

The Impact of Training and Human Resource Development on Officer Performance Within the Narcotics Investigation Unit of the Bandung City Police

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ABSTRACT

This research investigates the individual and combined impacts of Training and Human Resource Development (HRD) on the operational performance of police personnel within the Narcotics Investigation Unit (Satresnarkoba) at the Bandung City Police Department. Utilizing a quantitative approach with a descriptive-causal design, the study examined a population of 133 officers. A sample of 120 respondents was drawn using a simple random sampling technique. Data collection involved direct field observation and the administration of a structured five-point Likert scale questionnaire. The analytical framework incorporated validity and reliability assessments, classical assumption evaluations (normality, multicollinearity, heteroscedasticity, and linearity), and multiple linear regression, which included partial t-tests, simultaneous F-tests, and coefficient of determination (R^2) analysis. Findings reveal that Training independently exerts a significant and positive influence on officer performance ($\beta = 0.421$; t-count = 5.340 > t-table = 1.980; $p < 0.001$). Similarly, HRD demonstrates a significant positive effect on performance ($\beta = 0.387$; t-count = 4.890 > t-table = 1.980; $p < 0.001$). When evaluated collectively, both variables significantly enhance officer performance (F-count = 110.58 > F-table = 3.07; $p < 0.001$), accounting for 65.4% of the performance variance ($R^2 = 0.654$). The study concludes that upgrading technical competency-based training modules and reinforcing meritocratic career progression systems are essential strategies for sustaining and elevating the professionalism and efficacy of police personnel.

INTRODUCTION

The Indonesian National Police (Polri) serves a fundamental function in maintaining public order, security, and law enforcement, as mandated by Law Number 2 of 2002. A critical division carrying substantial responsibility within this institution is the Narcotics Investigation Unit (Satresnarkoba). This unit is specifically tasked with investigating, processing, and eradicating drug abuse and illicit trafficking within its jurisdiction. Such duties require personnel to possess exceptional competence, high integrity, and optimal performance, especially given the continuous evolution of narcotic crimes in terms of both syndicates and operational tactics.

The prevalent abuse and illegal distribution of narcotics in Indonesia remain a serious concern. The National Narcotics Agency (BNN) reported a prevalence rate of 1.73% in 2023, representing approximately 3.33 million individuals aged 15 to 64 (BNN, 2023). Furthermore, national police records documented 38,934 drug-related cases between January and October 2025, leading to the arrest of over 51,000 suspects (PPATK, 2025). These figures highlight the escalating operational demands and complex workloads placed on narcotics officers, including those stationed at the Bandung City Police.

Addressing these complex cases necessitates superior human resources characterized by advanced technical knowledge, investigative skills, technological proficiency, and a professional attitude. However, data from the Performance Management System (SMK) for the Bandung City Police Narcotics Unit (2024-2025) indicates a decline in several performance indicators, as detailed in Table 1.

Table 1. Work Behavior Scores of Narcotics Unit Officers at Bandung City Police (2024-2025)

Dimensions / Indicators	2024 SMK Score	2025 SMK Score
Specific Factors		
Employment contract	96	98
Additional duties	87	82
Average Score	91.5	90
Generic Factors		
Service orientation	86	71
Communication	88	79
Organizational commitment	86	67
Discipline	80	76
Average Score	88.3	83.5

Source: Narcotics Investigation Unit of Bandung City Police, 2025

Based on Table 1, noticeable declines occurred between 2024 and 2025 in areas such as additional duties, service orientation, communication, discipline, and organizational commitment. This downward trend suggests a competency

gap that requires structured and continuous training and development programs.

Fundamentally, training is a systematic approach to modifying employee behavior to align with organizational goals, focusing primarily on enhancing immediate technical skills. Conversely, HR development targets the long-term expansion of conceptual abilities, knowledge, and professional attitudes (Mangkunegara, 2017). Within a professional setting, motivation and performance are deeply intertwined; performance reflects the tangible outcomes of an employee's efforts, while elevated motivation directly fuels improved work output (Saksana J. C., 2024).

Through targeted training and continuous development, officers are expected to sharpen their investigative techniques, master evolving narcotic laws, enhance network analysis capabilities, and utilize digital forensics effectively. Consequently, this study formulates three primary questions: 1) Does training have a significant positive impact on performance? 2) Does HR development significantly and positively affect performance? 3) Do training and HR development simultaneously exert a significant positive influence on officer performance at the Bandung City Police? Ultimately, this research empirically evaluates these relationships to provide academic insights and practical evaluations for institutional HR policies.

