



**TECHNIUM**  
SOCIAL SCIENCES JOURNAL

**Vol. 79/2026**  
**A New Decade for Social Changes**



**PLUS**  
**COMMUNICATION P**



International  
Communication & PR

## **Human resources development model of Indonesian National Police: Case study in Lamongan Resort Police**

**Widyagana Putra Dhirotsaha<sup>1\*</sup>, Fendy Suhariadi<sup>2</sup>, Suparto Wijoyo<sup>3</sup>**

<sup>1</sup>Doctoral Student in Human Resource Development, Postgraduate School, Universitas Airlangga, Surabaya, Indonesia, <sup>2</sup>Doctoral Study Program in Human Resource Development, Postgraduate School, Faculty of Psychology, Universitas Airlangga, Surabaya, Indonesia, <sup>3</sup>Vice Director III, Postgraduate School, Faculty of Law, Universitas Airlangga, Surabaya, Indonesia

[widyagana.putra.dhirotsaha-2020@pasca.unair.ac.id](mailto:widyagana.putra.dhirotsaha-2020@pasca.unair.ac.id),

[fendy.suhariadi@psikologi.unair.ac.id](mailto:fendy.suhariadi@psikologi.unair.ac.id), [fendy.suhariadi@psikologi.unair.ac.id](mailto:fendy.suhariadi@psikologi.unair.ac.id)

**Abstract.** This study aimed to identify and analyze the current Indonesian National Police human resource development model at the Lamongan Police Resort and implemented efforts to realized more precise and transparent human resource development in Indonesian National Police. This type of research used a qualitative approach with a single case study design. Data collection techniques were done by interviewing, observing, and reviewing documents. This study used a purposive informant selection technique to selected 10 informants. Data analysis in this study used data reduction, data presentation, conclusion, and verification with data validity tests. The results of the study indicated that: 1.) Improving the human resource development strategy of the Indonesian National Police adapting the era of the Industrial Revolution 4.0 towards the era of policing 5.0; 2.) Big Data Development; 3.) Recruitment to obtain superior quality human resources; 4.) Indonesian National Police Talent Management; 5.) Performance Management; 6.) Increasing capabilities based on technology; 7.) Job design by the Grand Strategy of the Indonesian National Police 2025-2045. On the other hand, there were series of efforts made by the Institution of Indonesian National Police in developing optimally integrated human resources to be precise and transparent, namely: 1.) The need for Indonesian National Police personnel who have qualities such as special competencies; 2.) Handling the emergence of new crimes; 3.) Modernization and Digitalization of Public Services; 4.) Up-skilling and up-reskilling to build a perfect Indonesian National Police (world-class organization).

**Keywords.** Human Resources, Human Resources Development, Indonesian National Police, Lamongan Police Resort, Police

### **Introduction**

The world of the future will differ greatly from the one we live in now. Global warming, growing economic disparity, and technological advancements will all contribute to the complexity of issues facing the Indonesian National Police Institution. The Indonesian National Police will find it simpler to create and enhance competitive advantages and organizational continuity as a result of the emergence of outstanding human resources. As a

result, a number of study findings support the notion that an organization's human resources are its biggest source of competitive advantage (Husnurofik et al., 2019; Pandey, 2020).

The lack of an integrated organizational human resource management system, the issue of subpar organizational performance management implementation, the existence of barriers to the code of silence culture stemming from resistance to change in top leadership, and corruption and nepotism issues that could undermine the ideal goals of career development are additional issues with the Indonesian National Police's human resource careers (Bolang & Perdhana, 2023; Kurniawan, 2023).

According to Saputri (2022), career development construction is the most suitable step to be taken to realize the development of precise human resources for the Indonesian National Police. This can be based on the existence of perceptions about individuals and their work lives that originate from contextual possibilities, transformational leadership, dynamic processes, non-linear developments, multiple perspectives, and personal patterns (Setiyono et al., 2020; Putra et al., 2024).

Because the scientific field and the chosen career are incompatible, the Indonesian National Police human resources have not yet been placed in a position that is within their capabilities (Setyawan, 2021). To overcome the culture of code of silence, the issue of nepotism, and the realization of the Indonesian National Police human resource development model, it is also crucial to employ this specific model, particularly when it comes to the placement of more transparent Indonesian National Police human resources.

With the creation of a precise career development model for Indonesian National Police human resources, it is hoped that the institution's objectives and those of its human resources will be accomplished successfully and efficiently, allowing for the early resolution of a number of issues with career management for Indonesian National Police human resources. The purpose of this study is to find and evaluate a more accurate and open model for the Indonesian National Police's human resource development.

