



Strategic Transformation of Human Capital Development to Enhance Professionalism in the Luwu Timur Civil Service Police Unit

St Reski Amalia¹, Mahadir Muhammad Abdul Kadir², Hariati³, Muchriady Muchran⁴

Master of Management, Faculty of Economics and Business, Universitas Muhammadiyah Makassar

Email: reskiamaliakarir@gmail.com, chemstmahadir08@gmail.com

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ABSTRACT

This study examines the strategic transformation of Human Capital Development (HCD) in enhancing professionalism within the Luwu Timur Civil Service Police Unit. The research addresses persistent structural, cultural, and managerial gaps that hinder competence, digital readiness, and service quality in local enforcement agencies. Employing a qualitative case study design, primary data were collected through semi-structured interviews, direct observations, and document analysis involving leaders, managers, frontline officers, and community members. The findings reveal that HCD practices remain reactive, fragmented, and unsupported by systematic competency mapping or structured training. Leadership demonstrates partial transformational characteristics, offering motivation but lacking consistent coaching and intellectual stimulation, which affects change readiness among personnel. Professionalism is evident in ethical conduct but remains inconsistent in technical competence and communication skills. This study proposes a four-pillar Strategic HCD Transformation Model comprising competency-based planning, digital learning, leadership enhancement, and professionalism standardization. The model provides theoretical contributions by integrating HCD and transformational leadership within public-sector organizational development and offers practical implications for local government agencies seeking to strengthen human capital, digital capability, and enforcement professionalism.

1. Introduction

The demand for accountability, transparency, and professional public service continues to increase as governments worldwide face the challenges of digital transformation, bureaucratic reform, and rapidly changing public expectations. In this context, Human Capital Development (HCD) has become a strategic component in building adaptive, competent, and high-performing public-sector organizations. Public institutions are increasingly required to improve not only operational effectiveness but also ethical standards, responsiveness, and service quality to maintain public trust. Within enforcement-oriented public organizations, the need for professional and competent personnel is even more critical because officers are directly involved in maintaining public order, enforcing regulations, and interacting

intensively with communities.

One of the institutions facing these challenges is the Luwu Timur Civil Service Police Unit. As a regional enforcement agency, the institution is responsible for enforcing local regulations, maintaining public order, and ensuring community protection. These responsibilities require officers to possess not only technical enforcement competencies but also communication skills, ethical integrity, adaptability, and digital capabilities. The increasing complexity of socio-economic development, urban mobility, and public-order disturbances in Luwu Timur further intensifies the need for a professional workforce supported by an effective human capital system.

Globally, many public-sector organizations continue to experience structural and cultural barriers that hinder the transformation of human

capital systems. Although the concept of HCD has evolved from conventional training approaches into strategic capability-building and organizational learning, its implementation in local government institutions often remains fragmented and inconsistent. In developing countries, particularly within decentralized governance systems such as Indonesia, local agencies are frequently required to independently strengthen institutional capacity despite limited resources, uneven technological readiness, and bureaucratic constraints. Consequently, the success of public-sector reform depends heavily on how organizations develop and manage their human resources strategically and sustainably.

Preliminary observations and internal institutional documents indicate several important challenges within the Luwu Timur Civil Service Police Unit. First, the technical competencies of personnel remain uneven, particularly among newly recruited officers who have limited operational experience. Second, digital literacy among personnel is still relatively low, especially regarding the use of electronic reporting systems and digital administrative tools. Third, existing training programs tend to be reactive and are not based on structured competency mapping or long-term workforce planning. In addition, organizational resistance to change remains visible, particularly among senior personnel who continue to rely on manual operational procedures and conventional work patterns. Leadership practices within the institution, although demonstrating commitment to organizational improvement, have not consistently implemented transformational leadership principles such as intellectual stimulation, individualized consideration, and employee empowerment. These conditions reduce organizational readiness for change and limit the institutionalization of professionalism across personnel.

From an academic perspective, several important research gaps remain evident in the existing literature. Previous studies have extensively discussed Human Capital Development, strategic human resource management, digital transformation, and transformational leadership within private-sector organizations and central government institutions. However, empirical studies specifically examining the transformation of HCD within local enforcement institutions in Indonesia

remain limited. Existing research has generally focused on competency development, bureaucratic reform, or digital readiness separately, while limited attention has been given to the integrated relationship between HCD transformation, transformational leadership, organizational readiness, and personnel professionalism within district-level Civil Service Police Units. As a result, there is still insufficient understanding regarding how local enforcement institutions can strategically transform human capital systems to improve professionalism and organizational effectiveness.

