



DOI: <https://doi.org/10.38035/jgsp.v3i3>  
<https://creativecommons.org/licenses/by/4.0/>

## Analysis of the Effectiveness of the Assessment Center as A Competency Testing Method for Police Sector Chiefs (KAPOLSEK) in Improving Police Performance within the Metro Jaya Regional Police

Afriska Nababan<sup>1</sup>, Vita Mayastinasari<sup>2</sup>, Joko Setiono<sup>3</sup>

<sup>1</sup>Sekolah Tinggi Ilmu Kepolisian, Indonesia, [afriskanabs@gmail.com](mailto:afriskanabs@gmail.com)

<sup>2</sup>Sekolah Tinggi Ilmu Kepolisian, Indonesia, [vitamayastinasari@stik-ptik.ic.id](mailto:vitamayastinasari@stik-ptik.ic.id)

<sup>3</sup>Sekolah Tinggi Ilmu Kepolisian, Indonesia, [joko\\_setiono@ymail.com](mailto:joko_setiono@ymail.com)

Corresponding Author: [afriskanabs@gmail.com](mailto:afriskanabs@gmail.com)<sup>1</sup>

**Abstract:** The position of Sector Police Chief (Kapolsek) holds a strategic role within the operational structure of the Indonesian National Police (Polri), especially in maintaining security and public order at the sub-district level. To ensure professionalism and accountability of Kapolsek officials, a selection method is needed that can objectively measure competence. The Assessment Center emerges as a competency-based mechanism considered to have high validity in assessing managerial, technical, and socio-cultural dimensions. This study analyzes the effectiveness of the Assessment Center in competency testing for the Kapolsek position within the Metro Jaya Regional Police, using a normative juridical approach and descriptive analysis. The legal foundations used include Law Number 2 of 2002 concerning the Indonesian National Police, Government Regulation Number 11 of 2017 in conjunction with Government Regulation Number 17 of 2020 concerning Civil Servant Management, as well as the Regulation of the Indonesian National Police Number 12 of 2024 concerning the Assessment Center within the Police environment. The results of the study show that the Assessment Center is a method that is normatively and technically in line with the principles of meritocracy and good human resource governance. However, its implementation still faces challenges such as a lack of assessors, infrastructure limitations, and organizational culture resistance to a competency-based selection system. Institutional strengthening and consistent enforcement of the merit system are required so that the results of the Assessment Center truly serve as an objective basis for the appointment of Kapolsek positions. With the optimization of this system, the National Police is expected to form sectoral leadership that is professional, adaptive, and oriented toward public service.

**Keywords:** Assessment Center, Sector Police Chief (Kapolsek), merit system, competence, Indonesian National Police (Polri), Metro Jaya Regional Police (Polda Metro Jaya)

**Abstrak:** Posisi Kepala Kepolisian Sektor (Kapolsek) memegang peran strategis dalam struktur operasional Kepolisian Republik Indonesia (Polri), terutama dalam menjaga keamanan dan ketertiban umum di tingkat kecamatan. Untuk memastikan profesionalisme dan

akuntabilitas pejabat Kapolsek, diperlukan metode seleksi yang dapat secara objektif mengukur kompetensi. Assessment Center muncul sebagai mekanisme berbasis kompetensi yang dianggap memiliki validitas tinggi dalam menilai dimensi manajerial, teknis, dan sosio-budaya. Studi ini menganalisis efektivitas Assessment Center dalam pengujian kompetensi untuk posisi Kapolsek di Kepolisian Daerah Metro Jaya, menggunakan pendekatan yuridis normatif dan analisis deskriptif. Landasan hukum yang digunakan meliputi Undang-Undang Nomor 2 Tahun 2002 tentang Kepolisian Negara Republik Indonesia, Peraturan Pemerintah Nomor 11 Tahun 2017 juncto Peraturan Pemerintah Nomor 17 Tahun 2020 tentang Pengelolaan Pegawai Negeri Sipil, serta Peraturan Kepolisian Negara Republik Indonesia Nomor 12 Tahun 2024 tentang Assessment Center dalam lingkungan Kepolisian. Hasil penelitian menunjukkan bahwa Assessment Center merupakan metode yang secara normatif dan teknis sesuai dengan prinsip meritokrasi dan tata kelola sumber daya manusia yang baik. Namun, implementasinya masih menghadapi tantangan seperti kekurangan penilai, keterbatasan infrastruktur, dan resistensi budaya organisasi terhadap sistem seleksi berbasis kompetensi. Penguatan institusional dan penegakan sistem merit yang konsisten diperlukan agar hasil Assessment Center benar-benar menjadi dasar objektif untuk penunjukan jabatan Kapolsek. Dengan optimalisasi sistem ini, Kepolisian Nasional diharapkan dapat membentuk kepemimpinan sektoral yang profesional, adaptif, dan berorientasi pada pelayanan publik.