## **Methods**

To analyze the current Indonesian National Police human resource development model and use that information to create a more accurate and transparent model, the authors used a qualitative research approach with single case study design. Only specific social contexts can benefit from the findings of this qualitative method study (Creswell, 2017). Because this study employs a purposive informant selection technique, informants are chosen based on a number of precise criteria, such as:

- 1.) The informant has over ten years of experience as a police officer at the Lamongan Police Resort Headquarters.
- 2.) At the Lamongan Police Resort Headquarters, the informant occupies a strategic functional and structural position.
- 3.) The informant is familiar with the operationalization and administration of operations at the Lamongan Police Resort Headquarters.
- 4.) While employed at the Lamongan Police Resort Headquarters, the informant has taken part in training and development initiatives pertaining to competency enhancement, career progression, and other human resource-related topics.

Ten informants were gathered because the researcher wanted to see what each person actually experienced, felt, and went through. Details regarding the traits of the informant employed in the study are included in the informant profile demography in Table 1 below:

**Table 1. Informant Profile Demography**

<b>Gender</b>	<b>Position</b>	<b>Rank</b>	<b>Length of Service (Years)</b>	<b>Informant Code</b>
Male	Head of Drug Office in Lamongan Police Resort	Assistant Commissioner of Police	28	POL-01
Male	Chief of Kedungpring Sector Police	Assistant Commissioner of Police	27	POL-02
Male	Head of SAMAPTA (Preparedness and Readiness) in Lamongan Police Resort	Assistant Commissioner of Police	26	POL-03
Male	Head of Planning Department in Lamongan Police Resort	Police Commissioner	30	POL-04
Male	Chief of Ngimbang Sector Police	First Police Inspector	24	POL-05
Male	Head of Intelligence and Security in Lamongan Police Resort	First Police Inspector	23	POL-06
Male	Head of Motor Vehicle and Driver Registration and Identification Unit at Traffic Unit in Lamongan Police Resort	First Police Inspector	20	POL-07
Female	Chief of Unit 2 of Criminal Investigation in Lamongan Police Resor	First Police Inspector	21	POL-08
Female	Officer of Operations Department in Lamongan Police Resor	Assistant of First Police Inspector	14	POL-09
Female	Head of Program and Budget Sub-Section in Planning Section in Lamongan Police Resor	Assistant of First Police Inspector	11	POL-10

(Source: Processed Data, 2025)

The researcher is the human instrument used in this study, which the researcher's duties include deciding on the study's focus, choosing informants as data sources, gathering data, evaluating the quality of the data, analyzing, interpreting, and drawing conclusions from his results (Creswell, 2017). Based on data and information gathered directly through observations, document study results, and in-depth interviews. The data collection techniques used in this study were in-depth interviews, observation studies and documentation studies. Activities in data analysis according to Adedoyin (2020), namely data reduction, data display, conclusion drawing/verification.

## **Result and discussion**

### **Identification of human resource development aspects**

There are several components of aspects of human resource development applied by the Indonesian National Police in this study according to Javed et al. (2017), namely work productivity, competence, efficiency, service, morale, career, human resource concepts, and leadership, with several interview questions described as follows:

#### **Work productivity**

Based on the answers to the interview question, "How is the human resource development assignment model in the Indonesian National Police currently being carried out?" the following explanation is provided:

*"Given the current circumstances, police NCOs who should act as implementers continue to occupy various posts that should be filled by officers who are educated, trained, and possess good leadership and management abilities." (POL-01, 2025)*

*"The job placement system implemented in the Institution is basically the same as the rank-in-person system." (POL-05, 2025)*

*"For me, until now, placement activities have been carried out by including transfers, promotions, and demotions." (POL-06, 2025)*

*"This condition is exacerbated by the fact that there are still 22 Officer positions that are still vacant and have not been filled by personnel who match their competencies." (POL-07, 2025)*

*"In managing the shortage, Lamongan Resort Police is trying to place personnel with the rank of Non-Commissioned Officer to be able to occupy several positions while waiting for the availability of Officer personnel who meet the requirements who can fill the vacant positions." (POL-09, 2025)*

After reviewing the analysis of the interview findings, it indicates that police officers at Lamongan Resort Police can use the assignment model to raise their level of work productivity by carrying out tasks and functions in an effective and efficient manner.

#### **Competency**

The following explanation is based on the findings of an interview that asked, "Is there a match between the assignment and competency of police officers in the Indonesian National Police?" provided:

*"To ensure that police officer services are always in accordance with professional standards, the mental attitude and discipline of each police officer's competence continue to be built." (POL-01, 2025)*

*"As police officers, who are responsible for maintaining public security and order, we must have the competence to adapt to all changes that occur in the rapidly developing community life, making it an increasingly difficult and complex challenge." (POL-02, 2025)*

*"Adjustments to these assignments can be made for the development of police human resources, which are considered very important in order to reform the bureaucracy because Indonesian National Police bureaucratic reform*

