A Systematic Review on Sustainable Human Resource Management: A Framework for Managing Training in The Indonesian Police Force

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Abstract—This study aims to analyze the state-of-the-art of sustainable human resources management in police and to identify key elements, trends, and research gap. A systematic literature review was carried out using the JSTOR database, covering the period from 2013-2018, which resulted in a corpus of 11 scientific articles. Data analysis occurred through content analysis tools. The results showed three categories. The first comprised studies on leadership, based on processes, practices, and organizational values. The second demonstrated the relationship among human resources management, working climate, and organizational performance. The third category considered between human resources management and responsibilities. The findings of the review and methodological gaps in the reviewed studies have implications for policy, practices, and research internationally.

Keywords—sustainable, HRM, managing, training, police force, Indonesia

I. INTRODUCTION

In this globalization era, competition among institutions is intensifying [1]. Advanced technology raises challenges for institutions to make changes in various aspects of institutional management [2-3]. All institutions operate using all resources [4–6]. Human resource is a critical asset of an institution [7–11]. The efforts of institutions to achieve competitive advantage shall be supported by all the existing functions, including Human Resource Management. Achieving professionalism and sustainable competitive advantage is the goal of all institutions [12], including the police force. According to Law Number 2 of 2002 that a country's natural security is the main condition to realize a just, prosperous, and civilized civil society based on Pancasila and the 1945 Constitution of the Republic of Indonesia. The maintenance of internal security through some efforts to implement police functions including the maintenance of public security and order, law enforcement, protection, and service to the public is carried out by the Indonesian Police Force as a state institution assisted by the community by upholding human rights. In order to realize Indonesian police force members who can maintain trust according to the law, [13] states that each of the members is trained through formal and development education. Thus training in the police force is of great importance.

Professional skill training is needed by each of the members of the National Police Force [14]. This is an effort to maintain skills gained from education [15], formal education [16,17], or to develop skills that they already have [18–20]. This is a conscious effort of each of the National Police Force members who are given the duty and responsibility to serve the public [10]. It is expected that each of the police force members in all jurisdictions receives the training. In fact, efforts to provide training for each of the police force members in their jurisdictions are still made [21]. However, the provision of training for police force members is hindered by a minimum quantity of practices and limited quota for trainees.

Ideally, more intensive training received by each member will improve the performance and professionalism of each individual or institution in providing service for the public [22–24]. As a measure to meet the need for sustainable training [25], each leader in Indonesian Police Force starting from the lowest unit could make innovations by conducting regular training which is not covered by the budget. So could the management. However, such training is not conducted by all the leaders of this force simultaneously; this is a form of leaders' initiative to be responsible for the development of their subordinates.

This literature review will present a review on sustainable human resource management, particularly in police training management which results in a framework of training management. This literature review is crucial because this aims to provide a hypothetical framework model regarding any measures to be implemented in police training management so as to produce professional police officers who have great performance. The questions of this study are:

(RQ1) How do police officers maintain their subordinates skills?

(RQ2) What kind of training management framework that could be developed for the police force?

In this review, we will explain our literature review method and the studies that we selected. In the result section, we try to answer two research questions based on the articles that we selected from Scopus databases. In the conclusion and discussion section, we will present further discussion about

the empirical findings of the studies we selected and present suggestions for future research.

II. METHODS

The review strategy used in this article was a systematic literature review. The review type for this study was a mapping review [26]. [27] also explains that a systematic review process enables researchers to utilise transparent review procedures to source for, evaluate, analyse and synthesise the results of relevant research well in advance to ensure that the exercise can be repeated and replicated. We applied this approach mainly to explore the perspective and ideology in a sustainable training management model and a shared framework (if any) which can be used for the Indonesian Police Force.

A. Article Sources

We realized that sustainable human resource management is a very broad field of study with various aspects of discourse and because we wanted to ensure that the data sources reflected the two questions in this review, we decided to use the JSTOR and Springer Link databases. Our reason for using these databases is because we explored sustainable HRM from a specific area i.e. the police force. We used these databases in our search because that these databases were very helpful in systematically reviewing sustainable HRM, so we continued searching for articles using these databases. In addition to using these databases, we also used book chapters and textbooks relevant to the topic of discussion.

Our initial search used the keyword "Sustainable HRM" and found many articles, i.e. almost hundreds of thousands of articles from various databases. Therefore, we narrowed down the theme by using keywords such as "positioning in HRM", "people strategy", "adoption of HRM strategies", "HRM practices", "framework in sustainable HRM", "managing training in police", "police performance service", "professional police officer", "police officer job description", "Role of Police Officer". Our research strings were: "Sustainable Human Resource Management" AND "framework of managing" OR "managing training" OR "training in police force" OR "managing training models"; "HRM Framework" and "Sustainable HRM Models". We allowed the search to include peer-reviewed journal papers, book chapters, and research reports.

