

Implementation of Human Resource Management in Improving Personnel Performance at the Central Java Regional Police Yanma

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Abstract. *The Grand Strategy Program of the Indonesian National Police (Polri) is a national strategic agenda that started from 2005-2025 aimed at improving professionalism, accountability, and the quality of public services. The success of reform in the Indonesian National Police organization, especially the Yanma Polda Jateng, is not only determined by structural and regulatory changes, but also by internal organizational factors such as recruitment and placement, education and training, a conventional DP3-based performance appraisal system, dissatisfaction with existing career development, rampant discipline and violations, and a lack of transparency in the distribution of performance allowances. This study aims to analyze the contribution of these six factors to the implementation of human resources (HRM) in the Yanma Polda Jateng work unit using a qualitative approach method that produces descriptive data in the form of written or spoken words from people and observable behavior. The results of the study indicate that the implementation of human resource management in the Yanma Polda Jateng work unit plays a strategic role in building an objective, transparent, and competency-based development system. Member integrity is a moral element that determines the direction of professional behavior and prevents abuse of authority. Meanwhile, the quality of training relevant to task requirements can improve the technical skills, discipline, and adaptive abilities of Polri members amidst the complexity of modern security challenges. The perception of organizational fairness through career development and the open distribution of performance allowances creates a sense of satisfaction for members in carrying out daily duties, this has a significant impact on motivation, job satisfaction, and member commitment to changes in the implementation of HRD in Polri institutions, especially the Yanma Polda Jateng work unit. Overall, these six factors influence and contribute to each other. This study confirms that the success of HRD implementation in Polri, especially Yanma Polda Jateng, cannot be achieved through structural changes alone, but requires a deep transformation in the aspect of HR management as the main foundation of institutional renewal.*

Keywords: HR Performance; Institutional Transformation; Organizational Citizenship Behavior; Organizational Culture.

1. Introduction

The Indonesian National Police (Polri), as a law enforcement institution tasked with maintaining public order and security, is required to continuously improve the quality of its human resources. Within the context of a police organization, human resource management plays a crucial role in determining the successful implementation of its core duties and functions. This aligns with the mandate of Law Number 2 of 2002 concerning the Indonesian National Police, which emphasizes that personnel professionalism and performance are the primary foundations for providing services to the public.

Human Resource Management (HRM) within the Indonesian National Police (Polri) cannot be separated from the demands of bureaucratic reform that has been rolled out since 2005. The 2005-2025 Polri Grand Strategy has established three phases of transformation, namely: Trust Building (2005-2010), Partnership Building (2010-2015), and Strive for Excellence (2015-2025). In this final phase, improving personnel performance through effective HRM implementation is a top priority in order to realize a professional, modern, and trusted Polri figure (PROMOTER).

The Central Java Regional Police's Human Resources Agency (Yanma Polda Jawa Tengah), as the work unit responsible for securing the headquarters and providing internal administrative services, has a strategic responsibility to optimally manage its personnel. Based on data from the Human Resources Division (Bagsumda) of the Central Java Regional Police's Human Resources Department (Ro SDM) in 2023, the total number of Yanma Polda Jawa Tengah personnel was recorded at 187, consisting of 142 members of the Indonesian National Police (Polri) and 45 civil servants. Of this number, 68.4% are personnel of productive age, between 25 and 45 years old, which should be the main capital for improving organizational performance.

Table Composition of the Central Java Regional Police's Yanma Personnel in 2023

No.	Personnel Category	Number of people)	Percentage (%)
1	Middle-ranking officers (AKBP and above)	3	1.6%
2	First Officer (Ipda-Kompol)	18	9.6%
3	Non-commissioned Officer (Bripda-Aiptu)	121	64.7%

No.	Personnel Category	Number of people)	Percentage (%)
4	Private (Bharada-Abrigadir)	0	0%
5	Indonesian National Police Civil Servants (Grade II-III)	45	24.1%
Total		187	100%

Source: Human Resources Division, Central Java Regional Police, 2023

Although the Central Java Regional Police's Human Resources Development Agency (Yanma Polda Jawa Tengah) has a sufficient number of personnel, various issues related to personnel performance remain a serious concern for the leadership. Internal performance evaluation data from 2022 shows that the Internal Service Satisfaction Index (ISSI) for the Central Java Regional Police's Human Resources Development Agency (Yanma Polda Jawa Tengah) only reached 72.4 out of 100, still below the minimum standard set by the National Police Headquarters of 80.0. This condition indicates fundamental problems in HRD implementation that directly impact the quality of personnel performance.

