

**THE EFFECT OF HUMAN RESOURCE COMPETENCY  
AND POLICE OFFICER'S COMMITMENT ON CAREER  
DEVELOPMENT OF ACEH REGIONAL POLICE OFFICER  
A SURVEY ON ACEH REGIONAL POLICE OFFICER, INDONESIA**

**Benny Gunawan** 

Universitas Syiah Kuala, Banda Aceh, Indonesia

d.wahdani49@gmail.com

**Rahman Lubis**

Universitas Syiah Kuala, Banda Aceh, Indonesia

**Muhammad Adam**

Universitas Syiah Kuala, Banda Aceh, Indonesia

**Mirza Tabrani**

Universitas Syiah Kuala, Banda Aceh, Indonesia

**Abstract**

*Even though the reforms in the police organization has been implemented, but the changes should affect the Aceh Regional Police indicate different things. The community is still difficult to build trust for the performance of the Police. Police officers have not fully gained the trust of the community. Lack of compatibility between the energy of the group with the achievement of organizational goals, indicating problems related to career development. It is related to the low competence and commitment of police officer. Based on the background, this study aimed to analyze the influence of human resources (HR) competency and police officer commitment on career development of the Aceh Regional Police officers. The research used causality investigation. The observation used a scope (time horizon) with cross section in 2016 at the Aceh Regional Police. The unit of analysis is Aceh Regional Police, with the observations unit*

*are members of the Aceh Regional Police. The analysis design used to test hypotheses and determine the relationship between the variables is Structural Equation Modelling (SEM). The results showed that HR Competency has a bigger role than police officer commitment on career development. The research showed that to improve the Career Development of Aceh Regional Police officers, required an increase of HR competency and their commitment.*

*Keywords: HR Competency, Commitment, Career Development, Organizational Goals, Human Resource, Indonesia*

## **INTRODUCTION**

In accordance with Act No. 2 of 2002 on the Indonesian National Police, pursuant to Article 13 where the main tasks of the National Police is to maintain security and public order, enforcing the law as well as protectors and servants of the people. With the existence of this law, Aceh Police, which is part of the organization of the National Police should be able to provide the best service for the people of Aceh, particularly to create security, safety, order and smoothness throughout the Aceh Regional Police jurisdiction. Moreover, at the present time the post-reform era, in which people increasingly critical and demanding Aceh Regional Police to be more professional in serving the community.

With regard to the mandate of the law, the police tried to increase the number of members in each region in accordance with the needs and population growth. This can be seen in the table 1.

However, the reality on the field, showed that the ratio of the population does not guarantee the achievement of Police organizational performance. It can be influenced by many things, such as the level of nuisance crime, observance of society, backup supply systems, welfare and others. In other words, there are many factors to consider in assessing and improving the performance of Police organization. The data in table 2 shows the factors directly in the field.

Table 1. The ratio of Total Police with Population Year 2013

NO	POLDA	TIPE	JUMLAH ANGGOTA POLRI	JUMLAH PENDUDUK	RATIO POLISI	
1	2	3	4	5	6	
	MABES POLRI		16,532			
1	ACEH	A	13126	4486570	1 :	342
2	SUMUT	A	19014	12985075	1 :	683
3	SUMBAR	B	9574	4845998	1 :	506
4	RIAU	B	9959	5543031	1 :	557
5	KEPRI	B	3949	1685698	1 :	427
6	SUMSEL	A	12127	7446401	1 :	614
7	BABEL	B	3402	1223048	1 :	360
8	BENGGKULU	B	4374	1713393	1 :	392
9	JAMBI	B	6634	3088618	1 :	466
10	LAMPUNG	B	9816	7596115	1 :	774
11	METRO JAYA	AK	29926	20890413	1 :	698
12	JABAR	A	29857	37231089	1 :	1247
13	BANTEN	B	5262	5132552	1 :	975
14	JATENG	A	35115	32380687	1 :	922
15	D I Y	B	9084	3452390	1 :	357
16	JATIM	A	40839	37476011	1 :	918
17	KALBAR	B	9705	4393239	1 :	453
18	KALSEL	B	7608	3626119	1 :	477
19	KALTENG	B	6202	2202599	1 :	355
20	KALTIM	A	9196	3550586	1 :	386
21	BALI	A	12185	3891428	1 :	319
22	N T B	B	8359	4496855	1 :	538
23	N T T	B	9686	4679316	1 :	483
24	SULSEL	A	19008	9190887	1 :	484
25	SULTRA	B	6022	2230569	1 :	370
26	SULTENG	B	8288	2633420	1 :	318
27	SULUT	B	7434	2265937	1 :	305
28	GORONTALO	B	3287	1036585	1 :	310
29	MALUKU	B	6929	1531402	1 :	221
30	MALUT	B	3888	1035478	1 :	266
31	PAPUA	A	14122	3612854	1 :	256
J U M L A H			391,089	237556363	1 :	607