Based on these conditions, the research problem of this study is formulated around how Human Capital Development transformation is implemented within the Luwu Timur Civil Service Police Unit, what structural and cultural constraints hinder its effectiveness, and how transformational leadership influences personnel readiness and professionalism in supporting organizational transformation. This problem emerges from the gap between the increasing demands for professional public service and the institution's current limitations in competency development, digital adaptation, and leadership practices.

Accordingly, this study aims to examine the implementation of Human Capital Development transformation within the Luwu Timur Civil Service Police Unit by identifying the structural and cultural challenges affecting its effectiveness and analyzing the role of transformational leadership in enhancing personnel readiness and professionalism. Using a qualitative case study approach, the research seeks to generate an in-depth understanding of organizational practices, internal constraints, and opportunities for institutional improvement. Furthermore, the study aims to formulate a strategic HCD transformation model that is specifically relevant to local enforcement institutions operating within decentralized governance environments.

Theoretically, this study contributes to the development of public-sector human capital literature by integrating Human Capital Development, digital readiness, and transformational leadership within the context of local enforcement agencies. The research extends existing discussions on public-sector reform by emphasizing the importance of organizational culture, leadership behavior, and competency-based development in shaping professional public

institutions. Practically, the findings are expected to provide actionable recommendations for policymakers, institutional leaders, and practitioners in improving competency planning, strengthening digital capabilities, updating operational standards, and institutionalizing professionalism within public enforcement organizations. The novelty of this study lies in its focus on the transformation of Human Capital Development within a district-level Civil Service Police Unit in Indonesia, an area that remains underexplored in previous public-sector and organizational management research.

2. Literature Review

2.1 Conceptual and Theoretical Foundations

2.1.1 Human Capital Development (HCD)

Human Capital Development (HCD) refers to systematic and continuous efforts to enhance employees' knowledge, skills, abilities, and behavioral capacities, enabling organizations to achieve optimal performance. Classical perspectives by Becker (1964) and Schultz (1971) conceptualize human capital as an investment that generates long-term economic returns through increased productivity and efficiency. In modern public-sector organizations, HCD has expanded beyond training into an integrated system involving competency development, workforce planning, digital readiness, and strategic capability building.

Within government institutions, the implementation of HCD is often influenced by bureaucratic structures, rigid regulations, and limited organizational agility. For local enforcement agencies such as the Luwu Timur Civil Service Police Unit, HCD becomes essential to ensure officers possess both technical and soft competencies required to enforce regulations, handle public disturbances, perform field operations, and communicate effectively with citizens. Contemporary studies emphasize that HCD must align with the demands of digital transformation, emphasizing the role of digital literacy, adaptive learning, and continuous skill updating (Ulrich & Dinh, 2023).

However, several empirical studies reveal persistent challenges in public-sector HCD, including fragmented training systems, outdated job descriptions, lack of competency mapping, and minimal performance-based evaluation (Drotarova et al., 2022). These issues often lead to wide

competency gaps between senior and junior personnel, inconsistent professionalism standards, and limited adoption of modern service delivery practices. As such, a strategic HCD approach is required to ensure enforcement personnel are equipped to perform effectively under evolving public expectations.

2.1.2 Strategic Human Resource Management (SHRM)

Strategic Human Resource Management (SHRM) integrates HR practices with organizational goals, ensuring that human capital strategies directly support institutional missions and operational priorities. According to Boxall and Purcell (2022), SHRM aims to align human resource activities—such as training, performance evaluation, and recruitment—with long-term organizational strategies.

In public-sector settings, SHRM is recognized as a mechanism for reforming traditional HR processes, which are often administrative in nature and lacking performance orientation. Effective SHRM introduces structured approaches to competency mapping, talent development, succession planning, and performance-based evaluations. For enforcement institutions, SHRM plays a crucial role in developing standardized operating procedures, strengthening workforce capabilities, and fostering consistent professionalism across units.

Several studies highlight that SHRM contributes significantly to improving organizational effectiveness when HR practices are integrated with strategic planning and institutional transformation (Pingle, 2021). Without SHRM, training tends to become reactive, disconnected from operational needs, and incapable of addressing long-term competency requirements. This situation is commonly observed in many local enforcement agencies in Indonesia, where training is often incidental and not guided by systematic planning or data-driven decision-making. Therefore, SHRM serves as a foundation for strengthening HCD transformation and ensuring capability-building initiatives are aligned with organizational goals.

2.1.3 Transformational Leadership

Transformational leadership is widely recognized as a leadership style that promotes

organizational change, enhances employee motivation, and fosters continuous improvement. Bass and Avolio (1994) identify four core components of transformational leadership: idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration. These dimensions collectively encourage employees to adopt shared values, pursue organizational goals, and develop higher levels of performance.