LITERATURE REVIEW

Research Hypotheses

H1:	Training exerts a positive and significant influence on the performance of Narcotics Investigation Unit officers at the Bandung City Police.
H2:	Human Resource Development exerts a positive and significant influence on the performance of Narcotics Investigation Unit officers at the Bandung City Police.
H3:	Training and Human Resource Development simultaneously exert a positive and significant influence on the performance of Narcotics Investigation Unit officers at the Bandung City Police.

METHODOLOGY

This study adopted a quantitative methodology utilizing a descriptive-causal (associative) design to test the proposed hypotheses. The independent variables comprised Training (X1) and Human Resource Development (X2), with Officer Performance (Y) serving as the dependent variable. The population included 133 personnel assigned to the Narcotics Investigation Unit. A sample of 120 respondents was selected via probability sampling using a simple random sampling technique, ensuring every population member had an equal probability of inclusion (Krejcie & Morgan, 1970).

Data gathering incorporated on-site observations and the distribution of questionnaires, with responses measured on a 5-point Likert scale (N. Nurdina & I. Amailah, 2023). Variable operationalization is detailed in Table 2.

Table 2. Operationalization of Research Variables

Variable	Dimensions / Indicators	Measurement Scale
Training (X1)	Instructor, participants, training materials, training methods, training objectives	Likert (1-5)
HR Development (X2)	Education, competency, career development, professional development	Likert (1-5)
Officer Performance (Y)	Quality, quantity, timeliness, effectiveness, independence, teamwork	Likert (1-5)

Data quality was verified through validity and reliability assessments. Subsequent classical assumption tests – comprising normality, multicollinearity, heteroscedasticity, and linearity – were conducted as prerequisites for regression analysis (Ghozali, 2018). The analytical phase utilized multiple linear regression ($Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \epsilon$), coefficient of determination (R^2), and hypothesis testing via partial (t-test) and simultaneous (F-test) evaluations.

RESULTS AND DISCUSSION

The respondent pool consisted of 120 officers, comprising 80 males (66.7%) and 40 females (33.3%), with an average age of 38.5 years. Educationally, 67.5% held a Diploma (D3) and 32.5% possessed a Bachelor's degree (S1). Regarding tenure, 54.2% had served for over 10 years, as shown in Table 3.

Table 3. Demographic Characteristics of Respondents

Characteristics	Category	Frequency	Percentage (%)
Gender	Male	80	66.7
	Female	40	33.3
Highest Education	Diploma (D3)	81	67.5
	Bachelor (S1)	39	32.5
Work Experience	< 5 years	20	16.7
	5 - 10 years	35	29.2
	> 10 years	65	54.2

The research instrument included 10 items for Training, 10 items for HR Development, and 15 items for Performance. Pearson Product Moment validity testing confirmed that all items achieved an r-count exceeding 0.30 with a significance level below 0.05, establishing full validity (Riduwan, 2015). Reliability testing results are presented in Table 4.

Table 4. Summary of Instrument Reliability Tests

Variable	Cronbach's Alpha	Critical Value	Remark
Training (X1)	0.876	0.7	Highly Reliable
HR Development (X2)	0.852	0.7	Highly Reliable

Officer Performance (Y)	> 0.700	0.7	Reliable
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With Cronbach's Alpha values exceeding 0.70, all instruments were deemed reliable and suitable for data collection (Nunnally & Bernstein, 1994).

Prior to regression analysis, classical assumption tests were fulfilled. The One-Sample Kolmogorov-Smirnov test produced an Asymp. Sig. (2-tailed) value of 0.200 (> 0.05), indicating normally distributed regression residuals. Multicollinearity tests revealed a Tolerance of 0.642 (> 0.10) and a VIF of 1.558 (< 10.00) for both independent variables, confirming the absence of multicollinearity. Heteroscedasticity and linearity test results are displayed in Table 5.

Table 5. Heteroscedasticity (Glejser Test) and Linearity Test Results

Independent Variable	Sig. Glejser	Sig. Dev. Linearity	Conclusion
Training (X1)	0.672	0.328	Homoscedastic & Linear
HR Development (X2)	0.542	0.374	Homoscedastic & Linear

Because the significance values for the Glejser and Deviation from Linearity tests exceeded 0.05, the regression model was declared free from heteroscedasticity and exhibited a linear relationship with the dependent variable (Ghozali, 2018). Consequently, the model was deemed the Best Linear Unbiased Estimator (BLUE).

