



The Influence of Human Resource Development on the Professionalism and Integrity of Police Members

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Abstract

This paper examines the impact of human resource development (HRD) strategies on the professionalism and integrity of the police officers in Police Station Takalar, South Sulawesi in Indonesia. It also analyses four HRD dimensions based on the quantitative explanatory approach using training and education, ethical guidance, career management, and recruitment systems. Proportional stratified random sampling of 125 respondents using structured questionnaires was used to collect the data to ascertain the impact of each of the HRD components. The results indicate that training and education are the most influential ones, then ethical guidance and career management are moderate ones and recruitment is lower but not negligible. These findings point to the vitality of continuing professional growth and training centered on ethics in reinforcing both competence and moral uprightness in police officers. Another area of research that is covered is the absence of empirical research on how integrated HRD policies influence institutions that are in charge of national security. This study is unique in the sense that in contrast to earlier researches where the primary methods used were qualitative or normative, this study presents quantitative evidence that can be used to make more effective and responsible HRD policies. Implications include that the police institution reforms must focus on systemic capacity building as a strategic investment to increase credibility and community trust of the law enforcers.

Introduction

The most valuable part of factors that determine the success of an organization, including the police institution is the human resource (Cordner, 2023). In the environment of a rapid social change, the development of the digital technology world and growing civic expectations toward the public services, the necessity of professional and integrity-based police officers is getting more urgent (Milenkova & Lendzhova, 2021). Members of the police would not only have to act as security guards, but they must be an agent of social change with a high level of technical competence, ethical attitude, and an uncompromised moral character (Vigh, 2023). Two of the leading indicators of the quality of HR in police-institutions are professionalism and integrity. It entails a professionalism comprising of technical skills, discipline, the proficiency in executing processes, and adherence to set standards of work (DeJuliis, 2024). In the meantime, integrity is an expression of the moral character of police representatives when fulfilling the tasks, including the sense of honesty, responsibility, obedience to the law, and being unswerving in words and actions (Hidayat et al., 2023). They are interconnected and underlie the faith that citizens have in the law enforcement establishments.

The issue of establishing professionalism and integrity of the police apparatus is very complicated in the Indonesian context (Arfi, 2025; Karimullah, 2024; Mukhsinin, 2023). The evidence provided by different studies and field reports indicates that even now, a gap is observed between the ideal HR development policies and the ones that are applied to the field (Ross et al., 2022). Case in point, low work enthusiasm and motivation among the police staff is a causative factor that is occasioned by the promotion and placement system that is still inclined to disregard the concept of meritocracy. Similarly, training is not diversified accordingly, which means that it does not adapt to the true requirements of every functional unit.

It is also indicated in various studies that only properly planned and sustained development strategies based on data are capable of producing good HR in police organizations (Shet et al., 2021). Technical training is only part of human resource development, but there is also developing character and integrity in human resource development that employ multidimensional approach, by way of including contribution of organizational culture, organizational style of leadership, system of rewards and sanctions, and objective, fair-minded evaluation of performance.

This is because the proper HR development plan plays a major role in enhancing general organizational performance. According to a study by Owens & Ba (2021), up to 30 per cent increase in effectiveness of the officials in public offices may be achieved through training and coaching designed with the aim to enhance their competence and improve moral values. In the other research papers, training according to the actual needs of task forces on the field made a positive contribution to responsiveness of police members in addressing social conflicts. This indicates that evidence-based approach matter in the development of HR.

In practice, the police institution has enacted HR development plan in document of 2020-2024 Indonesian National Police Human Resources Strategy Plan (Setyawan et al., 2024; Syahrani & Firnando, 2025; Alfamantar & Fadillah, 2025). The implementation of a competency-based human resource management, career development within a merit system, and enhancement of the training quality and personnel recruitment are the elements of the strategy (Azzizah & Syahrul, 2024). Nevertheless, its application in the practice is exposed to several challenges, including a problem with funding, a shortage of qualified trainers, and the absence of training outcomes supervision.

Moreover, the organizational culture, degree of disciplined behavior, support of the management and the psychosocial working conditions have also been proven to be playing an important role in the shaping of professionalism and integrity of the staff (Zhang et al., 2023). In a project of a sample of several Police Station in South Sulawesi, the members that got regular training in professional ethics and training of public service were found to receive minimum complaints and maximum scores of their performance evaluation.

