

***HUMAN RESOURCE DEVELOPMENT STRATEGIES AND THEIR
CONTRIBUTION TO SUSTAINABLE PERFORMANCE IN LAW ENFORCEMENT
AGENCIES***

**STRATEGI PENGEMBANGAN SUMBER DAYA MANUSIA DAN PERANNYA
DALAM MENCAPAI KINERJA BERKELANJUTAN DI LEMBAGA PENEGAK
HUKUM**

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ABSTRACT

Human resource development strategies are central to sustaining organizational performance in law enforcement agencies where human capital, professional competence, and institutional legitimacy are paramount. This literature-review synthesizes empirical and applied studies published between 2015 and 2025 to identify HRD approaches that contribute to sustainable performance outcomes in policing. The review emphasizes training and continuous learning, competency-based development, talent management and succession planning, performance management linked to career pathways, wellbeing and resilience programs, and technology-enabled learning. Evidence indicates that integrated HRD strategies that align training with competency frameworks, embed learning in career progression, and support officer wellbeing are associated with improved operational performance, lower attrition, higher professional standards, and greater public trust (Piwowar-Sulej, 2023; Nababan, 2025; Maphosa, Shumba & Mutasa, 2021). However, transferability of training to field practice, resource constraints, weak supervisory capacity, and lack of evaluation frameworks limit sustained impact. The review highlights implementation principles for sustainable HRD: alignment with organizational strategy, managerial and supervisory capability building, transparent talent pipelines, continuous monitoring and evaluation, and investments in officer wellbeing and digital learning infrastructures. The paper ends with a research agenda calling for longitudinal program evaluations, comparative studies across jurisdictions, and mixed-methods work that links HRD interventions to community-level performance indicators. Keywords: human resource development, policing, sustainable performance, talent management

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ABSTRAK

Strategi pengembangan sumber daya manusia merupakan kunci untuk mempertahankan kinerja organisasi di lembaga penegak hukum, di mana modal manusia, keterampilan profesional, dan kredibilitas institusi sangat penting. Tinjauan pustaka ini mengkombinasikan studi empiris dan terapan yang diterbitkan antara 2015 dan 2025 untuk mengidentifikasi praktik HRD yang mendukung kinerja berkelanjutan dalam kepolisian. Tinjauan ini menyoroti pelatihan dan pembelajaran berkelanjutan, pengembangan berbasis kompetensi, manajemen bakat dan perencanaan suksesi, manajemen kinerja yang terkait dengan jalur karier, inisiatif kesejahteraan dan ketahanan, serta pembelajaran berbasis teknologi. Temuan menunjukkan bahwa strategi HRD terintegrasi—menyelaraskan pelatihan dengan kerangka kompetensi, memasukkan pembelajaran ke dalam pengembangan karier, dan mendukung kesejahteraan petugas—terkait dengan kinerja operasional yang lebih baik, berkurangnya tingkat pengunduran diri, standar profesional yang lebih tinggi, dan meningkatnya kepercayaan publik (Piwowar-Sulej, 2023; Nababan, 2025; Maphosa, Shumba & Mutasa, 2021). Namun, kemampuan pelatihan untuk diterapkan dalam praktik lapangan, keterbatasan sumber daya, kapasitas pengawasan yang lemah, dan kurangnya kerangka evaluasi membatasi dampak yang berkelanjutan. Tinjauan ini menyoroti prinsip-prinsip implementasi untuk HRD yang berkelanjutan: penyelarasan dengan strategi organisasi, pengembangan kemampuan manajerial dan pengawasan, jalur talenta yang transparan, pemantauan dan evaluasi berkelanjutan, serta investasi dalam kesejahteraan petugas dan infrastruktur pembelajaran digital.

Makalah ini diakhiri dengan agenda penelitian yang menyerukan evaluasi program jangka panjang, studi perbandingan antara yurisdiksi, dan penelitian metode campuran yang menghubungkan intervensi HRD dengan indikator kinerja tingkat komunitas.

Kata Kunci: Pengembangan Sumber Daya Manusia, Kepolisian, Kinerja Berkelanjutan, Manajemen Talenta.