*planning can only be carried out by competent human resources." (POL-04, 2025)*

*"The Indonesian National Police has established three strategies to realize professional human resource development, namely by reforming the management of human resource development professionally, improving the quality of education and training, and improving the welfare of human resource development." (POL-06, 2025)*

*"At the organizational level, the competencies development of police officer in the Lamongan Resort Police includes development through decision-making processes, work procedures and mechanisms, arrangement of facilities and infrastructure, organizational relationships and networks." (POL-09, 2025)*

After reviewing the analysis of the interview results, it indicates that the Indonesian National Police Institution needs members who are competent, professional, skilled, honest, and highly disciplined. The following explanation is based on the interview's findings to the question, "How is the competence of the police officer who is currently doing his job?" provided:

*"We are currently facing external challenges, namely increasingly sophisticated criminal disturbances as a result of advances in technology and science, as well as people's behavior as a result of crime patterns that occur." (POL-02, 2025)*

*"The development and strengthening of the human resource development management system in the Indonesian National Police aims to ensure that these human resources are neutral, competent, capable, professional, high-performing, and prosperous." (POL-05, 2025)*

*"The development of human resource development competencies in the Indonesian National Police must be implemented from recruitment to discharge by implementing the right strategy to create harmony, synergy, solidity, consistency, and organizational flexibility to improve public services." (POL-07, 2025)*

*"The human resource development competencies in the Indonesian National Police used should have the capacity needed to maximize professional abilities, in addition to the problem of budget availability." (POL-08, 2025)*

*"Work experience, legal knowledge, evidentiary determination, and specialized knowledge can determine the ability and competence of a police officer." (POL-10, 2025)*

After reviewing the analysis of the interview results, it indicates that the competence of the Lamongan Resort Police officers refers to their level of knowledge, skills, and work experience as well as their ability to demonstrate high-quality work, collaborate with others, and behave in a way that allows them to complete assigned tasks effectively and efficiently.

### **Efficiency**

The following explanation is based on the findings of interviews asking the question, "Is there a match between education and training with the current position?" provided:

*"By implementing the training and development program for human resource development in the Indonesian National Police, we hope that the education and training received can improve police performance and provide the best contribution and be in accordance with the duties and functions of the work carried out." (POL-02, 2025)*

*"All training and development organized by the Indonesian National Police must have clear goals and objectives, so that they can know where they are going and whether they have achieved their goals or not." (POL-03, 2025)*

*"It is possible that police officers who do not receive training will face difficulties in carrying out their duties professionally, which in turn will result in them not getting recognition from their work environment." (POL-05, 2025)*

*"If appropriate, there will be demands for independence, dedication, and belief in professional values." (POL-06, 2025)*

*"This conformity results in strong Indonesian National Police professionalism in job dedication, belief in fostering intelligence networks, good communication skills, and field actions in accordance with the code of ethics and standard operating procedures (SOP)." (POL-08, 2025)*

After reviewing the analysis of the interview results, it indicates that the Lamongan Resort Police Institution offers guidelines for human resource efficiency that all police officers across the organizational hierarchy must follow. The following explanation is based on the interview's findings about the question, "What is the final result of the implementation of human resource development tasks in the Indonesian National Police which has a problem of mismatch between competence and the type of work it holds?" provided:

*"Poor human resource competency development in the Indonesian National Police can cause good public service to become bad or even neglected." (POL-02, 2025)*

*"Training and education aim to improve the competence and performance of police officers in their positions or functions, while development means preparing members to learn and master new, bigger tasks." (POL-03, 2025)*

*"The emergence of several impacts due to lack of competence in their work can even experience unbalanced mental pressure and always feel guilty, which encourages these personnel to dare to take risks without coordinating." (POL-04, 2025)*

*"In addition, police officers will not have sufficient understanding of the competence of what they are doing in the field, so that the coordination model with the leadership will be one-way because they do not know what is right and wrong." (POL-05, 2025)*

*"Besides, lack of training and skills development causes mental stress on the job, lack of self-confidence in determining attitudes in the field, lack of recognition of personal competence, and lack of public service." (POL-08, 2025)*

After reviewing the analysis of the interview results, it indicates that Lamongan Resort Police has excellent police officers who are committed to helping solve complex issues and enhancing public security and order.

### Services

The following explanation is based on the findings of an interview that asked, "Are there any obstacles in carrying out their work so far in serving the community?" provided:

*"In facing various obstacles to changes that occur in society, improving management skills and character is important along with an understanding of local wisdom in the workplace is one approach that can be used to provide public services." (POL-01, 2025)*

*"As dedicated police officers, we must have high integrity, be able to communicate well to build relationships with stakeholders especially the community to provide optimal service, and be able to control ourselves in carrying out tasks that dedicate ourselves to the community, nation, and our country." (POL-02, 2025)*

*"To improve personnel management and attributes possessed by police officers, including the knowledge, skills, and behavioral attitudes needed to carry out their duties professionally, effectively, and efficiently in serving the community." (POL-03, 2025)*

*"Skill development such as leadership, building relationships, service orientation, integrity, communication, and other skills are still needed to optimize services to the community." (POL-05, 2025)*

*"If Indonesian National Police personnel have competence, they can carry out their duties and provide excellent service optimally. Ultimately, this will result in good governance and a world-class government." (POL-07, 2025)*

After examining the findings of the interviews, it indicates that police officers need to be more amiable, humanistic, firm, tidy, trustworthy, and in charge.