2. Research Methods

This research uses a qualitative approach, a research approach that produces descriptive data in the form of written or spoken words from people and observable behavior. Creswell (2018:4) defines qualitative research as an approach to exploring and understanding the meanings attached by individuals or groups to a social or humanitarian problem. The qualitative research process involves important efforts, such as asking questions and procedures, collecting specific data from participants, analyzing data inductively from specific themes to general themes, and interpreting the meaning of the data.

The choice of a qualitative approach in this research was based on several considerations. First, this study aims to deeply understand the HRM implementation process within a specific and complex context, requiring in-depth exploration of the experiences, perceptions, and understandings of the actors. Second, the contextual and processual nature of the research problem is more appropriately studied through a naturalistic approach, which allows researchers to understand the phenomenon in its natural state.

Third, the required data is primarily descriptive and interpretive, rather than simply statistical figures.

3. Results and Discussion

3.1. Overview of Research Object

The Central Java Regional Police Headquarters Service Unit (Yanma) is a special staff implementing element that is directly responsible to the Central Java Regional Police Chief, with the main task of organizing headquarters security, headquarters services, and general administrative support for all work units within the Central Java Regional Police Headquarters. Located at Jalan Pahlawan No. 1 Semarang, this unit has a strategic role as a supporter of police operations at the Regional Police level because it is the front guard of internal services, starting from securing vital headquarters objects, protocol services, infrastructure management, to personnel administration support.

Based on data from the Human Resources Section (Bagsumda) of the Central Java Regional Police Human Resources Department in 2023 as described in Chapter I, the Central Java Regional Police Yanma is supported by 187 personnel consisting of 142 members of the Indonesian National Police and 45 civil servants of the Indonesian National Police, with the composition dominated by the NCO (Non-Commissioned Officer) group (64.7%). The age structure of personnel who are mostly in the productive range (25–45 years old at 68.4%) places this unit in a demographically potential position for development, however, as shown by the performance data in Tables 1.2 and 1.3, this potential has not been matched by optimal performance achievements.

3.2. Characteristics of Research Informants

This study involved six informants who were purposively selected, considering the representation of the policy level, the technical operational level, and the implementation level, so that the data obtained could comprehensively represent HRM implementation from various perspectives. The informant characteristics are presented in the following table.

Table Characteristics of Research Informants

Code	Position	Name/Rank	Years of service	Positions in HR
I	Head of the Yanma Unit of the Central	Senior Commissioner of Police Aris Hardiatno, S.Kep., SIK,	22 years	Top policy holders

	Java Regional Police	MM		
II	Head of Human Resources Sub-Division of Yanma	AKBP Y. Agus Triwibowo S., SH, M.Hum	19 years old	Technical implementer of HR administration
III	Head of Human Resources Department of the Central Java Regional Police	Police Commissioner Dr. Noviana T., SIK, M.St.	17 years	Technical supervisor at the Regional Police level
IV	First Officer Yanma	First Inspector Ady Pratikto, SH	9 years	Field implementer/lower middle officer
V	Yanma Non-Commissioned Officer Personnel	Brigadier Willy Kusuma	11 years old	Objects of HR implementation
VI	Civil Servants of the Indonesian National Police (PNS)	Warsito, Gol. III	14 years	Object of implementation of HR (civil line)

Source: Interview results, processed by researchers (2026)

3.3. Research Results on Human Resource Management Implementation

The results of data reduction and presentation obtained through in-depth interviews, passive participant observation, and documentation studies on six aspects of HR are described as follows.

1. Personnel Recruitment and Placement

Informants I and II agreed that the recruitment process for personnel to the Central Java Regional Police's Yanma essentially follows a centralized mutation mechanism controlled by the Central Java Regional Police's Human Resources Department, thus the unit does not have full authority to select personnel according to specific position needs. This condition is consistent with the initial findings in Chapter I that 34.2% of personnel experienced a mismatch between their educational background/expertise and the position they held.

Informants IV and V corroborated this by sharing their personal experiences of being placed in areas of duty that were not fully aligned with their vocational educational background. However, Informant III explained that the Human Resources Department has begun to utilize data from the Indonesian National Police Personnel Information System (SIPP) as a basis for placement considerations, although its utilization has not been optimal due to limited regular updating of personnel competency data.

2. Education and Training (Diklat)

Interview data indicates that opportunities to participate in training are still limited and tend to be focused on personnel with certain structural positions. Informants V and VI, representing the perspective of implementing personnel, stated that opportunities to participate in education and training relevant to daily tasks are still minimal, in line with initial data showing that only 41.7% of personnel have participated in relevant training in the last three years. Informant II explained that this limitation is more due to limited quotas and training budgets at the Regional Police level, rather than due to low personnel interest. There was also no structured post-training evaluation mechanism to measure the impact of training on performance, as stated by Informant I.