B. Article Selection and Screening

Using the search strings in the preceding section returned a total of 1.069 resources across the two databases (JSTOR and Springer Link). We then screened these results to exclude duplicates, articles irrelevant to one of the two questions of this review, and articles about sustainable HRM for managing training in the police force which were irrelevant to this literature review due to exploring other problems; we did not use these articles as our references. We did this by analysing the paper titles, author keywords as well as abstracts. This resulted in a total of 551 papers that were retrieved for in-depth reading and consideration. Finally, a total of 11 publications were retained for full review and synthesis. The articles in this review were limited to those from 2013 to 2018. Differences in the search phase of this literature review are

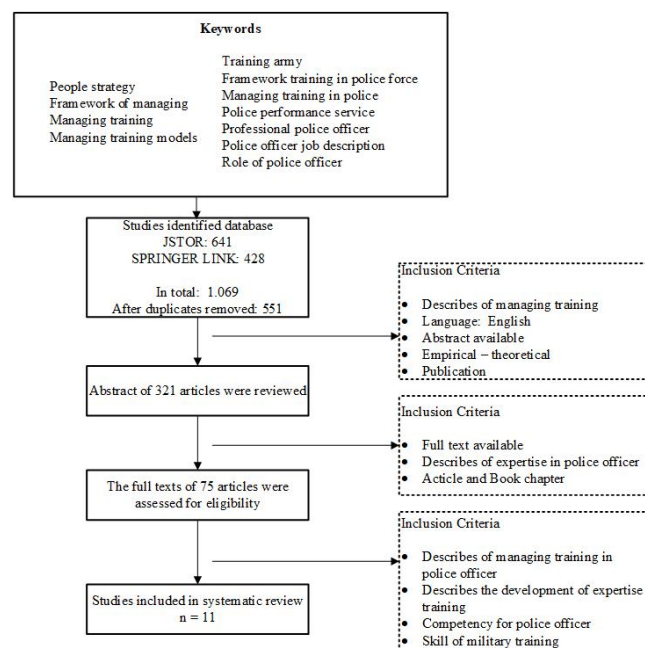presented in Figure 1 and the presentation of the selected articles in Table 1.

Fig. 1. DESIGN OF THE LITERATURE REVIEW

OVERVIEW OF THE STUDY

Study	Sample	Country	Data	Method
Panitch, et al., 2013)	Police	Los Angeles		Book chapter
(Berg, 2015)	Students, Practitioners	Afrika Selatan	Interview	Qualitative
(Meares, Tyler, & Gardener, 2019)		Inggris		E-Book
(Schaefer et al., 2015)	Foreign militaries, Domestic civilian organizations	Canada	Interview Surveys Focus groups	Qualitative
(Deniz, 2018)	Civil-military	London		Book chapter
(Mcdowall & Lindsay, 2019)	356 police force	UK	Semi-structured interviews	Mixed methods
(Gillham & Marx, 2018)	One police	USA	Observation	Qualitative
(Mitchell, 2017)	Metropolitan police		Interview	Qualitative
(SC. & Wing-ping, 2016)	-	-	-	Chapter book
(Bell & Reigeluth, 2018)	-	-	-	E-Book
(Heinemann, 2015)	Military	USA	Interview	Qualitative

Although there was an only limited number of articles which could be used, these articles could focus on discussing managing training in the police force. Most of the articles excluded from this review covered general training management (for example in companies and education). After the screening process, there were only 11 research articles and book chapters included in this review (see Table 1). The

further literature search process for this article supported this finding: a framework for managing training in the Indonesian police force is indeed limited.

The data were collected using data extraction, including information about sample size, research design, and research methods used. The preparation of data referred to two research questions presented in the 'background'. We organized the data collected to identify any claims made in the literature. Next we designed into broader categories by comparing and discussing simultaneously. Based on the theoretical background and the literature surveyed, we then listed management factors that support or inhibit police training. We also identified competencies that police officers should have to provide training to police force members. In Table 1, we presented 11 articles selected for this study. The study includes various training programs to improve police skills and managing training.

III. RESULT AND DISCUSSION

A. (RQ1) How Police Officers Maintain Subordinates' Skills

The ability of national police officers to maintain the skills of their subordinates can be found in two articles [37] and [38]. The article in [37] discusses the basic paradigm that police officers should have, namely adaptive thinking and decision making. The long-term goal of managing training is to develop the capability to create individualized learning. These learning models will then be used to create small-unit training based on the specific needs of the individual or unit. The article in [37] also explains the importance of self-awareness and development, strategic thinking, big picture thinking, and relationship.

Different from an article by Bell, et al (2015), article by Heinemann (2015) seems to complement the ability that police officers need to have to maintain their skills. Article [38] more specifically discusses the ethical framework, such as loyalty, exemplary conduct, confidentiality, safety and security, and deportment. In our opinion, these two articles complement each other in terms of making police officers become more professional in assisting their subordinates to maintain the skills as a police force member.