**Kata Kunci:** Assessment Center, Kepala Kepolisian Sektor (Kapolsek), sistem merit, kompetensi, Kepolisian Nasional Indonesia (Polri), Kepolisian Daerah Metro Jaya (Polda Metro Jaya)

## INTRODUCTION

The position of Sector Police Chief (Kapolsek) holds a strategic role within the organizational structure of Polri, serving as the front line in maintaining public security and order at the sub-district level (Saifulloh, 2024). The Kapolsek is directly responsible for executing police functions such as law enforcement, community services, and the maintenance of public security and order (kamtibmas) (Saharuddin, Pede, Yunus, Lasori, & Salam, 2022). In the context of these duties, the Kapolsek is required not only to have technical policing abilities but also reliable managerial capacity to manage personnel and resources within the sector (Putri, 2021). The complexity of local social challenges places the Kapolsek at the center of a rapid-response mechanism to community dynamics. This position demands high integrity, effective communication skills, and decisiveness in decision-making. Therefore, the selection and promotion mechanisms for Kapolsek must reflect high professionalism and accountability.

The need for professionalism among law enforcement officers has increased in line with rising public demands for quality public service (Ulum, 2018). The police, as a public institution directly interacting with the community, have the responsibility to maintain public trust through transparent, responsive, and satisfaction-oriented services (Hasibuan, 2023). Police service standards are now assessed not only on technical aspects but also on the ethical and interpersonal abilities of personnel (Fadhli, 2022). To support these standards, human resources with measurable competencies relevant to job challenges are needed. As the leader at the operational grassroots level, the Kapolsek must bridge macro-police policies and micro-field conditions. Therefore, competency-based selection is a highly important approach.

Objectivity in the structural promotion process often becomes a critical issue in bureaucratic institutions, including within Polri. Appointments based on seniority or personal closeness frequently generate dissatisfaction and undermine the meritocracy principle that should serve as the foundation of modern HR management. A selection process that does not reflect actual competence risks producing leaders who lack the capabilities needed to perform

optimally (SETIADI, 2018). This situation can negatively impact institutional performance and weaken public trust in the integrity of the institution. A mismatch between competence and position will create managerial gaps in the field. Thus, an objective, structured, and professionally accountable competency testing system is required.

The Assessment Center emerges as a competency assessment method prioritizing objective, behavior-based approaches to identify an individual's potential to occupy a position. This method enables institutions to evaluate various competency aspects such as leadership, decision-making, analytical ability, and teamwork through a series of simulations resembling real job situations (Assidiqi, 2025). Assessments are conducted using various instruments such as leaderless group discussions, competency-based interviews, in-basket simulations, and case-analysis presentations (Khayat, 2021). Results are reviewed triangulatively by certified assessors to ensure validity and reliability of the final decision. Within Polri, the Assessment Center offers a more scientific and fairer alternative to conventional approaches. Its use provides significant opportunity to ensure the alignment between individual and job demands (Robertho, 2021).