3. Performance Assessment

The performance appraisal system at the Central Java Regional Police's Yanma still uses the annual administrative Work Implementation Assessment List (DP3). Informants IV and V assessed that this instrument is less able to capture daily performance objectively because it is subjective and relies heavily on the assessment of direct superiors without adequate two-way feedback. This is in line with the findings of the job satisfaction survey in Chapter I, which found that 38.7% of personnel expressed dissatisfaction with the performance appraisal mechanism. Informant I conveyed plans to develop an individual performance indicator (IKI)-based appraisal system as an improvement effort, but its implementation is still in the discussion stage and is not yet supported by adequate technical tools.

4. Compensation and Performance Allowances

Regarding compensation, Informant II and Informant VI highlighted that the realization of the Performance Allowance (Tukin), which only reached 87.4% in 2023 (Table 1.4), was largely influenced by the mechanism of deductions due to disciplinary violations and failure to achieve performance targets, which was perceived as lacking transparency by personnel. The unclear criteria for these deductions became a major source of dissatisfaction, in line with initial data that 29.7% of personnel expressed dissatisfaction with the compensation system. Informant I acknowledged that the socialization of the Tukin criteria to personnel

still needs to be improved so that the incentive system truly functions as a driver of work motivation, not merely as an instrument of punishment.

5. Career Development

Informants IV and V assessed that the career development pattern in the Central Java Regional Police's Yanma is still based on seniority and is not fully based on competency and work performance. This condition explains why as many as 22.5% of personnel have experienced rank stagnation for more than five years as stated in Chapter I. Informant III added that Ro SDM actually has a competency-based career ladder pattern at the policy level, but its implementation at the work unit level such as Yanma has not been consistent due to limited job slots and weak personnel talent mapping.

6. Discipline Development

Regarding disciplinary development, all informants stated that routine roll calls and coaching activities have been consistently implemented as instruments for enforcing discipline. However, Informant I acknowledged that the approach used is still repressive-administrative (sanctions) and has not been balanced with a preventive-educational development approach, such as counseling or regular mental development. The average of 14.6 cases of minor-moderate violations per year as reported in Chapter I indicates that a repressive approach alone is not effective enough to significantly reduce the number of violations.

3.3. Personnel Performance Conditions Based on the National Police Headquarters Performance Indicators

Triangulation of interview results, observations, and documentation data confirms that all performance indicators of the Central Java Regional Police's Yanma personnel in 2023 remained below the minimum standards set by the National Police Headquarters, despite showing an annual improvement trend. A summary of these conditions is presented in the following table as the basis for determining internal factors in the SWOT analysis.

Table Recapitulation of the Performance Conditions of the Central Java Regional Police's Yanma Personnel in 2023

Performance Indicators	Police Standards	2023 Achievements	Gap
Internal Service Satisfaction Index (ISSI)	≥ 80.0	72.4	-7.6

Performance Indicators	Police Standards	2023 Achievements	Gap
Attendance & Discipline Rate (%)	≥ 95.0	93.1	-1.9
On-Time Task Completion (%)	≥ 90.0	86.2	-3.8
Violation Rate (per 100 personnel)	≤ 5.0	7.8	+2.8
High-Achieving Personnel (%)	≥ 15.0	10.7	-4.3
Training Participation (%)	≥ 70.0	41.7	-28.3

Source: Ro SDM Polda Central Java, 2023, reprocessed by researchers

The largest gap was seen in the training participation indicator (-28.3 points), followed by the internal service satisfaction index (-7.6 points) and personnel performance (-4.3 points). This pattern reinforces the qualitative finding that the education-training and performance assessment aspects are the most pressing weaknesses requiring intervention.

3.4. SWOT Analysis of Human Resource Management Implementation

To formulate a strategy for optimizing the implementation of HRM as the fourth objective of this study, the qualitative findings on the six HRM aspects above were then processed using a SWOT analysis (Strengths, Weaknesses, Opportunities, Threats). This analysis is used as an analytical tool to systematize qualitative data into internal and external factors, so that alternative strategies that are applicable to the leadership of the Central Java Regional Police Yanma can be formulated. Identification of SWOT factors was carried out through triangulation of interview results with six informants, field observations, and document reviews, then revalidated (member checking) with Informant I and Informant III as policy holders.

1. Identify Internal Factors (Strengths and Weaknesses)

Internal factors are conditions within the Central Java Regional Police's Yanma organization that can be directly controlled by unit leaders. Based on the data analysis, the following strengths and weaknesses were identified.