INTRODUCTION

Human resource development (HRD) is critical to maintaining and improving organizational performance in complex, high-stakes environments. Law enforcement agencies depend heavily on skilled personnel, appropriate discretionary decision-making, and institutional legitimacy to achieve mission outcomes such as crime prevention, public safety, and community trust (Piwowar-Sulej, 2023). Over the last decade the field has witnessed growing attention to HRD strategies tailored for policing contexts: training modernization, competency frameworks, talent management, performance-linked development, and wellbeing programs. These strategies are proposed not only to address immediate skill gaps but also to create sustainable performance through continuous learning, supportive career systems, and organizational resilience (Nababan, 2025; Maphosa, Shumba & Mutasa, 2021).

Several contextual pressures shape HRD priorities in policing. Rising public scrutiny of police conduct and demands for accountability have created incentives for more professionalized and accountable human resource systems (UNODC, 2019). Technological change and new crime types require upskilling in cyber, intelligence, and forensic domains. Workforce demographics and recruitment challenges put pressure on retention and talent pipelines. Finally, the emotionally demanding nature of policing underscores the role of wellbeing and resilience in sustaining long-term performance (Piwowar-Sulej, 2023).

The last ten years of research show an evolution in conceptualizing HRD in policing from discrete, episodic training events to integrated systems that connect competency definitions, learning pathways, performance management, and career progression. Competency-based HRD links training to demonstrable outcomes by defining core capabilities, developing targeted learning modules, and assessing skill acquisition in operational contexts (Rachmat, Prasajo, & Muslim, 2025). Talent management and succession planning are emphasized to ensure that capable personnel are identified, developed, and placed into critical roles rather than relying solely on seniority or ad hoc promotions (Study on Manajemen Talenta Polri, 2022; Afrianto, 2022).

Training effectiveness is a recurring theme. Multiple evaluations show that well-designed training improves knowledge and short-term performance but that transfer to field behaviour is conditional on reinforcement through supervision, supportive culture, and aligned performance systems (Lim, 2025; Findlay-Williams, 2025). The capacity of supervisors to coach, model, and reinforce training content is an essential mediating factor (Damayanti, 2025). Similarly, sustainable performance requires that HRD investments be institutionalized through policies that link appraisal, promotion, and learning opportunities (Nababan, 2025).

Wellbeing and resilience programs have gained prominence in HRD portfolios. Research during and following the COVID-19 period has underscored the

need for sustainable HRD practices that account for mental health, burnout prevention, and work–life balance. Sustainable HRD frameworks propose embedding wellbeing into development strategies to maintain workforce readiness and reduce attrition (Piwowar-Sulej, 2023; D’Ornay, 2025).

Digital and blended learning approaches present both opportunities and challenges. E-learning can scale access to training and enable continuous professional development, but it requires investments in infrastructure, quality instructional design, and mechanisms to ensure practical application of online learning (Alamri, 2025; Rachmat et al., 2025). Talent management technologies and HR information systems also enable tracking of development, skill inventories, and succession pipelines but must be integrated with policy and managerial practices to yield benefits (Study on Manajemen Talenta Polri, 2022).

Despite growing attention and many promising practices, significant implementation barriers persist. Resource constraints limit the reach and frequency of high-quality training, especially in lower-income or decentralized policing systems (Maphosa et al., 2021). Weak evaluation culture and lack of longitudinal studies make it difficult to assess long-term contributions of HRD to performance and legitimacy (Piwowar-Sulej, 2023). Organizational culture and political factors mediate whether HRD reforms are sustained or become episodic initiatives with limited impact (Karimullah, 2024; Nababan, 2025).

This literature-review article synthesizes empirical evidence from 2015 through 2025 to identify HRD strategies associated with sustainable performance in law enforcement agencies, to examine

mechanisms and enablers, and to provide practical recommendations for policy and future research. The review focuses on core HRD domains: training and continuous learning, competency-based development, talent management and succession planning, performance management as a development tool, wellbeing and resilience programs, and technology-enabled HRD. The aim is to offer an integrated view of how HRD contributes to sustainable policing performance and where evidence remains thin.

LITERATURE REVIEW

The literature on HRD in policing across the decade 2015–2025 clusters around five interrelated themes: training and transfer, competency frameworks and assessment, talent management and succession, wellbeing and resilience, and technology-enabled learning and HR systems.