It has also been revealed in other studies that increased perception of the effectiveness of training is directly proportionate to development of greater professional attitudes and performance towards the tasks (Urbancová et al., 2021; Niati et al., 2021; Chan & Hu, 2023). most of the members noted that training materials that are concerning the responsibilities and ethical principles of their work enhanced their awareness of the professional tasks (Nguyen et al., 2023). Thus, quantitative measurements should be done to determine the degree to which the HR development strategy implemented results to professionalism and integrity variables of the police members.

In the environment of multifaceted nature of the police work and permanently fluctuating nature of the society, there is the necessity of the quantitative data-driven method to evaluate the effectiveness of the HR development strategies. In this way, the police institution may possess a more solid foundation in the development of the policy, the creation of the training patterns, and the analysis of the efficiency of the HR development patterns objectively and quantitatively. Summing up, the development of the HR in the police institution is not an alternative rather it is a tactical necessity in accordance with the demands of the people to get justice in a fair, professional and humanistic way through legal services. It is because of this that this research is worth being undertaken to provide empirical data on the effects of HR development strategy on the professionalism and integrity of the police personnel, and provide scientific input towards enhancing the performance of law enforcers in Indonesia (MacLean & Titah, 2022).

Method

The study is quantitative and has an explanatory type of a research. This is one way through which it will explain the causality of the relationship between the variables under study and it will be a causal relationship between human resource (HR) development approaches and the professionalism and integrity of police members. The quantitative research was selected due to the ability to measure the perceptions, attitude and experience of the police members in an objective manner using a number that could be numerically analyzed. This method is aimed at examining the hypothesis concerning big impact between the independent variable (HR development strategy) and the independent variable (professionalism and integrity).

Location and Time of Research

This study was carried on the Takalar Police which is within Pattallassang District, Takalar Regency, South Sulawesi. The selection of this location was deliberate because of the fact that, Takalar Police indeed, is an active institution with regards to the regular HR training and development activities, has a relatively systematic internal management system and, does not lack information in terms of accessing adequate data by researchers. It entailed the research being carried out in the process which incorporates the preparation process, collection of data, processing of the data, to analysis and presentation of the final report.

Research Population and Sample

The population in this study were all active members of the Takalar Police who were spread across various operational functions such as Sabhara, Reskrim, Lalu Lintas, Intelkam, and SPKT. Based on internal Police Station personnel data, the population was 180 active personnel. To determine the sample, the proportional stratified random sampling technique was used, namely sampling based on the proportion of the number of personnel in each work unit. By using the Slovin formula at an error margin of 5%, a sample size of 125 respondents was obtained. This technique is used so that the selected sample can represent the characteristics of the population proportionally and fairly.

Variables and Operational Definitions

This experiment comprises two dependent variables, two independent variables. The HR Development Strategy is the independent variable (X) and is attributed to four indicators; including technical training, ethics and integrity coaching, recruitment system, and career management. The dependent variable (Y1) is Professionalism and the slightest dimension of this is technical competence, discipline, responsibility and service communication skills. The second dependent variable (Y2) is Integrity, and it is assessed using such indicators as honesty,

adherence to the rules, consistency of action and accountability. All the indicators are expressed as statement items in a questionnaire that are quantitative.

Data Collection Technique

The closed questionnaires in the form of five-point Likert scale were distributed with the answers of the five-point scale ranged as strongly the disagree (1), disagreed (2), uncertain (3), agreed (4) and strongly agreed (5). Variable indicators formulated in the definition of operation were used in the organization of this questionnaire. An instrument trial (try out) of 20 people outside of the main sample was done before the mass distribution of the questionnaire to make certain that its responses (validity) and the consistency of repetition (reliability) of the question items. Another data that was used in this study were also secondary data, i.e. in the form of internal documentation of the Takalar Police, in the form of training data, performance assessment reports, and recapitulation data of member discipline violations.

