns that collaboration alone is not enough. Di Mascio et al. (2025) show that institutional design does not automatically sustain collaborative innovation when leadership is weak or when cooperation lacks practical continuity. Singler and Gündüz (2024) add that barriers to public sector innovation emerge at different phases of the process, which means that operational weakness can obstruct innovation even when the original policy idea remains intact. Waheduzzaman et al. (2026) reinforce this view by showing that contemporary public sector innovation is constrained across organizational, governance, technological, and social dimensions at the same time. In the present article, structural weakness is therefore not a secondary issue surrounding the innovation. It is part of the innovation itself, because recruitment reform can only work when inter organizational coordination is matched by sufficient resources, stable arrangements, and credible channels of communication.

What makes the present study especially compelling, however, is its cultural dimension. The finding that frequent changes in guidelines generated uncertainty and gaps between regulation and practice shows that innovation can be weakened not only by resistance, but by instability in the normative environment that surrounds implementation. In many public organizations, culture is often treated as a background condition, yet recent scholarship suggests that it operates much more directly. Lee and Kim (2024) show that perceived innovative culture strengthens the relationship between motivation, commitment, and innovative behavior, which means that employees are more likely to innovate when the organization provides a stable climate that legitimizes experimentation and adaptation. Vanny et al. (2024) similarly argue that innovation culture in the public sector depends on the presence of shared values, learning orientation, and organizational support, while barriers emerge when these conditions are absent or inconsistent. The present study shows what happens when that consistency breaks down. Actors remain committed, yet repeated regulatory change forces them to reinterpret procedures over and over again. This is precisely why the gap between central instruction and local execution becomes more than a technical problem. It becomes a cultural one, because it unsettles the shared meanings that allow people to act coherently. That reading is consistent with Nugroho and Astuty (2025), who note that POLRI human resource transformation continues to face tensions between central policy direction and local capacity. It also resonates with the broader review by Waheduzzaman et al. (2026), which shows that post COVID public sector innovation is shaped by multi level uncertainty and by the need to align different dimensions of change rather than focusing on a single reform instrument. The cultural issue in this study, then, is not merely that rules changed. It is that the institutional environment did not provide enough interpretive stability for innovation to become routine, trusted, and locally workable.

From a wider public administration perspective, the study ultimately suggests that proactive recruitment should be understood as a demanding form of public sector innovation rather than as a narrow recruitment mechanism. Its success depends on whether the organization can align motivational energy, collaborative structure, and cultural coherence over time. This has practical implications because the literature increasingly treats innovation not as a symbolic sign of reform, but as a driver of service quality, institutional value, and performance. Ferdian et al. (2025) show that innovative work behavior in the public sector strengthens service quality and public value, which means that innovation in internal processes can have consequences beyond the organization itself. The OECD (2024) likewise emphasizes that governments are moving toward more people centered and adaptive forms of innovation because public institutions are expected to remain responsive under changing conditions. In the context of

policing, this expectation becomes even more consequential, since recruitment is one of the earliest sites where institutional legitimacy, professionalism, and representational fairness are shaped. For that reason, the present study contributes more than a localized account of recruitment implementation. It shows that innovation in police human resource management will remain partial when formal pathways are not backed by a durable organizational ecology. In other words, proactive recruitment can only become meaningful as reform when the institution is able to preserve shared purpose at the individual level, workable coordination at the structural level, and interpretive stability at the cultural level.

Conclusion

Based on the analysis using the innovation implementation theory proposed by Steelman (2010), it shows that the implementation of the innovation of the proactive recruitment path for the Indonesian National Police (POLRI) is based on individual factors, motivation is the main driver in the development and implementation of proactive recruitment, the pattern of cooperative relationships creates a shared commitment in realizing the success of the proactive recruitment path for the Indonesian National Police (POLRI). Structural factors, cooperation has been strengthened through MoUs and the provision of honorariums as a form of appreciation, but there are still challenges such as limited cross-sector communication. Cultural factors, show that frequent changes in guidelines cause normative uncertainty and gaps between regulations and implementation.

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