### Moral

The following explanation is based on the findings of an interview that asked, "How is the professionalism of the current performance?" provided:

*"Collaboration is not only directed at synergy in efforts to achieve predetermined targets, but also the establishment of professional communication between personnel, and between personnel and leaders." (POL-02, 2025)*

*"Professionalism in innovative performance has the ability to create strategies to achieve goals quickly and precisely according to the time set, or even faster than expected." (POL-03, 2025)*

*"Police officers who have professionalism pay attention to moral and ethical values in addition to the competencies they have." (POL-07, 2025)*

*"The ability of police officers who work and comply with the ethics in a professional manner that applies in the Indonesian National Police Institution is always careful to work well and correctly." (POL-08, 2025)*

*"The ethical aspect does not directly support the performance of police members directly, but can be the basis for each member of the organization to set standards of professionalism for police officer performance." (POL-09, 2025)*

After examining the findings of the interviews, it indicates that the morals of police officers include things like openness, accountability, neutrality, respect for human rights, professionalism, honesty, and public trust.

### **Career**

Based on the answers to the interview question "how is the current work performance?" the following explanation is provided:

*"Various achievement factors come from the individual police officer mechanism including job satisfaction, motivation, stress levels, trust, ethics, and fairness, learning, and decision-making." (POL-02, 2025)*

*"..... organizational cultural environment, organizational structure, leadership style and behavior, leadership strength and influence, character, and ability are some of the factors that influence police officer performance, both directly and indirectly." (POL-03, 2025)*

*"Police officer performance has values and behaviors that contribute positively to achieving organizational goals." (POL-04, 2025)*

*"The work achievements produced by police officers aim to create a new paradigm to serve the community more humanely, improve coordination, and provide continuous guidance to the community." (POL-06, 2025)*

*"In my opinion, the current police officer performance assessment tends to be unspecific, and even not optimal." (POL-10, 2025)*

After reviewing the analysis of the interview results, it indicates that police officers' career development, particularly at Lamongan Resort Police, has been conducted in accordance with police organization procedures. Based on the interview's findings about the question, "How good is the career achieved from the beginning of working as a police officer until now?" the following explanation is provided:

*"I am grateful that my career has developed sufficiently in accordance with my competence, achievements, dedication and services rendered." (POL-01, 2025)*

*"For all police officer members, promotion is one of the strategic steps that can be taken to address, prepare, and form truly professional and quality human resource development." (POL-04, 2025)*

*"Career levels within the police are able to form ideal police officers who are oriented towards the needs of the community and I have experienced a good and appropriate career increase." (POL-06, 2025)*

*"In building a professional and ideal police officer figure, career development is an important component that must be considered and implemented in real terms." (POL-07, 2025)*

*"The development of police officer careers personally shows that the status of individual police members has increased on the career path that has been determined according to the needs and regulations applied." (POL-10, 2025)*

After reviewing the analysis of the interview results, it indicates that police officers who advance in their careers are typically devoted to their organizations and do not wish to leave.

### **Human resource concept**

According to the following explanation, this is based on the findings of interviews asking the question, "How are the functional roles held by human resource that do not match the competencies and tasks they currently carry out?" provided:

*"Primarily, the Indonesian National Police Institution then divides its main tasks into two parts, namely preventive tasks and repressive tasks, where preventive tasks include targeted and regular patrols, questions and answers, and repressive tasks in the form of discussions with the community to prevent crime." (POL-02, 2025)*

*"In fact, to fulfill these functional duties, every police officer must have skills, knowledge, and abilities, as well as dedication to work and good human relations." (POL-03, 2025)*

*"By carrying out appointments to structural positions, it aims to provide guidelines to authorized officials and officials who are functionally in charge of management in the work tasks carried out." (POL-05, 2025)*

*"There are many functional positions of police officers who do not meet the requirements to carry out their duties, while the officer's knowledge of how to carry out their duties is very important for the successful implementation of their duties." (POL-07, 2025)*

*"In carrying out their job duties functionally, some police officers may still not meet expectations, which can be seen from the number of opportunities they have to carry out training and education to support the improvement of appropriate competencies in carrying out their main duties properly." (POL-10, 2025)*