In the context of public-sector organizations, transformational leadership is critical for driving reforms, overcoming resistance to change, and fostering innovation. Van Wart (2021) emphasizes that transformational leadership is especially important in hierarchical institutions where organizational culture tends to be rigid and resistant to new practices.

For the Luwu Timur Civil Service Police Unit, transformational leadership is relevant for shaping officers' behavior, supporting competency development, and enhancing professionalism. However, leadership effectiveness depends on consistent application of all transformational components. While idealized influence and inspirational motivation may strengthen discipline and motivation, the absence of intellectual stimulation and individualized coaching may limit personnel growth and change readiness. Therefore, leadership acts as both a mediating and enabling factor in HCD transformation.

2.1.4 Professionalism in Public-Sector Enforcement Agencies

Professionalism refers to adherence to professional standards, ethical conduct, technical competence, and accountability in performing organizational duties. Van der Wal and Van Hout (2020) define public-sector professionalism through three indicators: technical proficiency, ethical behavior, and public accountability.

In enforcement agencies, professionalism is essential to maintain public trust, legitimacy, and credibility. Officers must exhibit discipline, consistency, and integrity in carrying out enforcement tasks. They must also communicate effectively with the public, demonstrate empathy, and uphold procedural fairness. However, professionalism is not merely an individual trait; it is shaped by organizational systems such as

competency-based training, leadership support, SOP standardization, and performance evaluation.

Studies show that inconsistent professionalism often results from inadequate training, ineffective leadership, and weak organizational systems (Riyanto & Adityo, 2022). This highlights the interconnectedness between HCD, leadership, and professionalism in public-sector agencies.

2.1.5 Organizational Change Readiness

Change readiness refers to employees' cognitive and emotional willingness to support organizational transformation. Kim et al. (2022) note that readiness is influenced by leadership communication, perceived capability, trust in organizational direction, and prior experiences with change.

In public-sector enforcement agencies, change readiness is often constrained by rigid hierarchical structures, ingrained work routines, and skepticism toward new technologies. Senior officers may resist digital transformation due to unfamiliarity or fear of decreased relevance, while junior officers may embrace change more readily. This dynamic impacts the overall success of HCD transformation efforts.

Without sufficient change readiness, even well-designed HCD initiatives may fail to produce meaningful impact. As such, leadership plays a key role in moderating resistance, fostering adaptive culture, and encouraging continuous learning.

2.2 Review of Empirical Studies

Several empirical studies have examined the relationship between Human Capital Development (HCD), leadership, organizational readiness, and professionalism in public-sector institutions. These studies provide important insights into how competency development and leadership strategies contribute to organizational effectiveness, particularly in the context of digital transformation and public service reform.

Ulrich and Dinh (2023) found that human capability development must align with the demands of digital transformation to ensure organizational adaptability and sustainability. Their findings emphasize the importance of digital literacy, continuous learning, and adaptive competencies in modern public organizations.

Similarly, Dameri and Ricciardi (2021) demonstrated that successful digital transformation requires both organizational readiness and systematic skill upgrading, indicating that technological adoption alone is insufficient without parallel investments in human capital.

Research by Riyanto and Adityo (2022) highlighted that structured training programs and e-learning systems significantly improve civil servant competencies and professionalism. Their study suggests that competency-based training systems can strengthen institutional performance and service quality. However, the study also noted limitations related to uneven technological access and inconsistent implementation across institutions.

In terms of leadership, Van Wart (2021) argued that transformational leadership plays a crucial role in supporting innovation, improving service quality, and encouraging organizational adaptability in public-sector institutions. This finding is reinforced by Pramono and Santoso (2023), who found that leadership significantly influences the adoption of digital systems in local government organizations. Their study emphasized that leaders who actively communicate organizational vision and encourage innovation are more successful in promoting institutional transformation.

Despite these contributions, previous studies generally focus on broad public-sector organizations and civil service institutions. Limited research specifically addresses Human Capital Development transformation within local enforcement agencies, particularly in the Indonesian context. Existing studies also tend to overlook operational characteristics unique to enforcement agencies, such as field risks, public confrontation, discipline-oriented culture, and procedural enforcement responsibilities. Therefore, further research is necessary to provide a more contextual understanding of how HCD, transformational leadership, and organizational readiness interact in shaping professionalism within local public enforcement institutions.

2.3 Identification of the Research Gap

Based on the synthesis of theoretical and empirical studies, several research gaps can be identified. First, previous studies predominantly examine Human Capital Development (HCD) and

transformational leadership within general public-sector organizations, while research focusing specifically on local enforcement agencies remains limited. Enforcement institutions possess distinctive organizational characteristics, including hierarchical structures, operational field risks, procedural enforcement duties, and direct public interaction, which may influence the effectiveness of HCD implementation differently from other government institutions.