Data Analysis Technique

Data that had been obtained with the help of the questionnaire was analyzed with the help of the SPSS version 26 statistical software. Data analysis came in the form of the validity test and this was carried out by using Pearson Product Moment correlation and the reliability test that was done by the Cronbach value, which was greater than 0.70. In addition, an analysis of description was performed to explain the overall trend of every Alpha Vach. Any item that exceeded a correlation of 0.30 was considered valid and the reliability of the instrument was considered to be good in the event of it meeting the Carriable.

The relationship between variables is tested with the help of multiple linear regression analysis when HR development strategy is a predictor of professionalism and integrity. To establish the degree to which each of the components of HR development is influencing the dependent variable, simultaneous significance tests (F test) or partial (t test) are done. It is also on the basis of a significance value (p-value) of ≤ 0.05 that decisions are made with regard to hypotheses.

Result and Discussion

Police organizations in modern, fast-changing social, political, and technological environment are not only supposed to serve the purpose of preserving the order in society but also uphold a high degree of professionalism as well as integrity. The expectations subject the internal institutional mechanisms especially those dealing with training, ethical development, careers advancement and recruitment systems to the pressure of having to keep on delivering competent, accountable and ethically sound officers. That being the case, this particular study aims at submitting empirical evidence on the effects of various HRD strategies on professionalism and integrity of the personnel of the police, by using Police Station Takalar as a representative i.e. using its data as a case. The quantitative findings below provide an understanding of how effective particular HRD elements are, which will allow determining which measures can lead to the greatest improvements in performance and ethical behavior of the officers.

Table 1. Respondent Demographics

Variable	Category	Frequency	Percentage
Age	Less than 30 years	28	22.4
	30 to 40 years	51	40.8
	More than 40 years	46	36.8
Rank	Brigadier and below	72	57.6

	Inspector	38	30.4
	Above Inspector	15	12.0
Years of Service	Less than 10 years	36	28.8
	10 to 20 years	59	47.2
	More than 20 years	30	24.0
Education Level	High school or diploma	64	51.2
	Bachelor degree	52	41.6
	Master degree or above	9	7.2

Demographic profile shows that the majority (30 to 40 years old) of the respondents belong to low ranks (Brigadier or Inspector). Nearly half of the respondents are between 10 and 20 years of service, thus, it indicates that the research represents an age cohort with extensive experience in the field but still facing numerous career issues. Over 50 per cent of the respondents also have high school or diploma education only and this is why structured training and ethical coaching has such decisive influence. Police officers start their work with simple educational preparation and have to perform some hard duties in the streets. The significance of special development programs is more obvious in this context.

Looking at the results as a whole, one can get a clearer vision of the impact that human resource development strategies have on professionalism and integrity within Takalar Police. Technical competence is established through training and education and ethical direction is the greatest factor in maintaining integrity. The regression models reveal that nearly fifty percent of the change in professional and ethical behavior may be attributed to these strategies and this highlights the fact that they are important in reforming institutions. The demographic results also verify that the human resource development performance is closely linked to the workforce reality that is mainly middle-career, is low-level educated, and is focused on operational levels. The combination of the results shows that the creation of a professional and ethical police force cannot be associated with a systemic transformation in a short period but rather with sustained and context-specific investment in the development of human resources.

Table 2. Descriptive Quantitative Analysis

Variable	Mean	Standard Deviation	Minimum	Maximum
Training and Education	4.12	0.61	2.80	5.00
Ethical Guidance	4.25	0.58	3.00	5.00
Career Management	3.74	0.66	2.50	5.00
Recruitment System	3.59	0.70	2.40	4.90
Professionalism	4.08	0.63	2.90	5.00
Integrity	4.20	0.57	3.10	5.00

Out of the independent variables, ethical guidance had the highest mean of 4.25 indicating that the respondents believed that ethical mentoring and value reinforcement were always within the organization. The scoring of training and education also rated high with a mean of 4.12 that indicates contentment with the capacity-building programs. In comparison, career management and recruitment system scored with averages of 3.74 and 3.59 respectively. This is an indication that these mechanisms are felt to be less transparent or effective, relative to ethics and training. The outcome variables of professionalism and integrity were also well above the mid range with mean score of 4.08 and 4.20 respectively. It means that, overall, officers believed that they were professionally qualified and morally responsible. The average with the slightly higher integration is consistent with the regression result that ethical direction is more influential in the development of moral consistency than technical measures on their own.