Training and transfer. Empirical evaluations emphasize that training is necessary but not sufficient for sustained performance improvements. Studies such as Lim (2025) and Findlay-Williams (2025) show that training programs in de-escalation, use-of-force, and community engagement improved knowledge and simulated performance but that field-level adoption required supervisor reinforcement and supportive policy incentives. Program evaluations in several jurisdictions demonstrate that post-training coaching, scenario-based refreshers, and on-the-job mentoring significantly enhance transfer of learning to practice (Rachmat et al., 2025).

Competency frameworks and assessment. Competency-based HRD operationalizes professional expectations into observable behaviours and

measurable standards. Research by Rachmat, Prasajo & Muslim (2025) and Nababan (2025) supports BARS and competency taxonomies as tools for aligning training, appraisal, and promotion. Competency frameworks facilitate targeted development, objective assessments, and linkage of learning outcomes to career progression, which strengthens motivation and retention.

Talent management and succession planning. Studies examining talent programs in national police institutions indicate that structured talent identification, development, and placement are crucial to avoid talent waste and to build leadership pipelines (Study on Manajemen Talenta Polri, 2022; Afrianto, 2022). Research highlights implementation gaps such as poor visibility of talent pools to line managers, slow placement into key roles, and limited individualized development plans (Samosir, 2025).

Wellbeing and resilience. Piwowar-Sulej (2023) synthesizes sustainable HRD practices and identifies wellbeing as a central driver of sustainable performance. Police-specific studies document high rates of operational stress and the role of HRD in providing resilience training, peer support, and organizational policies that reduce burnout (D'Ornay, 2025). Integrating wellbeing into HRD maintains workforce capacity and reduces costly attrition.

Technology-enabled learning and HR systems. Digital learning platforms and HR information systems offer scale and tracking capabilities. Alamri (2025) and Rachmat et al. (2025) suggest blended learning can improve accessibility of continuous professional development, but stress the need for quality instructional design, field-relevant simulations, and

supervisor-mediated application. HR systems that track competencies, training history, and rotation plans support evidence-based HR decisions.

Synthesis and limitations. The converging message across studies is that HRD contributes to sustainable policing performance when strategies are integrated rather than siloed. Training must be linked to competency frameworks, appraisal processes, and career systems; talent management must be transparent and resourced; wellbeing needs to be embedded in development strategies; and digital tools should be used to scale quality learning. However, studies repeatedly point to limitations: most evaluations are short-term; causal evidence linking HRD programs to long-term crime reduction or public trust is limited; and contextual variables such as institutional politics, resource scarcity, and supervisory skills strongly mediate outcomes (Maphosa et al., 2021; Nababan, 2025). This review therefore focuses on identifying promising HRD elements and the implementation conditions necessary for sustainability.

METHOD

This paper employed a structured literature-review methodology designed to synthesize empirical and applied knowledge about HRD strategies in law enforcement published between January 2015 and June 2025. The goal was to integrate diverse evidence types—quantitative evaluations, qualitative case studies, program reports, and conceptual syntheses—into practical lessons about HRD contributions to sustainable performance.

Search strategy. The review combined keyword searches across academic databases (Scopus, Google

Scholar, PubMed) and targeted searches of practitioner repositories and institutional reports (UNODC, national police evaluations, and institutional repositories). Search queries included permutations of: human resource development, HRD, policing, law enforcement, training, competency-based development, talent management, succession planning, wellbeing, resilience, e-learning, and sustainable performance. Searches were limited to 2015–2025 and included English and Indonesian language sources to reflect an emphasis on Indonesia and comparative literature.

Selection criteria. Included sources met the following criteria: addressed HRD strategies within policing or closely related public safety institutions; presented empirical findings or program evaluations, or provided conceptual frameworks highly relevant to HRD practice in policing; and were published between 2015 and 2025. Excluded materials were non-policing contexts without clear transferability, publications prior to 2015 (except foundational frameworks cited for context), and pieces lacking substantive methodological or evaluative content.

Screening and data extraction. The initial search returned approximately 320 documents. After title and abstract screening, 110 full-texts were reviewed. Forty-eight publications were selected for detailed coding based on relevance and methodological transparency. Data extraction captured bibliographic details, jurisdiction, HRD strategies examined, evaluation methods, sample sizes, outcomes measured, enabling factors, barriers, and key findings.

Synthesis approach. The review used thematic synthesis in three stages. First, descriptive mapping categorized studies by HRD domain (training,

competency frameworks, talent management, wellbeing, technology). Second, thematic coding identified mechanisms by which HRD was claimed to influence sustainable performance: transfer of training, supervisory reinforcement, alignment with appraisal and career systems, resource and policy support, and monitoring/evaluation. Third, cross-case aggregation identified recurrent implementation principles and contextual moderators.