Second, prior studies often examine HCD, leadership, and professionalism separately rather than integrating these variables into a comprehensive analytical framework. Limited attention has been given to the role of transformational leadership in mediating or enabling the relationship between HCD initiatives and professionalism outcomes within enforcement institutions.

Third, many existing studies focus heavily on digital transformation and competency development but provide insufficient discussion regarding organizational barriers, resistance to change, and readiness for transformation in public-sector enforcement organizations. This creates a contextual gap in understanding how organizational culture, structural rigidity, and employee adaptability affect the success of HCD transformation.

Finally, empirical evidence related to Indonesian local enforcement agencies, particularly at the regional government level, remains scarce. Most studies are concentrated on broader civil service organizations without addressing the unique operational and institutional challenges faced by agencies such as the Luwu Timur Civil Service Police Unit. Therefore, this study seeks to address these gaps by examining the relationship between Human Capital Development, transformational leadership, organizational barriers, and professionalism within the context of a local public-sector enforcement institution.

2.4 Development of the Conceptual Framework

Based on the literature, this study integrates four major constructs:

- a. Human Capital Development (HCD) as the strategic input.
- b. Organizational barriers, including structural gaps and resistance.

- c. Transformational leadership as the mediating force.
- d. Professionalism as the strategic outcome.

2.5 Hypotheses or Research Propositions

This study does not formulate formal quantitative hypotheses because the research is exploratory and descriptive in nature, focusing on understanding the dynamics of Human Capital Development transformation within the Luwu Timur Civil Service Police Unit.

Instead of testing statistical relationships, the study seeks to explore how Human Capital Development, transformational leadership, organizational barriers, and organizational readiness interact in shaping professionalism among enforcement personnel. Therefore, the study emphasizes conceptual interpretation and contextual analysis rather than hypothesis testing.

3. Research Methods

3.1 Research Design

This study adopted a qualitative case study design to examine how Human Capital Development (HCD) transformation contributes to professionalism within the Luwu Timur Civil Service Police Unit. The qualitative approach was considered appropriate because the study focused on understanding experiences, organizational culture, leadership practices, competency development, and enforcement dynamics in depth. A case study design allows researchers to investigate organizational phenomena holistically within a specific institutional context, enabling the identification of patterns, interactions, and strategic challenges associated with HCD implementation. Through this design, the research was able to capture contextual realities and generate comprehensive insights regarding professionalism in public enforcement institutions.

3.2 Research Context and Setting

The research was conducted from 2–9 December 2025 at the main office and operational areas of the Luwu Timur Civil Service Police Unit. The institution was selected because it plays a strategic role in maintaining public order, enforcing regional regulations, and supporting local governance within the public sector environment. In addition, the institution faces increasing demands

This framework positions leadership as the bridge that links HCD initiatives to enhanced professionalism.

for professionalism, accountability, and adaptive human resource management amid evolving governance challenges. The research setting included administrative offices, patrol operations, enforcement activities, morning briefings, and public complaint handling processes. This context provided a relevant environment for examining how HCD transformation is implemented in practice and how leadership and competency development influence organizational professionalism.

3.3 Population and Sample / Research Participants

Participants were selected using purposive sampling based on their relevance to the research objectives and their involvement in organizational activities related to HCD implementation and professionalism. The study involved twelve informants consisting of agency leaders, division heads, human resource personnel, senior officers, junior officers, and four community members representing external perspectives. The inclusion of both internal and external informants enabled the researcher to obtain diverse viewpoints regarding organizational performance, personnel professionalism, competency gaps, and public service quality. Purposive sampling was considered suitable because it ensured that participants possessed sufficient experience, knowledge, and involvement related to the phenomenon under investigation.

3.4 Data Sources and Data Collection

This study utilized primary and secondary data sources. Primary data were collected through semi-structured interviews and direct field observations, while secondary data were obtained from organizational documents and administrative records. Semi-structured interviews were conducted with key informants to explore perceptions regarding human capital conditions, competency gaps, leadership behaviors, enforcement challenges, and professionalism within the institution.

Direct field observations were carried out during morning briefings, patrol operations, enforcement activities, and public complaint

handling. These observations enabled the researcher to obtain real-time evidence regarding personnel behavior, communication patterns, coordination mechanisms, and adherence to Standard Operating Procedures (SOPs). In addition, document analysis was conducted using organizational documents such as SOPs, training records, performance reports, and personnel regulations to support data triangulation and contextual understanding. The combination of multiple data collection techniques enhanced the comprehensiveness and accuracy of the findings.

