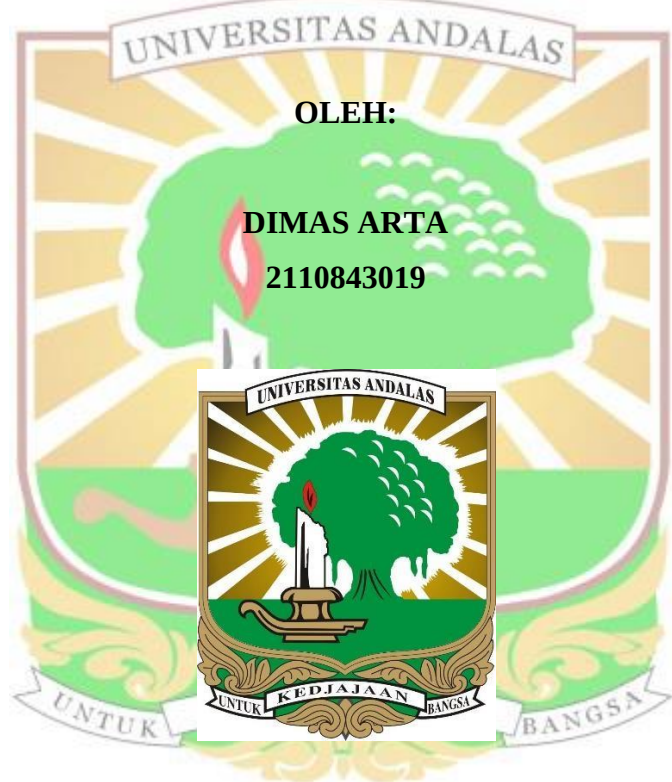


**AKUNTABILITAS KINERJA BIRO SDM
DALAM PEMBINAAN PERSONEL DI POLDA SUMBAR**

SKRIPSI

*Diajukan Sebagai Syarat Untuk Mendapatkan Gelar Sarjana
Administrasi Publik pada Fakultas Ilmu Sosial dan Ilmu Politik
Universitas Andalas*



**DEPARTEMEN ADMINISTRASI PUBLIK
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PADANG**

ABSTRAK

Dimas Arta, No. Bp 2110843019, Akuntabilitas Kinerja Biro SDM Dalam Pembinaan Personel Di Polda Sumbar. Departemen Administrasi Publik, Fakultas Ilmu Sosial dan Ilmu Politik, Universitas Andalas, Padang, 2026. Dibimbing oleh: Muhammad Ichsan Kabullah, S.IP, M.PA dan Ilham Aldelano Azre, S.IP, MA. Skripsi ini terdiri dari 133 halaman dengan referensi 6 buku teori, 4 buku metode, 10 jurnal, 5 Peraturan, 6 website internet.

Penelitian ini dilatarbelakangi oleh adanya kesenjangan antara capaian formal Biro SDM Polda Sumbar yang meraih berbagai penghargaan dengan realitas di lapangan yang menunjukkan meningkatnya pengaduan masyarakat terhadap oknum personel, kasus pelanggaran etik, dan rendahnya tingkat kepercayaan publik terhadap institusi kepolisian. Meskipun Polda Sumbar menerapkan Program PRESISI yang menekankan transparansi dan akuntabilitas, praktik pembinaan personel masih menghadapi persoalan keterbukaan informasi yang selektif, penilaian kinerja yang kurang objektif, dan lemahnya pengawasan substantif. Rumusan masalah penelitian ini adalah: “Bagaimana akuntabilitas dari proses dan pelaporan pelaksanaan pembinaan karier Oleh Biro SDM Polda Sumbar dalam SOP dan aturan yang berlaku?”

Penelitian ini dilakukan untuk menganalisis akuntabilitas kinerja Biro SDM dalam pembinaan personel di Polda Sumbar. Teori yang digunakan sebagai pisau analisis adalah Teori *Performance-Based Accountability* dari Sigurdur Helgason. Penelitian ini dilakukan dengan pendekatan kualitatif-deskriptif. Teknik pengumpulan data mencakup observasi langsung, wawancara mendalam, dan dokumentasi. Informan dipilih menggunakan teknik purposive sampling, lalu analisis data dilakukan dengan model interaktif yang meliputi reduksi data, penyajian data, dan penarikan kesimpulan. Uji keabsahan data dilakukan melalui triangulasi sumber.

Berdasarkan hasil penelitian, Biro SDM Polda Sumatera Barat telah memenuhi dua elemen inti akuntabilitas menurut Teori Sigurdur Helgason, yaitu *answerability* dan *responsibility*. Pembinaan personel di Biro SDM Polda Sumbar telah berjalan secara prosedural, namun akuntabilitas substantif belum optimal. Keterbatasan transparansi, lemahnya penegakan konsekuensi, dan kesenjangan antara aturan dan praktik menunjukkan perlunya penguatan *responsibility* dan evaluasi kinerja berbasis hasil agar akuntabilitas publik dapat terwujud secara efektif.

Kata Kunci: Akuntabilitas Kinerja, Pembinaan Personel, Biro SDM, Polda Sumatera Barat

ABSTRACT

Dimas Arta, No. Bp 2110843019, Performance Accountability of the Human Resources Bureau in Personnel Development at the West Sumatra Regional Police. Department of Public Administration, Faculty of Social and Political Sciences, Andalas University, Padang, 2026. Supervised by: Muhammad Ichsan Kabullah, S.IP, M.PA and Ilham Aldelano Azre, S.IP, MA. This thesis consists of 133 pages with references to 6 theoretical books, 4 methodological books, 10 journals, 5 regulations, and 6 websites.

This research was motivated by the gap between the formal achievements of the West Sumatra Regional Police Human Resources Bureau, which has won various awards, and the reality on the ground, which reveals an increase in public complaints against personnel, cases of ethical violations, and low public trust in the police institution. Although the West Sumatra Regional Police implements the PRESISI Program, which emphasizes transparency and accountability, personnel development practices still face problems of selective information disclosure, less than objective performance assessments, and weak substantive supervision. The research question is: "How accountable is the process and reporting of career development by the West Sumatra Regional Police Human Resources Bureau in accordance with applicable SOPs and regulations?"

This study was conducted to analyze the accountability of the HR Bureau's performance in personnel development at the West Sumatra Regional Police. The theory used as the analytical tool is Sigurdur Helgason's Performance-Based Accountability Theory. This study was conducted using a qualitative-descriptive approach. Data collection techniques included direct observation, in-depth interviews, and documentation. Informants were selected using purposive sampling, and data analysis was conducted using an interactive model that included data reduction, data presentation, and conclusion drawing. Data validity was tested through source triangulation.

As a result of this research is the West Sumatra Regional Police Human Resources Bureau has fulfilled two core elements of accountability according to Sigurdur Helgason's Theory, namely answerability and responsibility. Personnel development at the West Sumatra Regional Police Human Resources Bureau has been carried out procedurally, but substantive accountability has not been optimal. Limited transparency, weak enforcement of consequences, and gaps between rules and practices underscore the need to strengthen responsibility and results-based performance evaluation, enabling effective public accountability.

Keywords: Performance Accountability, Personnel Development, Human Resources Bureau, West Sumatra Regional Police