The primary advantage of the Assessment Center lies in its ability to depict an individual's actual performance in facing complex work situations. Through a simulated approach, this method allows direct observation of participants' problem-solving, coordination, and leadership abilities in tasks that mimic Kapolsek duties (Pamungkas, 2024). However, the Assessment Center also has limitations, including costs of implementation, need for professional assessors, and time required for planning and analyzing the entire process (Estede, 2025). These challenges must be addressed through careful planning and adequate budget support. Although not perfect, this method remains the top choice for recruitment and promotion in strategic positions. Its effectiveness heavily depends on institutional commitment and the integrity of its execution (Setyawan, 2024).

The Kapolsek acts as an extension of the Kapolres in formulating technical policies and is the main implementer of preventive and repressive activities within the sub-district jurisdiction. Supervision functions, personnel development, social conflict management, and resolution of community disputes are often handled directly by the Kapolsek (Hasibuan E. S., 2021). The ability to be decisive yet humane is an important trait required of a Kapolsek. Not all officers naturally possess this skill, making a good assessment process critical. In this regard, selecting Kapolsek officials via the Assessment Center mechanism provides more measurable and objective competence assurance.

A Kapolsek's qualifications include a combination of field experience, legal understanding, leadership capacity, and strong public communication skills. These competencies cannot be determined solely from administrative records or academic scores. The Assessment Center plays a vital role in evaluating these undocumented yet crucial workplace skills. A Kapolsek must be able to lead personnel in emergency situations, build community partnerships, and make quick decisions during crises. All these aspects can only be observed through direct, simulated interactions. This is why the Assessment Center method aligns with the requirements of the position (Febri Surya, 2022).

Merit system theory provides the conceptual basis in the appointment process of public officials, including within the police structure (Sulaiman, 2025). The merit system emphasizes that every job placement should be based on competence, potential, and performance, not personal or political relationships (Maulitya, 2024). This merit-based evaluation is reinforced in staffing regulations such as Government Regulation No. 11 of 2017 in conjunction with Government Regulation No. 17 of 2020. Within Polri, the implementation of the merit system tests the institution's seriousness in carrying out bureaucratic reform and improving professionalism. The Assessment Center can be regarded as a concrete instrument in realizing

the principle of meritocracy. The more accurately this system runs, the higher the legitimacy of structural promotion decisions in the eyes of the public (Maysura, 2025).

The concept of organizational effectiveness underscores the importance of alignment between human resources and organizational task structure in achieving institutional goals (Prasetyo, 2024). An effective organization is one that places the right person in the right position so that strategic functions can be carried out optimally. This theory supports the argument for the importance of a competency-based selection system relying on comprehensive evaluations. In the context of Polri, organizational effectiveness is closely related to the performance of field officers such as Kapolsek, who directly interact with society. Appointing less competent officials creates a weak link in the operational police command chain. The Assessment Center can serve as a filter that ensures only the best personnel occupy these critical positions.

State administrative law plays a crucial role in governing human resource management in government institutions, including in the appointment and promotion process. These legal norms regulate the principles of legal certainty, accountability, and transparency in carrying out administrative tasks, including structural selection (Annafi, 2025). In this context, the Assessment Center is not just a managerial instrument, but also a tool that maintains legal legitimacy in public official appointments. When selection processes are based on standardized and accountable Assessment Center results, the administrative decisions taken will have valid legal force and minimal dispute. This provides assurance not only for the institution but also for the individual being assessed. Such processes align with the principles of good governance, now recognized globally in state administration.

## METHOD

The research method used in the writing of this journal is the normative juridical method with a statutory approach and a conceptual approach. Normative juridical research emphasizes the study of primary and secondary legal materials as the main sources, without involving field observations or interviews. The statutory approach is used to analyze the positive legal norms that regulate the mechanisms of selection and competency assessment within the Indonesian National Police (Polri), as stipulated in Law Number 2 of 2002 concerning the Indonesian National Police, Government Regulation Number 11 of 2017 in conjunction with Government Regulation Number 17 of 2020 concerning Civil Servant Management, as well as Indonesian National Police Regulation Number 12 of 2024 concerning the Implementation of the Assessment Center within the Polri environment. In addition, the conceptual approach is used to discuss and compare relevant theories, such as the merit system theory, organizational effectiveness, and good governance, in the context of competency assessment for the Kapolsek position. This approach helps to understand how these concepts are adopted into the legal framework and applied in the institutional practices of Polri. The data sources analyzed consist of laws and regulations, scientific literature, and official documents related to the implementation of the Assessment Center at Polda Metro Jaya. By combining these two approaches, the research is expected to provide a comprehensive overview of the effectiveness of the Assessment Center method in supporting professionalism and accountability in the appointment of Kapolsek positions.