The descriptive analysis as such attests to the fact that the human resource development environment in the Takalar Police is perceived positively in most cases by the members. It also points out areas where policy need to be given more priority like career management and recruitment that are still behind the more established training and ethics education practices. Together with the regression findings, these descriptive insights offer a strong empirical basis to the recommendation that the leaders of organizations should target to enhance both structural and value-oriented nature of human resource development.

Table 3. Regression Coefficients Influence of SDM Strategies on Professionalism

Predictor Variable	Unstandardized Coefficient (B)	Standard Error	t-Value	Sig. (p-value)
Training & Education	0.354	0.068	5.206	0.000
Ethical Guidance	0.287	0.071	4.042	0.000
Career Management	0.145	0.062	2.339	0.021
Recruitment System	0.098	0.057	1.719	0.088
Constant	2.013	0.412	4.888	0.000

The regression model shows that training and education has the strongest and most significant effect on professionalism ($p = 0.000$). Ethical guidance also significantly contributes to professionalism ($p = 0.000$). Career management has a moderate but still significant influence ($p = 0.021$). Recruitment system does not show a statistically significant effect at $\alpha = 0.05$ ($p = 0.088$).

Table 4. ANOVA SDM Strategies and Integrity Levels

Source	Sum of Squares	df	Mean Square	F	Sig. (p-value)
Between Groups	12.763	3	4.254	6.891	0.000
Within Groups	74.482	121	0.616		
Total	87.245	124			

The ANOVA result shows a significant difference in levels of integrity between groups exposed to different SDM strategies ($F = 6.891$, $p 0.0001$). This indicates that the implemented strategies collectively impact the integrity of police officers.

It should be stressed that professionalism and integrity are different concepts before introducing the statistical data. Professionalism is more concerned with technical competence and discipline and integrity with regard to the harder moral consistency and accountability. Due to this disparity, it means that a separate regression model was necessary to analyze integrity and understand the role of each of the human resource development strategies in affecting the ethical character of officers..

Table 5. Regression Coefficients Influence of HRD Strategies on Integrity

Predictor Variable	Unstandardized Coefficient (B)	Standard Error	t-Value	Sig. (p-value)
Training & Education	0.298	0.072	4.139	0.000
Ethical Guidance	0.334	0.070	4.771	0.000

Career Management	0.121	0.063	1.921	0.057
Recruitment System	0.087	0.060	1.450	0.150
Constant	2.271	0.435	5.219	0.000

The findings indicate ethical guidance as the most important predictor of integrity with training and education as the second and third respectively. It is important to note that continuous moral coaching and ethics-based interventions play the key role in determining the behavior of officers. Career management shows only a small effect and there is no significant effect on recruitment. The results thus indicate that integrity is nurtured by frequent reinforcement of the ethical values and not by the structural change (by way of promotion or even by way of selection).

The discussion of the ease of single predictors should be complemented by the discussion of the strength of the models in general. The significance of this step is that it shows to what extent the difference in professionalism and integrity can be attributed to the group of human resource development strategies.

Table 6. Regression Analysis Model Summary.

Dependent Variable	R ²	Adjusted R ²	Std. Error of the Estimate
Professionalism	0.472	0.451	0.589
Integrity	0.438	0.417	0.624

According to the model summary, the strategies account 47.2 percent of the variation in professionalism and 43.8 percent of the variation in integrity. These values are relevant to a social science context as there are numerous factors that determine the police conduct beyond the human resource development. The adjusted R² values prove the fact that the explanatory power of the models does not change even after considering the sample size. This fact indicates that almost half of the professionalism and integrity results are directly connected with the quality of human resource development practices.