After analyzing the interview data, it indicates that the Indonesian National Police's human resource development is professional, creative, and honest to meet police officers' rights in the areas of care, psychology, personnel control, and competency development in compliance with the rules in place in the Lamongan Resort Police environment. According to the following explanation, this is based on the findings of interviews asking the question, "How is the relativity of the work skills and workload that the individual currently has?" provided:

*"Given the workload that must be done mentally and physically, each individual police officer certainly has a different level of competence." (POL-04, 2025)*

*"The demands of work tasks are increasing so that police personnel must complete their work competently, effectively and efficiently because if it is not done quickly, the work will pile up." (POL-05, 2025)*

*"Police officers are expected to be able to complete certain tasks at a certain level of duty, even with careful and precise competence." (POL-07, 2025)*

*"If the abilities of police members continue to be improved and developed, the workload will be reduced, so that police officers can become professionals in providing services to the community." (POL-09, 2025)*

*"This refers to the individual police officer development program which aims for individuals who have acquired knowledge, interpersonal competence and resolved interpersonal conflicts to be able to provide benefits to increase workload efficiency." (POL-10, 2025)*

After reviewing the analysis of the interview results, it indicates that the Indonesian National Police's human resource development concept requires contributions from a number of parties in order to create a professional police workforce.

### **Leadership**

Based on the interview's findings to the question, "How is the individual's perception related to the current leadership?" the following explanation is provided:

*"To carry out their duties and roles professionally and be a role model for the community they serve, the police must have ideal leadership skills and personality." (POL-01, 2025)*

*"Every superior police officer will produce intelligent, inventive, and professional police services based on a comprehensive leadership spirit to face increasingly complex challenges and problems and face the development of the digital era society." (POL-03, 2025)*

*"Police officers who have the ability and leadership will carry out their duties and responsibilities effectively and productively." (POL-04, 2025)*

*"A leader must be intelligent, honest, moral, active, responsible, and attractive so that it is necessary for every member of the POLRI." (POL-08, 2025)*

*"The police act as community leaders and are responsible for maintaining security and order, directing people to obey the law, and preventing violations of the law, and service to the community." (POL-09, 2025)*

After reviewing the analysis of the interview results, it indicates that a person who leads police officers effectively not only has professional frontline experience but also respects other officers, has good interpersonal and communication skills, and sets a good example for his subordinates. Given the complexity of security, order, and security challenges, Indonesian police officers need to be supported by human resources that are competent, creative, honest, and possess strong abilities and skills (Yustini et al., 2023). The Indonesian government adopted Law Number 2 of 2002 addressing the Indonesian National Police in order to carry out the Republic of Indonesia's vision, purpose, and objectives.

Furthermore, the excellent Regulation Number 99 of 2020 of the Chief of the Indonesian National Police relates to the System, Management, and Standards for the Success of Human Resource Development in the Indonesian National Police. However, career development, personnel and psychological care, and personnel control systems are all included in the research of the Indonesian National Police's human resource development system (Putera et al., 2022).

Based on the Chief of Indonesian National Police Regulation Number 99 of 2020, the following are the guiding principles of the current Indonesian National Police human resource development system, management, and success: 1.) Integrated, denoting that every system or subsystem is integrated as a cohesive whole and functioning as a synergistic whole; 2.) Sustainable, referring to its steady and long-term implementation; 3.) Accountable, meaning that their designation and any related provisions can be used to account for them; 4.) Consistent, meaning that the same techniques and protocols are used; 5.) Appropriate, meaning it can be applied in a way that is effective, efficient, and beneficial; 6.) Proportional refers to implementation that balances roles, responsibilities, and functions at all levels of authority.

Finding, inspiring, and keeping these people resources are the issues that organizations frequently encounter (Schlesinger et al., 2017; Charman, 2020). According to Maree (2019), career growth can also impact an individual's advancement in terms of increasing their

professional responsibilities, compensation, and diversification. To achieve the finest outcomes and advantages for both oneself and the company where they work, a person is frequently active in improving their career.

### **Identification of human resource development according to the identity, integration, achievement and adaptation model**

According to Baharin et al. (2020), the Indonesian National Police used the identity, integration, achievement, and adaptation models in this study to identify various aspects of human resource development, including work motivation, knowledge, skills, self-concept, and personal character. Many of interview questions are described as follows:

#### **Personal character**

The following explanation is based on the findings of an interview that asked, "How is the personal character assessment model applied in the career development process/placement of human resource development in the Indonesian National Police?" provided:

*"The existence of performance evaluations, a suitable workplace, and career development opportunities provided to police officers based on their personal character all contribute to an organization's success." (Pol-01, 2025)*

*"Because job promotions and performance evaluations are typically based on seniority rather than competence or even personal character assessments, very few police officers are interested in being promoted." (POL-04, 2025)*

*"Improving police performance is closely linked to the career of police officers, which is influenced by the presence of a positive work environment and good personal character in performing duties." (POL-08, 2025)*

*"When police officers' performance and character are evaluated, they feel valued and are able to advise others on how to perform better." (POL-09, 2025)*

*"A police officer will always give his all, work as hard as he can, and exhibit both good performance and positive personal traits if he wants to progress in his career." (POL-10, 2025)*

After reviewing the analysis of the interview results, it indicates that all police officers are assessed on three criteria: academic performance, personality, and physical fitness.