## RESULT AND DISCUSSION

### **Legal Basis and Implementation of the Assessment Center in the Context of Competency Testing for the Kapolsek Position**

Law Number 2 of 2002 concerning the Indonesian National Police serves as the main foundation for the development and management of professional and high-integrity human resources within the police force. Article 11 paragraph (1) states that the development of police

personnel is carried out through recruitment, education, training, placement, and systematic and sustainable career development. This reflects the importance of a selection and promotion mechanism that is not only fair but also based on objective competence. Human resource development is a key factor in increasing public trust in the police institution, especially in strategic positions such as Kapolsek. This position is at the frontline of public security services; thus, its selection process must uphold the principle of professionalism. The relevance of the Assessment Center as a competence measurement tool becomes particularly strong when positioned within this normative framework.

Regulation of the Indonesian National Police Number 12 of 2024 concerning Competency Assessment within the Police provides technical and legal guidelines on how the Assessment Center process should be conducted. Article 3 states that competency assessments aim to obtain an objective and measurable competency profile of police personnel as a basis for career development. The Assessment Center is regulated as a legitimate and recognized method to explore the potential and actual abilities of officials, particularly in structural positions such as Kapolsek. This regulation also outlines implementation principles such as accountability, transparency, and fairness in the assessment. This indicates the institution's commitment to building a merit-based system that ensures positions are earned based on ability, not connections or other interests. Fulfilling these provisions is a mandatory condition for the selection process of Kapolsek officials to truly reflect the necessary qualifications.

In the context of civil servant management, Government Regulation Number 11 of 2017 on Civil Servant Management, as amended by Government Regulation Number 17 of 2020, serves as an additional normative basis for strengthening the merit system. Article 5 paragraph (1) states that civil servant management aims to produce professional civil servants with core values, professional ethics, free from political interference, and clean from corrupt practices. Although the Police are not administratively classified as civil servants (ASN), these principles are relevant and applicable in managing police personnel to encourage professional and competitive human resources governance. Competency-based assessments such as the Assessment Center allow for fair and structured filtering in job selection. Thus, the system established can reduce subjectivity and strengthen objectivity in officer placement. The implementation of these merit system values must serve as a reference in every strategic decision-making regarding job promotions.

Minister of Administrative and Bureaucratic Reform Regulation Number 38 of 2017 on the Competency Standards of Civil Servant Positions provides a reference framework regarding position competency standards, both functional and structural. Article 2 states that position competency standards consist of technical, managerial, and socio-cultural competencies that must be fulfilled by every public official. Although this regulation is aimed at civil servants, its approach is relevant and can be adopted within the police structure, which also applies bureaucratic effectiveness principles. In the context of the Kapolsek position, managerial and socio-cultural capabilities are critically important, given the leadership function at the police sector level directly engages with community dynamics. The Assessment Center allows for a more comprehensive measurement of these aspects and is not merely based on seniority or administrative achievements. This becomes the meeting point between civil servant management regulations and internal police policies in forming adaptive and competent leadership cadres.

The implementation of the Assessment Center within the police force begins with a planning process conducted by the Human Resources Staff (SSDM) of the Indonesian National Police. This planning phase includes job needs identification, preparation of assessment instruments, and logistical planning for the selection process. SSDM is responsible for preparing the general competency-based selection framework in accordance with structural job needs, including that of Kapolsek. Subsequently, the implementation process occurs in several



stages, starting from administrative selection, assessment instrument completion, work simulation, competency-based interviews, to leaderless group discussions. Each stage aims to explore dimensions of personality, leadership, analytical ability, and decision-making from the selection participants. The results obtained are then analyzed by an assessor team to provide objective recommendations to the police leadership for the final decision.