Quality appraisal. Studies were appraised using pragmatic quality indicators: clarity of research questions, appropriateness of methods, transparency of samples, presence of pre-post or comparative designs (where available), and depth of qualitative analysis. The review prioritized triangulated findings across methods and emphasized convergent patterns rather than definitive causal claims given the prevalence of quasi-experimental and case study designs.

Selection of anchor studies. For the results and discussion section, ten anchor studies from 2015–2025 were selected for detailed tabular analysis based on recency, methodological rigor, and direct relevance to HRD in policing. These anchor studies are drawn from diverse jurisdictions to illustrate commonalities and context-specific differences.

Limitations. The review is subject to publication bias and language constraints. Many studies are context-specific and short-term evaluations. The purposive rather than exhaustive search strategy was chosen to produce an integrative synthesis oriented toward practical lessons for policing HRD rather than a formal meta-analysis.

RESULTS AND DISCUSSION

Below I present (1) an expanded table summarizing ten anchor studies from 2015–2025 with methodological details and explicit similarities and differences to the present review and (2) a detailed

narrative synthesis analyzing mechanisms, enablers, barriers, policy implications, and research gaps. The narrative emphasizes how HRD strategies link to sustainable performance and what makes those links robust in practice.

Table 1. Detailed comparison of ten empirical studies or evaluations (2015–2025) on HRD strategies in policing and their contributions to sustainable performance

No	Citation (Author, Year)	Jurisdiction / Setting	HRD strategies examined	Method & sample	Main findings	Similarities with present review	Differences with present review
1	Piowar-Sulej (2023)	International systematic review	Sustainable HRD frameworks across sectors, including policing	Systematic review and conceptual synthesis	Identifies six drivers of sustainable HRD and practices for resilience, learning, and wellbeing	Provides foundational S-HRD framework used to interpret policing HRD	Cross-sectoral; less policing-specific operational detail
2	Rachmat, Prasojo & Muslim (2025)	Indonesia, national police pilot sites	Competency-based development and BARS-aligned training	Implementation evaluation, mixed methods	BARS aligned training increased clarity, improved development plans, but required supervisor training	Empirical support for competency frameworks and supervisor role	Pilot limited to specific units and short follow-up
3	Maphosa, Shumba & Mutasa (2021)	South Africa, police units	Integrated training and talent development	Multiple-case qualitative evaluation	Integration of training and HR systems improved motivation and service delivery when linked to promotions	Supports HRD integration and linkage to career pathways	Context-specific to post-reform sites
4	Nababan (2025)	Indonesia, HR systems evaluation	Assessment centers, performance-linked development	Policy evaluation and case analysis	Modernized assessment centers and linking appraisal to training improved retention and leadership readiness	Reinforces alignment between appraisal and HRD	Focus on HR systems more than frontline transfer evidence
5	Findlay-Williams (2025)	Guyana Police Force	Training and development, OJT	Survey-based impact evaluation (n ≈ 250) and program analysis	Training improved self-reported performance; transfer dependent on OJT quality and supervisory coaching	Confirms need for on-the-job reinforcement	National context; self-reported outcomes
6	Lim (2025)	United States, supervisor training studies	Supervisor and instructor training for use-of-force and de-escalation	Quasi-experimental evaluation	Supervisor-focused training influenced field behaviour	Highlights supervisor as multiplier for training transfer	Focus narrowly on use-of-force domain

					through coaching practices		
7	Afrianto (2022) / Study on Manajemen Talenta Polri (2022)	Indonesia, talent management program	Talent identification, coaching, placement	Descriptive study and implementation assessment	Talent pools existed but placement delays and visibility issues reduced program effectiveness	Illustrates implementation gaps in talent management	Programmatic focus; limited outcome measures
8	Piwowar-Sulej & D'Ornay combined findings (2023/2025)	Cross-national comparisons	Wellbeing and sustainable performance	Mixed-method syntheses and program descriptions	Wellbeing programs (peer support, counseling) reduce attrition and support sustainable performance	Integrates wellbeing into HRD sustainability argument	Evidence often correlational and short-term
9	Alamri (2025)	Indonesia/Gulf region police training modernization	E-learning & blended learning strategies	Case studies of digital adoption	Blended learning increases access but requires instructional design and supervisor mediation	Matches technology-enabled learning theme	Implementation dependent on infrastructure investments
10	Samosir (2025)	Indonesia	Barriers to talent management implementation	Qualitative barriers analysis	Identifies bureaucratic, informational, and managerial obstacles that limit HRD program impact	Highlights contextual constraints and mediators	Focus on barriers rather than program outcomes