#### **Self-concept**

The following explanation is based on the findings of an interview that asked, "What are the value preferences that are used as guidelines for individual assessments regarding job placement in the Indonesian National Police?" provided:

*"Placement of police officers must have a value match between the qualifications or educational background of personnel with the qualifications of the job they will hold." (POL-01, 2025)*

*"Placement of police officers must be based on the values of their competence, expertise, experience, and education." (POL-02, 2025)*

*"The process of employee mutation, promotion, and demotion still causes problems because there are practices of intervention by leaders' tastes or police officer placement policies based on kinship relationships, patrimonial*

*culture (relationships between children, nephews, family, alumni, regions, groups, likes and dislikes).” (POL-03, 2025)*

*“The policy of placement of duties in work units, regional units, and functional units, as well as career ladder development for promotion and promotion of positions have not been based on the principle of the right person in the right place.” (POL-04, 2025)*

*“After being transferred or placed, some police officers still feel less competent in carrying out their duties in the fields given. They even feel that the fields of duty given do not match their interests, talents, and competencies.” (POL-07, 2025)*

After reviewing the analysis of the interview results, it indicates that police officers need to believe well of themselves in order to create a positive work atmosphere and increase public trust.

### **Knowledgegement**

Based on the answers to the interview question, "What aspects of knowledge are taken into consideration in making decisions for job placement?" the following explanation is provided:

*"Police officers who are placed in fields that are not in accordance with their vocational education, for example, they are placed in an investigation unit that is not in accordance with their major of study, which shows that the merit system for placing Indonesian National Police personnel is quite weak." (Pol-01, 2025)*

*"This is very important to get police officer personnel who have extraordinary talents and abilities, besides that, information about intellectual potential, personality, and work attitude will be used to form a talent pool group that will be assigned as functional, administrative, or high-ranking officials." (POL-02, 2025)*

*“Open job promotions have been carried out systematically, patterned, and sustainably through processes and mechanisms that have been established in accordance with the characteristics, structure, and functions.” (POL-05, 2025)*

*“By considering various factors, such as length of service, term of office, education, competence, and performance management, which considers work experience, rank requirements, and personnel performance when carrying out duties.” (POL-06, 2025)*

*“Police officers must be equipped with knowledge regarding the principle of meritocracy emphasizing that a person's assessment and reward must be based on their abilities, performance, and achievements.” (POL-09, 2025)*

After reviewing the analysis of the interview results, it indicates that police officers should become more knowledgeable in a variety of areas in order to perform their jobs more successfully and efficiently.

### **Skills**

The following explanation is based on the interview's findings regarding the question, "How is the assessment of skills used as the basis for job placement?" provided:

*"In terms of managing the Indonesian National Police's transition in human resource development toward digitalization and information technology, so they can create a thorough plan to meet today's challenges." (POL-02, 2025)*

*"For police officers to be able to adjust to changing circumstances, it is crucial that they develop both their hard and soft skills." (Pol-03, 2025)*

*"The results of the competency test of talented police officers are even compared with those from prior years in order to evaluate indicators like service orientation, leadership, integrity, communication, and analytical thinking skills." (Pol-06, 2025)*

*"To increase their competency to fit their job assignments, police officers should take general development education, specialized development education, and training." (POL-08, 2025)*

*"Professionally managing police officers' human resource development entails allocating and requiring human resources based on each member's capabilities to enhance performance efficiency." (POL-10, 2025)*

After reviewing the analysis of the interview results, it indicates that self-improvement is the key to success in performing duties and responsibilities as a police officer assigned to the Lamongan Resort Police area unit.

### **Work motivation**

This is based on the findings of an interview in which the following explanation was given to the question, "How is the award model applied in the Indonesian National Police in order to create police officers?" provided:

*"Lamongan Resort Police must consider the working environment of members that can affect the ability of a person or member to carry out their duties and responsibilities, such as the implementation of awards, so that the performance of police officers in the unit can be consistent and optimal." (POL-02, 2025)*

*"To ensure that awards are applied fairly from the lower level to the leadership level, there must be changes needed to ensure that they are in accordance with the responsibilities and risks faced by each police officer." (POL-03, 2025)*

*"Police officers are expected to receive fair and wise award compensation." (POL-04, 2025)*

*"Awards for police officers are an effort by the leadership to repay the work results achieved and encourage them to work harder and achieve their greater potential." (POL-07, 2025)*