The Human Resources Bureau (SDM) at the regional police level plays a key technical role in the implementation of the Assessment Center in its working area. The SDM Bureau is responsible for organizing assessments in accordance with the guidelines from SSDM at police headquarters, including the preparation of participants, facilitators, and implementation sites. In the context of Polda Metro Jaya, the implementation of the Assessment Center for the Kapolsek position is particularly strategic because this region presents high complexity in terms of population density and security challenges. The SDM Bureau is also responsible for collecting assessment data, processing the results, and coordinating with police headquarters for the next stages. This mechanism emphasizes the importance of synergy between central and regional levels in implementing a competency-based selection system. If implementation is carried out according to the established normative and technical principles, the results are believed to reflect high-quality leadership candidates.

The implementation of the Assessment Center at Polda Metro Jaya has become an important example of applying competency-based selection to the Kapolsek position. In its execution, this process involves participants who have met administrative requirements and have specific career track records in the police force. The instruments used include various forms of situational simulations and psychological tests to assess participants' mental and technical readiness. The assessment results are evaluated by considering objective scores as well as assessor observations of participant behavior dynamics during the process. The final recommendation produced reflects the level of readiness of an individual to assume the Kapolsek role. This process helps ensure that job promotions are no longer solely based on tenure or personal closeness.

In evaluating the implementation of the Assessment Center, one important aspect to consider is the correlation between assessment results and the actual performance of appointed officials. Empirical data show that Kapolsek officials who pass through the Assessment Center tend to exhibit better leadership stability, effective public communication skills, and a more adaptive response to crises in their areas. This reflects the validity of the Assessment Center method in depicting individual competence within the context of structural positions. Such evaluations are critical to ensure that the resource investment in implementing the Assessment Center has a tangible impact on public service. The success of implementation is not only measured by the number of participants or speed of the process but also by the quality of leaders produced within the police structure.

Strengthening the regulations and implementation of the Assessment Center is a strategic step in building a modern and socially adaptive police human resources system. The complexity of security issues and public expectations of institutional transparency demand a job promotion system based on merit and competence. Consistent implementation and periodic evaluation will help shape an organizational culture that upholds professionalism. With increasingly strong legal foundations and well-structured implementation mechanisms, the police force has a solid base to produce regional leaders who are resilient and responsive to community needs. The Assessment Center is not merely an administrative procedure but a vehicle for transformation in realizing credible leadership. Its positive impact will be felt not only within the organization but also in improving public trust in the police institution.

## **Juridical-Empirical Analysis of the Effectiveness of the Assessment Center as a Competency Test Instrument for the Position of Kapolsek in Optimizing Police Performance within Polda Metro Jaya**

The evaluation of the alignment between the competencies assessed through the Assessment Center and the job profile of a Kapolsek is crucial to ensure that the selection is based on actual quality rather than seniority or structural proximity. Managerial competencies such as decision-making, organizing, and operational control must align with the nature of the Kapolsek's duties, which involve direct operational and social challenges. In the technical aspect, skills in resource management, legal comprehension, and the ability to formulate public safety strategies must reflect the responsibilities of positions in areas with intense activity. Socio-cultural aspects are equally critical, as the Kapolsek is a local-level leader who must be sensitive to community dynamics, including issues of tolerance and cross-cultural communication. The alignment between the Assessment Center's output and these three competency dimensions serves as a benchmark for the validity of the selection process. Article 6 of the Minister of Administrative and Bureaucratic Reform (PAN-RB) Regulation No. 38 of 2017 emphasizes that job competency standards must include managerial, technical, and socio-cultural aspects as a unified assessment.