3.1 Measurement of Variables and Research Instruments

As a qualitative study, this research focused on exploring key concepts related to Human Capital Development (HCD), leadership practices, competency conditions, and professionalism outcomes. The researcher acted as the primary research instrument and employed several supporting instruments, including interview guides, observation sheets, field notes, and documentation checklists to ensure consistency and systematic data collection procedures.

The interview guide was developed to explore themes associated with competency development, leadership behavior, organizational culture, work discipline, service quality, and professionalism. Observation sheets were used to document behavioral patterns, operational coordination, communication practices, and compliance with organizational procedures. Documentation checklists facilitated the systematic review of institutional records and policy documents relevant to HCD transformation. The use of multiple instruments enabled the researcher to obtain comprehensive and reliable qualitative data.

3.6 Data Analysis Techniques

Data analysis was conducted using the interactive analysis model developed by Miles, Huberman, and Saldaña (2020), which consists of data condensation, data display, and conclusion drawing. All interviews were audio-recorded with participant consent and subsequently transcribed for analysis. The researcher applied open coding techniques to identify emerging themes and categorize findings related to HCD implementation,

leadership practices, competency conditions, and professionalism outcomes.

The coded data were organized into thematic matrices and descriptive summaries to facilitate interpretation and pattern identification. Through iterative analysis, relationships among themes were identified to explain how HCD transformation influences professionalism within the organization. The use of thematic analysis enabled the researcher to interpret complex organizational dynamics systematically and comprehensively.

3.7 Validity, Reliability, and Trustworthiness

To ensure trustworthiness, the study employed methodological triangulation and source triangulation by comparing findings obtained from interviews, field observations, and organizational documents. Triangulation was used to validate the consistency of information across different sources and methods. Thick descriptions were provided to enhance transferability by allowing readers to understand the contextual background and applicability of the findings to similar institutional settings.

In addition, an audit trail was maintained throughout the research process to ensure dependability and methodological transparency. The researcher documented data collection procedures, coding processes, analytical decisions, and interpretation stages systematically. These procedures strengthened the credibility, consistency, and confirmability of the research findings.

3.8 Ethical Considerations

Ethical considerations were prioritized throughout the research process to protect participants and maintain academic integrity. All participants were informed about the purpose of the study and voluntarily agreed to participate through informed consent procedures. Confidentiality was maintained by using coded identities such as KI1–KI8 and IP1–IP4 to anonymize participant information.

Furthermore, all interview recordings, field notes, and research documents were securely stored to ensure data protection and confidentiality. Participants were also informed that they could withdraw from the study at any stage without any negative consequences. These ethical procedures ensured compliance with accepted research ethics

standards and promoted participant trust during the study.

3.9 Research Procedure

The research procedure was conducted systematically through several stages. The first stage involved identifying the research problem, reviewing relevant literature, and designing the research framework related to HCD transformation and professionalism. The second stage included obtaining institutional access and determining participants through purposive sampling techniques.

The third stage involved collecting data through semi-structured interviews, direct observations, and document analysis conducted from 2–9 December 2025. The fourth stage consisted of transcribing interviews, organizing field notes, coding data, and conducting thematic analysis using the interactive analysis model of Miles, Huberman, and Saldaña (2020). Finally, the findings were interpreted, triangulated, and compiled into a comprehensive research report to explain the relationship between HCD transformation and professionalism within the institution.

3.10 Methodological Limitations

This study has several methodological limitations. First, the research was limited to a single institutional setting, namely the Luwu Timur Civil Service Police Unit, which may limit the generalizability of the findings to other public sector organizations with different organizational structures and contexts. Second, the relatively short duration of fieldwork may have restricted the observation of long-term organizational changes related to HCD transformation and professionalism.

Third, as a qualitative case study, the findings were influenced by participant perspectives and researcher interpretation, which may introduce subjective bias despite the implementation of triangulation and audit trail procedures. Nevertheless, these limitations do not reduce the value of the study, as the research provides contextual and in-depth insights into the strategic transformation of Human Capital Development within public enforcement institutions and offers directions for future comparative and longitudinal research.

4. Results and Discussion

4.1 Research Results

4.1.1 Sample Description and Descriptive Statistics

This study employed a qualitative case study approach involving leaders, officers, and administrative personnel within the Luwu Timur Civil Service Police Unit as the primary units of analysis. Data were obtained through interviews, field observations, and document analysis. Informants consisted of institutional leaders, senior officers, junior officers, and community representatives involved in enforcement and public service activities. The collected data revealed variations in competency, professionalism, and digital readiness among personnel.