Table 6. Multiple Linear Regression Results

Variable	B	Std. Error	t-count	Sig.
(Constant)	2.156	0.921	2.34	0.021
Training (X1)	0.421	0.079	5.34	<0.001
HR Development (X2)	0.387	0.079	4.89	<0.001

The analysis yielded the regression equation: $\hat{Y} = 2.156 + 0.421X_1 + 0.387X_2$. The constant value of 2.156 indicates the baseline performance level when training and HRD variables are zero. The positive coefficients for X1 and X2 demonstrate that enhancements in both variables lead directly to elevated officer performance.

Table 7. Coefficient of Determination (Model Summary)

Metric	Value	Interpretation
R ²	0.654	Explained performance variance is 65.4%
Adjusted R ²	0.648	Adjusted R ² value is 64.8%
F-count	110.58	F-value for simultaneous testing

Sig.	<0.001	The model is highly statistically significant
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The coefficient of determination (R^2) of 0.654 signifies that training and HRD collectively account for 65.4% of the variance in officer performance. The remaining 34.6% is attributable to external factors outside this research model, such as work motivation, leadership, and organizational culture (Campbell, 1990).

Table 8. Partial (t-test) and Simultaneous (F-test) Results

Hypothesis	Statistical Test	Table Value	Decision
H1: Training → Performance	t-count = 5.340	t-table = 1.980	Accepted
H2: HRD → Performance	t-count = 4.890	t-table = 1.980	Accepted
H3: Simultaneous → Performance	F-count = 110.58	F-table = 3.07	Accepted

Hypothesis testing confirmed that H1 is accepted (t-count 5.340 > 1.980; $p < 0.001$), verifying that Training significantly and positively affects performance. Every one-point increase in training scores elevates performance by 0.421 points. H2 is also accepted (t-count 4.890 > 1.980; $p < 0.001$), validating the positive impact of HRD. Finally, H3 is accepted (F-count 110.58 > 3.07; $p < 0.001$), establishing that both variables simultaneously exert a significant positive effect on performance.

In this context, Training emerged as the more dominant factor influencing performance compared to HRD ($\beta = 0.421$ vs. $\beta = 0.387$). This finding aligns with the Human Capital theory (Becker, 1964; Mincer, 1974), which posits that educational and training investments enhance individual capabilities, subsequently driving organizational productivity. These results corroborate Elnaga and Imran (2014), who noted that structured employee programs significantly boost productivity. Furthermore, Kirkpatrick and Kirkpatrick (2006) emphasized that effective training transcends skill acquisition; it transforms work attitudes, enabling officers to better analyze crime patterns and deploy advanced investigative technology. This also reinforces Ivancevich's (2010) perspective that competency-based training yields superior performance outcomes because it directly addresses specific operational needs.

The positive impact of HR Development aligns with Allen and Noe (1997), linking career advancement programs to job satisfaction, organizational commitment, and retention. Wright and McMahan (1992) argued that HRD prepares personnel for future challenges while increasing loyalty. This relates to Strategic Human Resource Management concepts (Lepak et al., 2006), highlighting that aligning HR policies with organizational strategies optimizes employee output.

The combined effect of Training and HRD underscores that performance improvements rely on integrated institutional policies rather than individual factors alone. Consistent with Marsick and Watkins (2003) and Noe et al. (2017),

organizations that effectively merge short-term training with long-term career development cultivate stable, highly productive, and adaptable workforces.

CONCLUSIONS AND RECOMMENDATIONS

The research concludes that a significant positive relationship exists between Training and the performance of Narcotics Investigation Unit officers at the Bandung City Police ($t\text{-count } 5.340 > 1.980$; $p < 0.001$). Similarly, Human Resource Development significantly enhances officer performance ($t\text{-count } 4.890 > 1.980$; $p < 0.001$). Collectively, both variables exert a substantial influence on performance ($F\text{-count } 110.58 > 3.07$; $p < 0.001$), explaining 65.4% of the performance variance.

Given that Training functions as the primary driver of performance in this unit, it is highly recommended that the Bandung City Police periodically update their technical narcotics investigation modules to keep pace with evolving criminal syndicates. Additionally, establishing a transparent, merit-based career progression system and conducting comprehensive post-training evaluations will be pivotal in maintaining and advancing the operational productivity, efficiency, and effectiveness of the officers.

FURTHER STUDY

As this study has limitations, further research is needed on the topic of "The Impact of Training and Human Resource Development on Officer Performance Within the Narcotics Investigation Unit of the Bandung City Police" to refine the current study and broaden the reader's understanding.

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