The accuracy of the Assessment Center results not only impacts the effectiveness of individual Kapolsek positions but also influences the institutional performance of the police at the sector level. The correlation between Assessment Center scores and actual field performance reflects the system's success in assessing competencies objectively and predictively. Several sector police units (Polsek) in densely populated areas such as East Jakarta indicate that officers with high leadership competency scores tend to exhibit more structured public communication and conflict management patterns. Internal research from the National Police's Human Resources Staff (SSDM Polri) shows a positive relationship between Assessment Center results and public service indicators such as response speed, handling of public complaints, and resolution of minor cases. This suggests that when selection processes are based on meritocratic principles using valid tools, contributions to institutional quality increase significantly. Article 30 of Law No. 2 of 2002 mandates the enhancement of police professionalism to support national security, which implicitly demands accuracy in the appointment of officials.

Evaluating the influence of the Assessment Center on the quality of public service is important in the context of Polri's transformation into a community-serving institution. The strategic position of Kapolsek must be held by individuals capable of managing internal units and building public trust. Case studies of Kapolsek promotions based on Assessment Center results show increases in public satisfaction survey scores and a reduction in complaints related to officer behavior. This supports the thesis that competency-based assessment tools can make a tangible contribution to service output. The Assessment Center functions as a diagnostic tool for identifying sectoral leadership candidates capable of delivering public services in accordance with democratic law enforcement ideals. This aligns with the spirit of bureaucratic reform as expressed in Articles 2 and 3 of Law No. 5 of 2014 on State Civil Apparatus, which emphasizes merit-based systems and performance management.

Supporting factors in the implementation of the Assessment Center within Polri involve synergy among institutional structures, assessor quality, and information technology infrastructure. The establishment of the Assessment Center Unit within SSDM Polri provides clear policy direction and quality assurance for the methods and instruments used. Computer-based technologies and artificial intelligence have begun to be utilized to enhance the objectivity of scoring and the efficiency of the assessment process. Assessors play a central role in maintaining the integrity of evaluations, making continuous assessor training an absolute necessity. Budgetary support from Police Headquarters (Mabes Polri) also

demonstrates commitment to making this system a core component of institutional reform. Government Regulation No. 11 of 2017 in conjunction with Government Regulation No. 17 of 2020 states that in ASN and police officer management, career development must be based on a merit system supported by reliable assessment methods.

On the other hand, the implementation of the Assessment Center faces structural and cultural challenges rooted in the police bureaucracy. One common issue is resistance from senior officials toward the merit-based system, which is perceived as reducing the influence of informal networks or seniority considerations. The workload on assessors and the limited number of certified assessors also slow down the implementation process, especially in regional units such as Polda. In addition, there are still obstacles in fully utilizing assessment results as the sole basis for promotions, due to subjective interventions in final decisions. The lack of training for assessors at the district police level (Polres) and limited understanding of the Assessment Center's value and methodology among HR personnel also present challenges. If left unaddressed, the Assessment Center risks becoming a mere administrative formality without significant strategic impact.

The juridical perspective on the governance of the Assessment Center must be examined in relation to the principles of good governance. Perpol (Police Regulation) No. 12 of 2024 explicitly outlines the principles of transparency, accountability, and objectivity in competency assessments, as stated in Articles 4 and 5. The implementation of these principles serves as an indicator of whether the selection process is genuinely free from personal interests and non-institutional interventions. In practice, stronger oversight of the assessment process is still needed, particularly in interpreting results and drafting promotion recommendations. Complaint mechanisms and post-placement evaluations must also be strengthened so that assessment outcomes can be evaluated longitudinally against the performance of appointed officials. If Perpol No. 12 of 2024 is not fully and consistently implemented, Polri will struggle to achieve the professionalism standards mandated by Law No. 2 of 2002.

Legal implications arise when Assessment Center results are not used as the basis for promotion decisions, potentially violating the merit system. In the context of state administration, such actions may be categorized as maladministration that breaches fairness in personnel management. The State Civil Apparatus Commission (KASN) and Polri's internal oversight bodies have the authority to investigate such violations. The merit system outlined in Article 12 of Law No. 5 of 2014 states that every decision regarding appointments, transfers, and promotions must be based on competency and performance, not on non-objective factors. When Assessment Center recommendations are ignored in final decisions, it opens the door to public distrust in the integrity of Polri. The risk of ethical and administrative violations also increases significantly.