Strengths:

- The age structure of the personnel is mostly productive (68.4% aged 25–45 years) so they have good physical and cognitive potential to be developed.
- The commitment of unit leaders who have initiated various development efforts, such as regular roll calls, joint sports activities, and providing rewards for high-achieving personnel.
- The availability of integrated personnel data through the Indonesian National Police Personnel Information System (SIPP) which can be used as a basis for HR decision making.
- There is a clear organizational structure and chain of command that supports the coordination of personnel development from the Regional Police level to the work unit.
- The level of attendance and discipline of personnel is relatively high (93.1%) although it has not yet reached the National Police standard.

Weaknesses:

- The high rate of mismatch between educational background/expertise and the position held (34.2% of personnel).
- Low participation of personnel in education and training relevant to their main duties (only 41.7% of the minimum standard of 70%).
- The performance appraisal system (DP3) is still conventional, subjective, and provides minimal two-way feedback.
- Career development patterns are still dominated by seniority considerations and are not yet fully competency-based.
- The unclear criteria for cutting Performance Allowances (Tukin) has given rise to the perception of non-transparency among personnel.

- The dominant approach to discipline development is administratively repressive without being balanced by educational preventive development.

Table Internal Factor Analysis Summary (IFAS) Matrix

Internal Factors	Weight	Rating	Score (Weight×Rating)
Strengths			
Age structure of productive personnel	0.10	3	0.30
Leadership commitment in coaching	0.10	3	0.30
Availability of integrated SIPP data	0.08	3	0.24
Clarity of organizational structure	0.07	3	0.21
Attendance & discipline levels are relatively high	0.07	3	0.21
Subtotal Strength	0.42		1.26
Weaknesses			
Personnel placement mismatch	0.12	2	0.24
Low participation in training	0.12	1	0.12
Conventional & subjective performance	0.10	2	0.20

appraisal			
Seniority-based career development	0.09	2	0.18
Lack of transparency in Tukin criteria	0.08	2	0.16
Repressive-administrative discipline development	0.07	2	0.14
Subtotal Weaknesses	0.58		1.04
Total Internal Factors	1.00		2.30

Source: Results of primary data analysis, 2026. Rating: 1 = weak, 2 = sufficient, 3 = strong, 4 = very strong

The IFAS score of 2.30 (below the midpoint of 2.50) indicates that internally, the current condition of the implementation of Human Resources Management of the Central Java Regional Police Yanma is still dominated by weaknesses rather than strengths, with a S–W difference of $1.26 - 1.04 = 0.22$.

2. Identify External Factors (Opportunities and Threats)

External factors are conditions beyond the direct control of Yanma leaders, stemming from National Police policies, regional dynamics, and technological developments. Based on interviews and document reviews, the following opportunities and threats were identified.

Opportunities:

- The 2005-2025 National Police Grand Strategy commitment, the Strive for Excellence phase, makes improving personnel performance a national policy priority.
- Support from the Central Java Regional Police Human Resources Department to develop competency-based career patterns that can be replicated at the work unit level.
- The development of information technology (SIPP, e-learning online training) has the potential to expand access and efficiency of personnel education and training.

- The economic growth of Central Java Province (5.24% in 2023) is driving the budget allocation for developing Polri human resources in the region.
- There are best practices for implementing competency-based HR from other regional police units that can be adapted (benchmarking).

Threats:

- The increasing complexity of security and public order challenges along with regional economic growth, which demands higher personnel capabilities than currently.
- Limited quotas and budget allocations for training from the National Police Headquarters/Regional Police Headquarters level are beyond the control of the Yanma unit.
- The risk of decreased work motivation of personnel due to a prolonged gap between career expectations and the realization of promotions.
- The performance standards of the Indonesian National Police Headquarters are continuously being raised in line with the demands of the Indonesian National Police bureaucratic reform (PROMOTER), so that the performance gap has the potential to widen if not anticipated.
- The personnel transfer mechanism centralized at the Regional Police level limits Yanma's autonomy in adjusting recruitment to the unit's real needs.