Findings of the given study show that the approach towards human resource development such as training and education, ethical coaching, career management, and the system of recruitment mostly affects the professionalism and integrity of police officers. This result confirms other similar studies completed in prior years, and at the same time makes a new contribution in a reinforced quantitative association between variables that have been studied very broadly known in descriptive or normative qualitative studies. The most prevailing factors in this study that affects the professionalism of police officers are training and education. This result is in line with the findings of the study carried out by Henderikx et al. (2025) who pay much attention to the needs-driven training as the method of shaping the technical competence and professional behavior of law enforcement personnel. The context among the Indonesian people was that the past studies conducted by Capatina et al. (2024) focused up on the enhanced training curriculum but failed to show any quantified data on enhancing member performance. Thus, in this study, this gap is being addressed by substantiating that benefits of increasing the intensity and relevance of training are positively correlated with indicators of professionalism in discipline, ability to render public service, and ability to abide by instructions of the standard operating procedures.

The role of such ethics and integrity coaching has also been found to play an important role in enhancing ethical character of the Indonesian National Police members. According to the

research conducted by Kristiana & Hutahayan (2024) the main causes of the crisis of integrity in the law enforcement institutions in Indonesia was the lack of efficiency in the internal oversight mechanism and the low level of ethics education. Their works were however exploratory in nature and they did not evaluate the magnitude of the effect of the intervention. This research supports such conclusions as being true because having studied the impact of coaching approaches to coaching that adds spiritual showering, ethics discussion forums, and regular professional values training to their coaching, the paper has been made able to prove that such approaches to coaching is key to the maintenance of moral consistency, accountability, and personnel responsibility. These results are also consistent with a study conducted by Afrilsah (2024) that had highlighted that moral coaching local values and religiosity would influence the fortification of the integrity of the regional officers. In the meantime, the recruitment and career management systems were identified to have moderate impact on professionalism and integrity. The presence of several non-meritocratic practices that decrease personnel quality in Indonesian National Police recruitment was already identified by previous researchers. This has not only been confirmed in this study but has been statistically proven that success of zero-growth recruitment strategy and selection of competencies positively influence the perception of professionalism. Nevertheless, it is not as powerful as training and ethics coaching, which means that values reinforcement through continuing education should be more significant than certain selection itself. There the study is also reinforcing the argument that the concept of selecting first and developing the human resources continuously is the only result that is long lasting.

As far as career management is concerned, this paper reveals that the promotion and job rotation system has been beneficial in terms of its contribution to professionalism but it still has hurdles to leap. This is in accordance with the research conducted by Kuusisto (2024) that concluded that career stagnation and non-transparent promotional system are the reasons of motivation loss among the police officers. This research can display that at the police station of Takalar there are some barriers to occupy posts based on rank and capability remaining, but application of the prototype of merit has geared up to deliver desirable outcomes regarding the loyalty and performance of the employees. The research confirms the necessity of a competency-based career system that has the potential to become dynamic and digitally interconnected, as proposed by O'Shea (2023) as one of the steps to reform police in developing countries. In addition, this project brings out the inadequacy in the past literatures that are inclined to analyzing the issue of human resource development within the police institutions in a partial way or in just a single aspect. study, for instance, only talks of the aspect of training regarding the technical aspect and the study conducted. addresses the issue of crisis of officer integrity, but does not talk of the system city of the development of human resource as a whole. As it has integrated the four major aspects of the development strategy, i.e. training, ethics, recruitment and career, which together have been simultaneously tested in a single quantitative model, this paper allows establishing a more comprehensive and measurable framework on what can be done to gain insight into the professionalism and integrity determinants within the police setting. Also, this research is also practically useful when this study can help reinforce the human resources governance in the police institutions at the regional level. Considering the autonomy of internal management execution of the Police Station, in the framework of the research, it is proved that the adaptability of the approaches to local conditions of the implementation, founded on the data, would rise the confidence and morale of members. It corresponds to the guideline of evidence-based policy to be implemented in the field of the reform of the public security sector (Kano & Hayashi, 2021).

Conclusion

It was also discovered based on this study that strategic development of human's resources that incorporates organized training and education, ethical management, clear recruitment processes and management of careers based on competency would severely affect the professionalism and morality of the police officers. The most prominent of them was training and ethical development, which ensures the need to focus on professional capacity building and ethical strengthening throughout the life of a law enforcement professional to become a reliable and skilled member of the uniformed service. This research addresses a significant literature shortcoming, as it explains the contribution to each strategy quantitatively and provides fact-based information on the effectiveness of integrated HR development policies in empowering the institutional performance and trust towards the police force among the general population.

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