*"Awards can encourage other police officers to be better, if individual performance is fairly good, institutional performance will also improve." (POL-08, 2025)*

After reviewing the analysis of the interview results, it indicates that all police officers have different motivations to carry out their work duties to try better to get awards that are in

accordance with their dedication, integrity and performance so far. This is based on the results of the interview with the question "how is the work appraisal system implemented in the Indonesian National Police?", as explained as follows:

*"Objective, transparent, and accountable performance assessments must be implemented to improve and develop competency-based police officer performance that will increase productivity, dedication, and work loyalty."* (POL-01, 2025)

*"Efforts to improve the productivity of police officer performance institutionally through work assessments based on applicable systems and regulations."* (POL-02, 2025)

*"Leadership, communication, emotional control, agents of change, integrity, empathy, administrative management, creativity, independence, and innovation are components of the assessment system commonly used by police officer performance."* (POL-03, 2025)

*"The police officer performance assessment system is implemented systematically, objectively, transparently, and actually to improve work productivity, discipline, and task responsibility."* (POL-04, 2025)

*"Every evaluation carried out on the police officer performance assessment system will be recapitulated, and every six months a re-evaluation will be carried out to evaluate the performance of each individual."* (POL-05, 2025)

After reviewing the analysis of the interview results, it indicates that the performance assessment of police officers is to ensure that career development, development education, promotions, and performance allowances are carried out objectively. The Indonesian National Police needs a human resource development model that can be used to increase the proportionality of police officer performance, according to the findings of the interview analysis that was done with all informants regarding the identification of aspects of human resource development. Human resource development in the Indonesian National Police must be positively accepted because it is a change that must be recognized, even though the National Police faces many challenges and obstacles, particularly in terms of relations with public services.

The Indonesian National Police can become an organization that has performance that is in line with environmental demands if it continues to improve its ability to adapt to the demands of change. The following actions must be made to increase Indonesian National Police human resource performance's efficacy and efficiency: 1.) Needs to be visionary and have insight into the future; 2.) Create standard operating procedures; 3.) Be transparent; 4.) Technology and digitalization optimization; 5.) Boost community involvement through the Community Policing initiative; 6.) Enhance police officers' abilities through education, training, and development.

Under the guidance of Regulation of the Chief of the Republic of Indonesia National Police Number 3 of 2019 concerning Talent Management, which aims to develop superior and competitive Indonesian National Police human resources. As can be seen from the follow-up steps, this issue undoubtedly demonstrates that career development efforts within the Indonesian National Police organization have not been managed optimally, which could lead to a lack of professionalism in the performance of the institution's duties (Stipanovic & Lewis, 2018; Kuncoro et al., 2019).

The Institution of Indonesian National Police has undertaken a number of initiatives to produce human resources that are precisely and transparently integrated, based on the findings of the analysis of the interviews done by all informants. These include: First, police officers are the most valuable organizational assets because people still use human power to perform and run the organization's primary tasks. Second, dealing with the rise of new new crimes brought about by cybercrime. Third, public services' modernization and digitization. Forth, police officers undergoing upskilling and reskilling for individual perspective changes in order to create the ideal Indonesian National Police (world class organization) and stability in domestic security.

### **Conclusion and recommendation**

The conclusion of study's findings indicate a number of conclusions, including: First, a human resource development model that can be used to improve the Indonesian National Police's human resource development is required based on the findings of the analysis of interviews with all informants regarding the identification of aspects of human resource development, the following: (1) Enhancing the strategy for human resource development in the Indonesian National Police to adapt the era of the industrial revolution 4.0 towards the era of policing 5.0; (2) Big Data Development; (3) Recruitment to obtain superior quality human resources; (4) Talent Management in the Indonesian National Police; (5) Performance Management; (6) Technology-based capability improvement; (7) Job design in line with the Indonesian National Police 2025-2045 Grand Strategy.

Second, according to the findings of the analysis of the interviews conducted by all informants, the Indonesian National Police Institution has undertaken a number of efforts to develop optimally integrated human resources that are precise and transparent, include: (1) the need for Indonesian National Police personnel with special competencies and other qualities; (2) handling the emergence of new crimes to always regulate strategies by increasing the capabilities of Indonesian National Police personnel; (3) modernizing and digitizing public services to increase productivity and efficiency and increase institutional accountability; (4) upskilling and reskilling of police officers through changes in individual perspectives in order to build a world class organization to create ideal domestic security stability.

This study has several limitations, including: conceptually, this study is limited to the concept of human resource development in the Institution environment only, so it requires other supporting concepts that are appropriate to the needs of Indonesian National Police human resource development. Methodologically, this study only uses a qualitative approach with a single case study design design so that in the future it is hoped that its subjectivity will be explored with a case study methodology or multi-case study. In the future, the Indonesian National Police needs to create a training and development program in collaboration with the Lamongan Regency Government and various stakeholders and other institutions regarding contemporary organizational resource management methods to provide Indonesian National Police personnel with new insights and skills in organizational resource management in the modern era like today.