Table External Factor Analysis Summary (EFAS) Matrix

External Factors	Weight	Rating	Score (Weight×Rating)
Opportunities			
The policy priorities of the Indonesian National Police Grand Strategy	0.12	3	0.36
Support for competency-based career patterns for HR Ro	0.10	3	0.30

Development of information technology & e-learning	0.09	3	0.27
Regional economic growth	0.07	2	0.14
Good practices from other regional police (benchmarking)	0.07	3	0.21
Subtotal Opportunities	0.45		1.28
Threats			
The complexity of public order and security challenges is increasing	0.12	2	0.24
Limited quota & training budget	0.13	1	0.13
Risk of decreased personnel motivation	0.10	2	0.20
Police performance standards continue to improve	0.10	2	0.20
Centralization of personnel transfer authority	0.10	2	0.20
Threat Subtotal	0.55		0.97
Total External Factors	1.00		2.25

Source: Results of primary data analysis, 2026. Rating: 1 = weak response, 2 = sufficient, 3 = strong, 4 = very strong

The EFAS score of 2.25 with an O–T difference of $1.28 - 0.97 = 0.31$ indicates that the available external opportunities are still greater than the threats, although overall the organization's response to these external factors is still below the midpoint, so that these opportunities have not been utilized optimally.

3. Strategic Position in SWOT Diagram

Based on the IFAS and EFAS results above, the following strategic coordinate points were obtained: X-axis (S-W) = $1.26 - 1.04 = +0.22$, and Y-axis (O-T) = $1.28 - 0.97 = +0.31$. The coordinate points (+0.22; +0.31) are in Quadrant I, which is a position that illustrates that the Central Java Regional Police's Yanma has internal strengths and external opportunities that are both positive, although with a relatively thin margin. This position recommends an aggressive strategy (growth-oriented strategy), namely utilizing existing strengths optimally to seize external opportunities, while simultaneously improving fundamental weaknesses, especially in the aspects of education-training and performance assessment so that the organization's competitive advantage margin is not eroded by external threats or unaddressed internal weaknesses.

4. Strategy Formulation through the TOWS Matrix

The combination of internal and external factors is then formulated into four strategy groups using the TOWS matrix (SO, WO, ST, WT) as follows.

Table TOWS Matrix of Human Resources Optimization Strategy of Yanma Polda Central Java

	Opportunity (O)	Threat (T)
Strength (S)	SO Strategy: Utilizing the commitment of leaders and the productive age structure of personnel to accelerate e-learning-based training programs in collaboration with Ro SDM, in line with the priorities of the Grand Strategy of the Indonesian National Police.	ST Strategy: Optimizing SIPP data and a clear organizational structure to strengthen personnel needs planning (workforce planning) in order to anticipate the increasing complexity of public order and security challenges amidst limited transfer authority.
Weakness (W)	WO Strategy: Develop a performance appraisal system based on Individual Performance Indicators (IKI) that is integrated with SIPP and utilizes HR Ro policy support to build a competency-based career pattern.	WT Strategy: Develop transparent criteria for placement, performance assessment, and Tukin deductions, accompanied by strengthening preventive-educational discipline coaching to curb the rate of decline in personnel motivation due to prolonged

	Opportunity (O)	Threat (T)
		career gaps.

Source: Results of SWOT analysis, processed by researchers (2026)

4. Conclusion

Based on the research results and discussions outlined in Chapter IV, several things can be concluded as answers to the research problem formulation as follows.

1. The implementation of Human Resource Management in the Central Java Regional Police's Yanma (Officer's Manpower) in the six aspects studied: recruitment and placement, education and training, performance appraisal, compensation and benefits, career development, and discipline development has generally not been optimal. Recruitment and placement are still hampered by centralized transfers and competency mismatch; education and training are still limited by quotas and minimal post-training evaluation; performance appraisals are still conventional and subjective; compensation (Tukin) is considered less transparent; career development is still based on seniority; and discipline development is still predominantly repressive-administrative.
2. The performance of the Central Java Regional Police's Yanma personnel in 2023 was entirely below the minimum standards set by the National Police Headquarters across all six indicators measured, with the largest gaps being in training participation (-28.3 points) and the internal service satisfaction index/ISSI (-7.6 points), despite showing an annual improvement trend since 2021.
3. The SWOT analysis results identified that internal organizational factors are still dominated by weaknesses compared to strengths (IFAS score 2.30; S-W difference = +0.22), while external factors show slightly greater opportunities than threats (EFAS score 2.25; O-T difference = +0.31). The main supporting factors include the age structure of productive personnel, leadership commitment, availability of SIPP data, and the momentum of the National Police Grand Strategy policy. The main inhibiting factors include mismatched placements, low participation in training, a conventional performance appraisal system, and limited training quotas from the Regional Police level.
4. The organization's position in Quadrant I of the SWOT diagram recommends an aggressive strategy formulated into four TOWS strategy groups (SO, WO, ST, WT), with short-term priorities on transparency of performance assessment criteria and Tukin,

medium-term priorities on developing an assessment system based on Individual Performance Indicators (IKI) and expanding access to e-learning-based training, and long-term priorities on developing competency-based career patterns and strengthening preventive-educational discipline development.

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