The research findings indicate that Human Capital Development (HCD) within the Luwu Timur Civil Service Police Unit remains at an early developmental stage and has not yet reached the level of strategic institutionalization. Interviews with leaders and officers, observations in the field, as well as document analyses, consistently reveal that HCD practices still operate in a reactive, incidental, and non-systematic manner. Although there is leadership commitment to improving personnel capabilities, the absence of structured mechanisms such as annual Training Needs Analysis (TNA) and competency mapping leads to uneven skill distribution among officers.

4.1.2 Data Quality and Preliminary Analysis

To ensure data credibility and consistency, the study applied triangulation through interviews, observations, and document reviews. Preliminary analysis showed that similar patterns emerged across different sources of evidence, particularly regarding competency gaps, inconsistent SOP implementation, and limitations in training systems. The use of multiple data sources strengthened the reliability and trustworthiness of the findings.

A significant finding relates to uneven mastery of Standard Operating Procedures (SOPs). Junior officers exhibit limited understanding of enforcement procedures, complaint handling mechanisms, and public order protocols. Observations during vendor enforcement operations show that some officers hesitated when applying SOPs, requiring guidance from senior personnel. This discrepancy directly affects the consistency of enforcement actions and public

perceptions of professionalism. The summary of competency conditions is presented in Table 1.

4.1.3 Main Analytical Results

Table 1. Summary of Competency Conditions of Personnel

Competency Area	Findings	Evidence Source	Implication
Technical SOP Mastery	Uneven; junior officers lack understanding	Interviews (KI3, KI7); Observations	Requires refresher training & SOP updates
Enforcement Skills	Consistent among seniors; varied among juniors	Patrol observations	Need for structured technical training
Digital Readiness	Low; prefers manual reporting	Interviews (KI7); Field notes	Digital literacy programs required
Communication Skills	Mixed; some officers communicate harshly	Community Interviews (IP2)	Need for communication & service training

Another major result concerns the implementation of training. Training programs are highly limited and mainly dependent on external invitations from provincial or national agencies. This practice causes training activities to be irregular and disconnected from actual competency needs. Document analysis shows that most training

attended from 2021–2024 were not aligned with core duties such as enforcement techniques, conflict management, or digital reporting tools. This gap makes it difficult for personnel to improve their performance consistently. Table 2 summarizes the current condition of HCD components.

Table 2. Summary of Training and HCD Practices

HCD Component	Current Condition	Evidence Source	Implication
Training Frequency	Incidental; based on external invitations	Training Records 2021–2024	No structured annual planning
Competency Mapping	Informal, undocumented	Interview (KI1)	Requires formal TNA
SOP Updates	Last updated 2020	Document D1	Outdated procedures reduce consistency
Performance Evaluation	Administrative	Document D4	Hard to measure professionalism

Field observations reinforce these findings. Morning briefings were conducted with good discipline, but lacked coaching, reflection, or motivational elements typically found in transformational leadership. During market patrols, officers coordinated effectively but demonstrated. These observations are summarized in Table 3.

inconsistent communication styles—some polite and clear, others abrupt and directive. Complaint-handling activities, however, were carried out professionally, with officers responding quickly and documenting cases carefully.

Table 3. Field Observation Summary

Date	Activity	Observed Behavior	Implication
01/12/2025	Morning Briefing	80% punctual; clear instructions	Discipline good, coaching limited
03/12/2025	Market Patrol	Good coordination; uneven communication	Needs communication training
05/12/2025	Vendor Enforcement	Some officers unsure about SOPs	SOP refresh required
05/12/2025	Complaint Handling	Fast response; good documentation	Positive professional behavior

A noticeable constraint is the low digital readiness among personnel. Despite the availability of digital tools, many officers—especially senior personnel—prefer traditional methods. Interviews

suggest that officers feel more comfortable using manual forms due to familiarity and perceived reliability. This resistance affects the efficiency and accuracy of data reporting.

4.1.4 Hypothesis Testing Results / Key Findings

The findings demonstrate three dominant issues affecting HCD implementation within the institution:

- a. Inconsistent competency levels, especially among junior staff;
- b. Reactive and unstructured HCD practices, including outdated SOPs;
- c. Partial implementation of transformational leadership, influencing uneven professionalism.

These findings indicate that organizational capability development has not yet been fully integrated into strategic human resource management practices.

4.1.5 Visual Presentation of Results

The results were presented through tables summarizing competency conditions, HCD implementation practices, and field observation findings. The visual presentation supports clarity and highlights patterns related to training limitations, SOP inconsistencies, leadership practices, and digital readiness among personnel.

4.2 Research Discussion

4.2.1 Interpretation of Key Findings

The findings of this study demonstrate that Human Capital Development (HCD) within the Luwu Timur Civil Service Police Unit remains fragmented and reactive, limiting the institution's ability to achieve sustainable professionalism. The uneven competency levels among officers, particularly junior personnel, indicate that training systems and competency development mechanisms are not yet aligned with institutional needs. These findings answer the research objective by confirming that professionalism is influenced not only by individual capability but also by organizational systems, leadership, and strategic HCD implementation.