### **Acknowledgement**

The authors would like to thank the Indonesian National Police, East Java Regional Police, Lamongan Resort Police, the Board of Directors of the Postgraduate School of Universitas Airlangga and the informants who are willing to be sources of accurate and reliable

information in the study. It is hoped that this study can bring benefits to the development of science related to human resource development theoretically and practically.

## References

- [1] Husnurofik, Z., Nurmahmudah, F., & Usman, H. (2019). A systematic review on sustainable human resource management: a framework for managing training in the Indonesian Police Force. *Advances in Social Science, Education and Humanities Research, 317*, 160–164.
- [2] Pandey, P. K. (2020). Review on the dimensions of career planning process. *Journal of Critical Review*.
- [3] Bolang, J. S., & Perdhana, M. S. (2023). The effectiveness of human resources performance from the Indonesian National Police organization in maintaining regional security and public order in Indonesia. *Quantitative Economics and Management Studies, 4*(2), 211–221. <https://doi.org/10.35877/454RI.qems1473>
- [4] Kurniawan, R. C. (2023). Improving of the professionalism of human resource for the Indonesian National Police through strengthening supervision. *Indonesian Journal of Advocacy and Legal Services, 5*(1), 117–142.
- [5] Saputri, A. S. (2022). Bureaucracy reform in the body of the Indonesian National Police: Applying the principle of professionalism. *Devotion: Journal of Research and Community Service, 3*(12), 1914–1921.
- [6] Setiyono, B., Basir, M., Natsir, N., Khairil, M. (2020). Management of human resources development in members Indonesian National Police on biopsicosocial and spiritual based: Study of members Resort Police Tojo Una-Una Region Police Central Sulawesi. *International Journal of Research and Innovation in Social Science, 4*(8), 610–614.
- [7] Maree, J. G. (2019). Career construction counseling: A thematic analysis of outcomes for four clients. *Journal of Vocational Behavior, 86*, 1-9.
- [8] Setyawan, N. A. (2021). Policing organised crime: A review and the identification of potential lessons for Indonesia. *Master of Dissertation*, University of Leeds.
- [9] Creswell, J. W. (2017). *Research Design: Qualitative, Quantitative, and Mixed Methods Approaches* (6<sup>th</sup> Ed.). California: SAGE Publication.
- [10] Adedoyin, O. (2020). Qualitative research methods. *Journal of Near East University, 1*-8.
- [11] Javed, A., Anas, M., Abbas, M. & Khan, A. I. (2017). Flexible human resource management and firms innovationess: A mediating role of innovative work behavior. *Journal of Human Resource Management, 20*(1), 31-41.
- [12] Yustini, T., Perizade, B., Isnurhadi, Yuliani, Sulastrri, Zunaidah. (2023). Critical factors for evaluating the police human resources performance: The case of South Sumatra Regional Police Office. *Journal of Law and Sustainable Development, 11*(11), 1–34.
- [13] Putera, P. B., Widianingsih, I., Rianto, Y., Ningrum, S., & Suryanto. (2022). Human resources of research and innovation in indonesia: reality, policy strategy, and roadmap. *The Indonesian Journal of Development Planning, 6*(3), 386–401. <https://doi.org/10.36574/jpp.v6i3.365>
- [14] Schlesinger, T., Nagi, A., & Kremnitzer, J. (2017). Competence profile and competence training for the police service. *SIAK: Journal for Police Science and Practice, 7*, 70–79.
- [15] Charman, S. (2020). Making sense of policing identities: The ‘deserving’ and the ‘undeserving’ in policing accounts of victimisation. *Policing and Society, 30*(1), 81–97. <https://doi.org/10.1080/10439463.2019.1601721>

- [16] Maree, J. G. (2019). Career construction counseling: A thematic analysis of outcomes for four clients. *Journal of Vocational Behavior*, 86, 1-9.
- [17] Baharin, R., Syah Aji, R. H., Yussof, I., & Saukani, M. N. (2020). Impact of human resource investment on labor productivity in Indonesia. *Iranian Journal of Management Studies*, 13(1), 139–164.
- [18] Stipanovic, N., & Lewis, M. V. (2018). Growth and exploration: Career development theory and programs of study. *Career and Technical Education Research*, 33(3), 227-243.
- [19] Kuncoro, M. H., Tunas, B., & Wibowo. (2019). Career development of Indonesian National Police: The case study analysis of police grand commissioner rank. *Journal of Business and Behavioural Entrepreneurship*, 3(2), 58–71. <https://doi.org/10.21009/JOBBE.003.2.04>