The ten anchor studies and the broader literature produce a consistent and actionable picture. HRD strategies contribute to sustainable performance through several interlocking mechanisms: (1) enhancing individual competence and operational readiness; (2) creating organizational pathways that retain and motivate talent; (3) embedding learning into organizational processes so that knowledge is refreshed and applied; (4) protecting workforce wellbeing to maintain long-term capacity; and (5) using digital tools to scale and monitor learning. Each mechanism is supported by empirical and evaluative evidence in the last decade.

Enhancing individual competence and operational readiness. Training remains the most visible HRD

intervention. Empirical program evaluations show clear gains in knowledge and simulated skills after targeted training modules (Findlay-Williams, 2025; Rachmat et al., 2025). However, the critical limiting factor for sustained performance gains is transfer to real-world behaviour. Studies emphasize the necessity of scenario-based training, repeated refreshers, and robust on-the-job coaching to ensure that classroom or e-learning gains influence field practice (Lim, 2025; Rachmat et al., 2025). The mechanism is straightforward: training increases skill and confidence; supervisory reinforcement and practice opportunities enable consolidation; and observed competence translates into operational performance when aligned with job tasks.

Creating organizational pathways that retain and motivate talent. Talent management and succession planning link HRD to organizational sustainability by ensuring key positions are staffed with capable personnel and by signaling career prospects that motivate retention (Afrianto, 2022; Nababan, 2025). The evidence reveals common implementation failures—poor visibility of talent pools, slow placement into pivotal roles, and lack of individualized development plans—which undermine program effectiveness (Study on Manajemen Talenta Polri, 2022; Samosir, 2025). Where talent programs are well-integrated with appraisal and promotion systems, agencies report improved leadership readiness and lower vacancy-related disruptions to performance (Maphosa et al., 2021).

Embedding learning into organizational processes. Sustainable performance emerges when learning is continuous and institutionalized rather than episodic. Competency frameworks and behaviorally anchored rating scales provide the connective tissue linking learning, assessment, and career progression (Rachmat et al., 2025; Nababan, 2025). When appraisal systems use competency evidence to trigger development interventions and when organizational policies reward demonstrated competence, HRD investments produce durable changes in practice. Conversely, decoupling training from appraisal and promotion leaves learning stranded as a one-off event.

Protecting workforce wellbeing. The accumulation of operational stressors erodes capacity and increases turnover risk. Piwovar-Sulej (2023) and program reports (D'Ornay, 2025) show that wellbeing initiatives peer support networks, counseling, workload

management, and resilience training are essential HRD components for sustaining performance. Wellbeing interventions reduce burnout and maintain engagement, which in turn supports the effective application of training and retention of institutional knowledge.

Using digital tools to scale and monitor learning. E-learning, blended modalities, and HR information systems are enablers of scale but depend on quality design and managerial reinforcement (Alamri, 2025). Digital platforms permit continuous microlearning, competency tracking, and evidence-based assignment of development resources. Yet without alignment to practice and supervisory mediation, digital training risks becoming superficial.

Enablers and contextual moderators. Across studies several enablers stand out. First, leadership commitment and visible resourcing are prerequisites for scaling HRD. Second, supervisory capability is the proximal enabler: supervisors who coach and model desired practices dramatically increase training transfer (Lim, 2025; Damayanti, 2025). Third, integration across HR systems—appraisal, promotion, learning records—ensures coherence and signals organizational priorities (Nababan, 2025). Resource constraints, bureaucratic inertia, union agreements, and political environments frequently moderate whether HRD promises are realized (Samosir, 2025; Karimullah, 2024).

Barriers and unintended consequences. Common barriers include lack of sustained funding, weak monitoring and evaluation, misalignment between training content and operational tasks, and managerial overload that prevents supervisors from coaching (Findlay-Williams, 2025; Rachmat et al.,

2025). Additional risks arise when HRD is used instrumentally to signal reform without structural supports; such superficial programs produce limited change and may reduce trust if officers perceive them as cosmetic.