An Indonesian police officer is required to be able to shape abilities and skills [39]. This serves as a benchmark for subordinates in understanding training materials and insight development [1]. This way, the human resource of the Indonesian police force could have improved quality and skills. In its implementation, it is necessary to have a creative breakthrough for Indonesian police officers in terms of training transformation which then leads to non-monotonous training and these police officers could have big thinking in planning which is then expressed in a framework of managing training.

B. (RQ2) Kerangka Kerja Manajemen Pelatihan Polisi

This section discusses how training management framework can be actualized in the police force to develop the skills of the police force members. The articles selected for this literature review introduce various practices and curriculum provision that shall be structured institutionally in terms of training management for the police force.

In nine out of eleven articles (Brannan et al. 2013; Breg & Van 2015; Gardener et al. 2015; Kavanagh et al. 2015; Kocak 2018; Lindsay & McDowall 2014; Marx & Gilham 2014; Mitchell 2017; and Wing-ping & Chan 2016), framework is illustrated as a process where police force members are given the training to maintain skills or basic skills that they must have and to develop other skills needed for work.
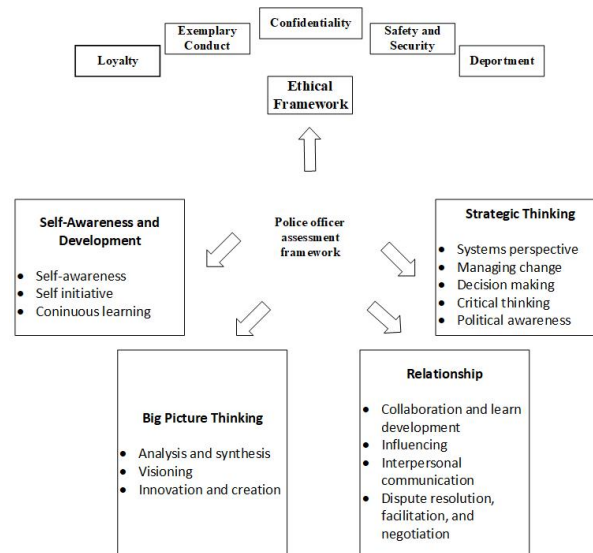

Fig. 2. POLICE OFFICER'S PROFESSIONAL NEEDS

The findings of the training management framework for the police force in the selected articles can be grouped into three components. Based on management functions, the three components are: (1) Planning; (2) Actuating; and (3) Evaluating.

(1) Planning

Planning that police chiefs shall consider is related to training scheme and curriculum design. These two points of planning have to be present because they aim to ensure that training is conducted not only due to a random initiative of the chiefs. A scheme is needed to prepare for training. The scheme is designed not under the state work program on a regular basis.

Proper and systematic planning procedure will result in quality police force members [39]. At the first stage, a training scheme is what managing training needs. There are three situations where institutions must have a training scheme, namely performance problem, new system, technology, and habitual training [40].

(2) Actuating

The implementation that is of concern is based on routing, dispatching, techniques, and commands used in training. A chief needs to pay attention to these things so as to be able to provide training for police force members so that the training process can yield the expected outputs [39].

(3) Evaluating

From various management functions, evaluating in this context is the presence of two main things, namely those that create training standards and achievement of competencies.

These aim to be used by the police officers to provide training for their subordinates.

Eventually, every member of the police force who has attended training is expected to have improved skills [6]. The main thing is that they could maintain their basic skills even if they do not use these skills in performing their official duties to protect people. This requires the supervision of police officers in terms of knowledge, skills, attitude, and excellent performance of police force members.
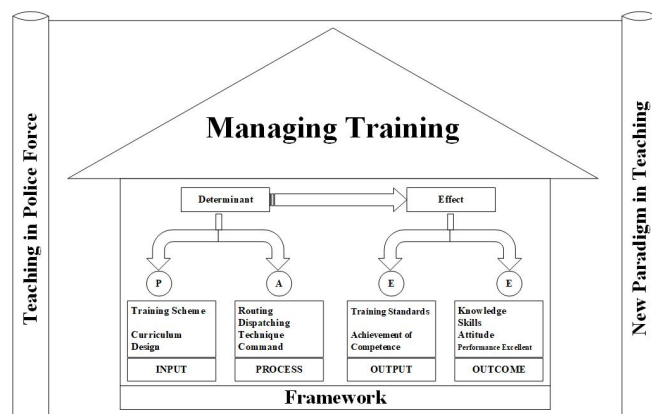

Fig. 3.   DESAIN OF A FRAMEWORK FOR MANAGING TRAINING IN THE INDONESIAN POLICE FORCE

IV. CONCLUSIONS

Based on this literature review, it can be concluded that managing training is needed to maintain and improve the quality of the skills of a police force member. The objective of this literature review is to provide an overview of empirical studies on training management framework in the context of the police force. This study focuses on identifying skills that a police officer needs to have in maintaining the skills of police force members, managing training, and the skills that police force members need to learn. A total of 11 articles presented in this study describe various practices that have been implemented by the police force.

ACKNOWLEDGMENT

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