Another challenge is the absence of clear legal mechanisms imposing sanctions on personnel administrators who ignore Assessment Center results. Current regulations still position the Assessment Center as a part of the process, rather than as a decisive factor in decision-making. As a result, this legal gap is often exploited to maintain old patterns in position rotation, preventing the merit system from becoming a solid foundation. Evaluation of existing normative provisions is needed, potentially through revisions to internal regulations like Perpol No. 12 of 2024, to strengthen the legal standing of assessment results as a binding legal basis. This is where internal accountability and external audits are essential to determine whether promotion decisions align with the established principles. Human resource management reform within Polri will be hindered if competency measurement systems are used only symbolically.

Opportunities to improve the effectiveness of the Assessment Center lie not only in technical aspects but also in the normative and ethical dimensions of human resource management. Instilling the values of integrity, honesty, and professionalism must start with the



collective awareness of all personnel administrators at every level. The Assessment Center is not just an evaluation tool it is a representation of a transparent and fair bureaucratic reform spirit. If these values are consistently embedded, cultural transformation within Polri will become a reality rather than mere rhetoric. The normative legality is already sufficiently strong; what remains is consistent and sustainable implementation. None of this will succeed without political will and moral support from the institution's leadership

## CONCLUSION

The Assessment Center is an instrument characterized by objectivity, transparency, and accountability in evaluating the competency of the Kapolsek position, particularly in the managerial, technical, and socio-cultural aspects that form the core of police leadership at the sectoral level. This mechanism aligns with the principle of meritocracy as mandated in Law No. 5 of 2014 on State Civil Apparatus and reaffirmed in the Regulation of the Indonesian National Police No. 12 of 2024 concerning the Implementation of Competency Assessments within Polri. In practice, the Assessment Center serves as a bridge to ensure that personnel placed in the position of Kapolsek not only meet administrative requirements but also possess the actual competencies needed in the field. However, the effectiveness of this method has not yet been fully optimized due to structural constraints such as the limited number of assessors, workload pressures on the Human Resources Bureau, and internal resistance to the shift toward objective, competency-based evaluation systems. Inconsistencies in the use of Assessment Center results as the basis for transfers and promotions are still found, undermining trust in the mechanism. The effectiveness of the Assessment Center is highly dependent on strong institutional commitment, alignment of internal regulations with principles of good governance, and awareness among all parties of the importance of a fair selection process based on genuine capabilities.

Strengthening the capacity of assessors and developing the infrastructure for the Assessment Center at Polda Metro Jaya is a crucial step to reduce the gap between organizational needs and the practical realities of implementation. Ongoing recruitment and training of assessors are necessary to maintain consistent assessment quality, along with expanding technological infrastructure to support a comprehensive data-based system. In addition, the instruments used in the Assessment Center must be regularly evaluated and updated to remain responsive to the evolving demands of the Kapolsek role, including challenges related to digitalization, community engagement, and the complexity of security issues. The enforcement of a merit-based system in position appointments must take precedence, and all of Polri's HR policies should refer to objective competency assessment results, as stated in Article 2 letter (f) and Article 6 paragraph (2) of Perpol No. 12 of 2024. Firm internal and external oversight is required to ensure that no deviations occur that could lead to maladministration or abuse of authority in the transfer and promotion processes. Through synergy between institutional reform and progressive policy support, the Assessment Center can become a primary instrument in developing Polri leadership that is professional, full of integrity, and responsive to the needs of society.

## REFERENCES

- Annafi, S. &. (2025). TANTANGAN DAN PELUANG IMPLEMENTASI MERITOKASI DALAM REKRUITMEN DAN PROMOSI JABATAN PADA ASN. *Integrative Perspectives of Social and Science Journal*, 2(2), 2867-2880.
- Assidiqi, S. (2025). Efektivitas assessment center dalam seleksi dan promosi jabatan di kepolisian negara republik Indonesia. *Jurnal Konseling dan Pendidikan*, 13(2), 28-38.
- Estede, S. A. (2025). *Manajemen SDM: Membangun Tim Produktif dan Kompetitif*. Yogyakarta: PT. Star Digital Publishing.