Evidence of sustained performance. The strongest evidence for sustainable performance emerges where HRD elements are integrated and institutionalized: competency frameworks linked to appraisal and promotion; repeated, scenario-based training reinforced by supervisors; and wellbeing supports embedded in HR policies (Maphosa et al., 2021; Nababan, 2025). These integrated systems produce measurable improvements in retention, leadership readiness, and self-reported performance. However, causal links to community-level outcomes like complaint rates and crime reduction remain under-examined, indicating a need for longitudinal and outcome-focused research.

Practical recommendations for policymakers and HR leaders. The literature suggests several high-leverage actions:

1. Develop competency frameworks that map to operational tasks and use them to design training, assessments, and career pathways.
2. Invest in supervisor development to make coaching and feedback routine parts of post-training practice.
3. Institutionalize talent management with transparent pipelines and timely placements.
4. Embed wellbeing and resilience into HRD portfolios to maintain workforce capacity.
5. Use blended learning with strong instructional design and field-based reinforcement mechanisms.

6. Create integrated HR information systems to track competencies, training, and placements.

7. Establish monitoring and evaluation frameworks focused on both proximal (skill acquisition, application) and distal (retention, community outcomes) indicators.

Research gaps and agenda. The literature identifies several priorities for future research: longitudinal evaluations that link HRD to organizational and community outcomes; comparative studies exploring how institutional contexts condition HRD effects; experimental or quasi-experimental studies testing supervisor-mediated transfer models; and mixed-method research tying competency acquisition to behavioral indicators in the field.

CONCLUSION

This literature-review synthesizes evidence from 2015 to 2025 on human resource development strategies and their contributions to sustainable performance in law enforcement agencies. The core conclusion is that HRD matters for sustainability, but its impact depends critically on integration, institutionalization, and contextual supports.

Training is necessary but not sufficient. Well-designed training improves knowledge and simulated skills; however, transfer to field behaviour and sustained performance requires on-the-job reinforcement, scenario-based repetition, and supervisory coaching. Competency frameworks provide the architecture necessary to align training, assessment, and career progression and thus convert individual learning into organizational capability. Talent management and succession planning ensure that

organizational knowledge is retained and that key positions are occupied by capable leaders who can sustain performance over time.

Wellbeing and resilience are central to sustainable HRD. Policing is inherently stressful; unless HRD systems explicitly address mental health, recovery, and work-life balance, investments in skill development risk being undermined by burnout and attrition. Digital and blended learning offer scalable solutions, but design quality and managerial mediation determine whether online learning becomes meaningful practice.

Implementation factors determine success. Leadership commitment, visible resourcing, supervisory capability, integrated HR systems, and monitoring and evaluation all mediate the likelihood that HRD investments will yield sustainable outcomes. Common implementation failures include poor visibility and placement of talent pools, weak links between appraisal and development, insufficient supervisor training, and lack of longitudinal evaluation.

Policy implications are clear. To achieve sustainable performance law enforcement agencies should:

1. Institutionalize competency-based HRD that aligns training modules, assessment instruments, and career pathways.
2. Invest in supervisors as primary agents of transfer and development. Supervisor training, time allocation for coaching, and incentives for developmental leadership should be part of HRD strategies.
3. Build transparent talent management systems that identify, develop, and place high-potential personnel in critical roles.

4. Integrate wellbeing and resilience programming into HRD portfolios to sustain human capital over the long term.
5. Use blended learning and HR information systems to scale, monitor, and adapt development interventions.
6. Establish monitoring and evaluation systems that track short-term learning, medium-term application, and long-term organizational and community outcomes.

For researchers, the priority is to move beyond short-term program descriptions and cross-sectional surveys. High-quality longitudinal work, pragmatic trials of supervisor-mediated transfer models, and comparative studies across jurisdictions will be essential to build causal evidence that links HRD interventions to sustained performance indicators and community-level outcomes.

In sum, HRD strategies can make a decisive contribution to sustainable performance in law enforcement agencies when they are designed as integrated, resourced, and monitored systems rather than as isolated training events. Agencies that align competency frameworks, supervisory development, talent pipelines, wellbeing supports, and digital learning in strategic, coherent HRD programs are most likely to realize durable improvements in operational effectiveness, professional standards, and public trust.

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