The findings also reveal that transformational leadership is only partially implemented. While discipline and operational coordination are evident, coaching, mentoring, and intellectual stimulation remain limited. Consequently, personnel development occurs inconsistently and depends heavily on individual experience rather than systematic learning processes.

4.2.2 Comparison with Previous Studies

The results confirm that the Luwu Timur Civil Service Police Unit faces similar challenges to other government institutions that struggle to transition from traditional administrative systems toward strategic human capital management. The lack of structured training and competency mapping mirrors patterns observed in public-sector HCD research (Drotarova et al., 2022). Without integrating SHRM principles—such as aligning HR practices with strategic goals—organizations tend to rely on ad-hoc training that fails to address core competency gaps.

A critical aspect discussed in the findings is the uneven digital readiness, which aligns with Kim et al.'s (2022) theory of organizational change readiness. Digital transformation requires not only tools but also employee willingness and confidence to adopt new systems. Senior officers' reluctance to use digital reporting tools demonstrates that technological change requires a simultaneous investment in learning culture and leadership-driven motivation.

The results also show that transformational leadership serves as an essential—yet incompletely expressed—mediating factor. Bass and Avolio's (1994) transformational leadership model emphasizes four components, but only two (idealized influence and inspirational motivation) are consistently visible in the institution. Leadership needs to enhance intellectual stimulation and individualized consideration to cultivate continuous learning and reduce resistance to change. Van Wart (2021) argues that coaching and mentorship are critical for leadership effectiveness in the public sector—elements that were found missing during daily briefings.

Professionalism, as conceptualized by Van der Wal and Van Hout (2020), requires consistent behavior driven by systems, not individuals. The inconsistency observed in communication styles and enforcement execution reflects the absence of institutionalized standards. This highlights the importance of updating SOPs, establishing communication protocols, and integrating professionalism training into HCD programs.

4.2.3 Theoretical Contributions

This study contributes theoretically by reinforcing the relevance of Strategic Human Resource Management (SHRM), transformational

leadership theory, and organizational change readiness theory in the context of local public enforcement agencies. The findings extend previous studies by demonstrating that professionalism in public institutions cannot be sustained solely through disciplinary mechanisms but must also be supported by structured competency development, digital adaptation, and leadership-driven learning culture.

Furthermore, the study highlights that HCD transformation within public-sector institutions requires the integration of strategic planning, leadership behavior, and professionalism standardization. This provides additional empirical evidence regarding the interconnected role of HCD and transformational leadership in strengthening institutional effectiveness. The alignment between findings and theory is summarized in Table 4.

Table 4. Linkage Between Findings and Theory

Key Finding	Supporting Theory	Explanation
Training is reactive & unstructured	SHRM (Boxall & Purcell)	HR practices not aligned with strategic needs
Digital resistance among seniors	Change Readiness (Kim et al., 2022)	Resistance driven by comfort with old routines
Leadership partially transformational	Bass & Avolio (1994)	Weak in intellectual stimulation & coaching
Professionalism inconsistent	Van der Wal & Van Hout (2020)	Behavior varies due to lack of standardization

4.2.4 Practical and Policy Implications

The findings provide several practical implications for local government institutions and policymakers. First, organizations should institutionalize annual Training Needs Analysis (TNA) to ensure that training programs correspond with operational demands and competency gaps. Second, SOPs need to be updated regularly and integrated into refresher training programs to standardize enforcement practices. Third, digital literacy programs should be strengthened to improve organizational readiness for digital transformation.

From a leadership perspective, leadership development initiatives emphasizing mentoring, coaching, and intellectual stimulation are necessary to strengthen transformational leadership practices. Additionally, communication and public-service training should be institutionalized to improve professionalism and strengthen public trust in the Civil Service Police Unit.

4.2.5 Integration with the Research Gap

This study addresses the research gap identified in previous literature concerning the limited discussion of HCD transformation in local enforcement institutions, particularly within regional Civil Service Police Units. Previous studies have largely focused on administrative agencies or

broader public-sector organizations, while limited attention has been given to operational enforcement institutions facing direct interaction with communities.

By identifying the interconnected challenges of competency gaps, digital readiness, transformational leadership, and professionalism, this study provides a more comprehensive understanding of HCD transformation in local public enforcement contexts. The proposed four-pillar Strategic HCD Transformation Model therefore strengthens the originality and practical relevance of the study.