- Fadhli, M. &. (2022). Penerapan metode prototyping pada aplikasi Sentra Pelayanan Kepolisian Terpadu berbasis web. *Journal of Applied Computer Science and Technology*, 3(1), 127-133.
- Febri Surya, W. &. (2022). The role of assessment center in career development in polda bangka belitung islands. *International Review of Humanities Studies*, 7(2), 457-472.
- Hasibuan, E. S. (2021). *Hukum kepolisian dan criminal policy dalam penegakan hukum*. Depok: PT. RajaGrafindo Persada.
- Hasibuan, E. S. (2023). *Wajah polisi presisi: melahirkan banyak inovasi dan prestasi*. Depok: PT. RajaGrafindo Persada.
- Khayat, K. A. (2021). ANALYSIS OF THE USAGE OF ASSESSMENT CENTER RESULT OF THE PLANNER DEPARTEMENT AT THE RESORT POLICE UNDER THE GREATER METROPOLITAN REGIONAL POLICE. *Journal of Public Policy and Applied Administration*, 3(2), 35-42.
- Maulitya, T. A. (2024). Literature Review: Penerapan Sistem Merit Dalam Proses Rekrutmen dan Seleksi Polri. *Media Hukum Indonesia (MHI)*, 2(2).
- Maysura, N. A. (2025). Peran Sistem Merit dalam Reformasi Birokrasi di Indonesia: Tantangan dan Solusi dalam Perspektif Hukum Administrasi Negara: Peran Sistem Merit dalam Reformasi Birokrasi di Indonesia: Tantangan dan Solusi dalam Perspektif Hukum Administrasi Negara. *Mendapo: Journal of Administrative Law*, 6(1), 85-105.
- Pamungkas, Y. &. (2024). Efektivitas Assessment Center pada Pembinaan Karier di Satuan Kerja dan Satuan Wilayah Polda Sumbar. *Innovative: Journal Of Social Science Research*, 4(4), 13764-13783.
- Prasetyo, F. I. (2024). *Manajemen Sumber Daya Manusia: Teori dan Kasus dari Sudut Pandang Individu dan Organisasi*. Pekalongan: Nasya Expanding Management.
- Putri, N. K. (2021). Peningkatan Kualitas Pelayanan Di Polsek Pandaan Menggunakan Metode Service Quality Dan 5R. *Jurnal Valtech*, 4(2), 57-63.
- Robertho, A. R. (2021). The Implementation of National Police Assesment Center in encouraging open career promotion. *Jurnal Ilmiah Ilmu Administrasi Publik*, 11(2), 534-541.
- Saharuddin, Pede, A., Yunus, Y., Lasori, S. A., & Salam, S. (2022). The Role of Community Policing for Law Enforcement in Resolving Issues outside the Court. *Nurani Hukum*, 5, 23.
- Saifulloh, M. &. (2024). Peran Komunikasi Dalam Peningkatan Kemampuan Fungsi SDM Polda Metro Jaya. *Jurnal Pustaka Dianmas*, 4(2), 58-66.
- SETIADI, L. H. (2018). Peningkatan Kemampuan Manajerial Kepemimpinan Kapolsek. *Jurnal Litbang Polri*, 21(2), 1-78.
- Setyawan, D. W. (2024). Optimalisasi Manajemen Beban Kerja di Assessment Center Menggunakan Metode Full Time Equivalent (FTE). *Jurnal Teknologi dan Manajemen Industri Terapan*, 3(1), 11-19.
- Sulaiman, K. P. (2025). SISTEM MERITOKRASI DALAM UPAYA PENERAPAN GOOD GOVERNANCE DI INDONESIA. *Triwikrama: Jurnal Ilmu Sosial*, 8(3), 131-140.
- Ulum, M. C. (2018). *Public Service: Tinjauan Teoretis dan Isu-Isu Strategis Pelayanan Publik*. Malang: Universitas Brawijaya Press.