4.2.6 Acknowledgement of Study Limitations

This study has several limitations. First, the findings are limited to a single institutional context, namely the Luwu Timur Civil Service Police Unit, which may restrict generalization to other regional enforcement institutions. Second, the study focuses primarily on organizational and leadership dimensions of HCD without examining broader political or budgetary influences that may affect institutional transformation. Third, the interpretation of professionalism is based largely on observed practices and participant perceptions, which may evolve over time alongside organizational reforms and policy changes.

5. Conclusion

5.1 Summary of Key Findings

The findings of this study indicate that Human Capital Development (HCD) within the Luwu Timur Civil Service Police Unit remains fragmented, reactive, and insufficiently aligned with organizational demands. Uneven technical competence, low digital readiness, outdated SOPs, and limited structured training continue to hinder the development of professional enforcement personnel. Although transformational leadership is present, its implementation is partial, lacking intellectual stimulation and individualized coaching necessary to support continuous learning and adaptation. Professionalism among officers is reflected in strong ethical conduct but remains inconsistent in technical execution and communication with the public.

The study further reveals that the absence of systematic competency mapping and annual Training Needs Analysis (TNA) contributes to inconsistent personnel capability development. In addition, resistance toward digital transformation among senior officers affects the efficiency and effectiveness of reporting systems. Overall, the study confirms that strengthening professionalism within local enforcement institutions requires integrated HCD transformation involving leadership, organizational systems, and competency-based workforce development.

5.2 Theoretical Contributions

This study contributes theoretically by extending the application of Strategic Human Resource Management (SHRM), transformational leadership theory, and organizational change readiness theory within the context of local public enforcement agencies. The findings demonstrate that professionalism in public institutions is not solely determined by individual discipline or ethical behavior, but also by the institutionalization of competency development systems, leadership support, and organizational learning culture.

The study also contributes novelty through the development of a four-pillar Strategic HCD Transformation Model consisting of competency-based workforce planning, digital learning integration, leadership strengthening, and professionalism standardization. This model enriches the existing literature on public-sector

HCD by providing a more integrated framework for understanding how institutional capability and professionalism can be strengthened simultaneously in local government enforcement organizations. Furthermore, the study addresses the research gap concerning the limited empirical discussion of HCD transformation within Civil Service Police Units and other operational public enforcement institutions.

5.3 Practical and Policy Implications

The findings provide several practical and policy implications for managers, practitioners, and local governments. First, the organization should institutionalize annual Training Needs Analysis (TNA) to ensure that training programs are aligned with operational requirements and competency gaps. Second, SOPs should be updated regularly and integrated into continuous refresher training to improve consistency in enforcement practices and public service delivery.

Third, digital literacy and digital transformation programs need to be prioritized to increase personnel readiness for technology-based administrative and reporting systems. Fourth, leadership development programs emphasizing coaching, mentoring, intellectual stimulation, and individualized consideration should be implemented to strengthen transformational leadership practices within the institution. Finally, communication and public-interaction training should be institutionalized to improve professionalism, strengthen public trust, and enhance the quality of interactions between officers and the community.

The proposed four-pillar Strategic HCD Transformation Model can also serve as a practical roadmap for policymakers in designing sustainable human resource development strategies within local enforcement agencies and other public-sector institutions facing similar organizational challenges.

5.4 Limitations of the Study

This study has several limitations that should be acknowledged. First, the research focuses only on the Luwu Timur Civil Service Police Unit, limiting the broader generalizability of the findings to other regional enforcement institutions with different organizational structures and socio-political contexts. Second, the study primarily examines organizational, leadership, and competency dimensions of HCD without

extensively exploring external factors such as political influence, budget constraints, or regional policy dynamics that may affect institutional transformation.

Third, the interpretation of professionalism is largely based on observations, interviews, and participant perceptions, which may evolve over time alongside organizational reforms and changes in institutional culture. Therefore, the findings should be interpreted within the contextual boundaries of the institution studied.

5.5 Directions for Future Research

Future research is recommended to expand the scope of analysis by involving multiple Civil Service Police Units or other local enforcement agencies across different regions to enhance comparative understanding and generalizability. Comparative studies between urban and rural enforcement institutions may provide deeper insights into contextual factors influencing HCD transformation and professionalism.

Future studies may also incorporate quantitative approaches or mixed-method designs to measure the relationships between transformational leadership, competency development, digital readiness, and organizational performance more systematically. In addition, future researchers are encouraged to explore external variables such as political support, organizational culture, budget allocation, and public trust as factors influencing the success of HCD transformation in public-sector institutions.

Finally, longitudinal studies are needed to examine how HCD reforms and digital transformation initiatives influence professionalism and institutional effectiveness over time, particularly in the context of rapidly evolving public governance and technological change.

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