Source : Baginfopers Robinkar Ssdm Polri (2013)

Table 2: Aceh Regional Police Performance

NO	URAIAN	THN 2012	THN 2013	TREND	%
1	Total Kasus	9,973	10,310	337	3.38%
2	Penyelesaian kasus	4,005	3,478	-527	13.16%
3	Persentase	40.16%	33.73%		
<b>PENGUNGKAPAN KASUS NARKOTIKA</b>					
1.	Tahun 2012 sebanyak 999 kasus				
2.	Tahun 2013 sebanyak 1.075 kasus. (Peningkatan sebanyak 76 kasus)				
1	TERSANGKA KASUS GANJA	586 ORANG			
2	TERSANGKA KASUS SABU-SABU	877 ORANG			
3	TERSANGKA KASUS EXTASI	2 ORANG			
4	BARANG BUKTI GANJA	35,894 KG			
5	BARANG BUKTI SABU-SABU	10,154,552 GRAM			
6	EKSTASI	1,014 ¼ BUTIR			
7	TEMUAN LADANG GANJA	155 HA			
<b>PENEGAKAN PERATURAN TERHADAP ANGGOTA POLRI</b>					
No	Jenis Pelanggaran	2012	2013	Trend	
1	Pelanggaran Disiplin	585	494	-91	
2	Etika Profesi	51	23	-28	
3	Penyalahgunaan Narkoba	16	24	8	
4	PDTH	49	20	-29	
5	Pengaduan Masyarakat	122	138	16	

Source: Final report of EKPD Aceh Province, 2013

To measure the success of the police in carrying out their duties and functions, among others is by seeing how much the ability of the police in solving criminal cases (clearance rate). The value is calculated based on the ratio between the number of cases resolved with the number of crimes in the same year multiplied by 100 percent. Successful completion of these things are often better reflect the performance of the police, although it is not possible to stand alone.

In addition, as disclosed previously police has an independent position in a stand-alone agency, which is under and responsible directly to the President. However, with the Law No. 18 of 2001 on Issuance of Special Autonomy To Become Daerah Istimewa Nanggroe Aceh Darussalam. Although the reforms in the police force has been applied, but the changes should affect the Aceh Police which should be ready to face the public critical condition at this time, it indicates different things. Society still difficult to build trust for the performance of the police also directly affect the confidence towards the organization itself.

In other words, police agencies have not fully gained the trust of the community. Often people (reporter) feel uncomfortable when dealing with police agencies because the process is convoluted, take a long time, and requires no small cost.

Lack of compatibility between the energy of the group with the achievement of organizational goals, indicating problems related to career development. Where Development is the acquisition of knowledge, skills, and behaviors that increase the ability of employees to meet the demands of customers, partners, and the challenges in terms of employment (Noe et al., 2015). So the career development efforts for police is needed to align the individual needs with the demands of members of the national police and community police organizations, who should be served.

According to Gomez-Mezia, Balkin, Cardy (2012:313), career development is “an ongoing and formalized effort that focuses on developing enriched and more capable worker”. Gomez-Mezia, Balkin, Cardy (2012) explained that in 1970, most organizations run more to meet the career development needs of the organization (such as employees prepare for the opening of the new management), rather than to meet the needs of employees. But this time, career development is intended to meet the needs of employees and employers. So now the problem of career development is emphasized on self-development to align employee effectiveness and satisfaction of personal (individual career needs) with the fulfillment of the objectives of the organization (organization need).

However, in reality, individual career of police officers still more than the fulfillment of organization need. In this case members of the police still put forward the fulfillment of personal needs than the needs of the organization. Police officers feel the need for the development of personal power in meeting the challenges of jobs. In addition, they sought to develop a career

based on his interest, in the sense that they are motivated to develop a career, due to his work in accordance with its interests. Meanwhile, in the fulfillment of the needs of the organization, members of the police still do not have a good understanding in terms of what the most important needs for the organization, what is most important challenges for the organization, skills and knowledge are essential to overcome the challenge.

Another phenomenon is found in the field where according to Kepala Kepolisian Daerah (Kapolda) Aceh Irjen Pol Drs Husein Hamidi, in 2014 as much as 700 police officers in Polda Aceh shown to be involved in a criminal act of drug abuse. Moreover, it also happens the other disciplinary action in the form of domestic violence, infidelity, unnoticed legal wife, family neglect, and abuse of authority.

This may indicate a lack of commitment of the members of the Aceh Provincial Police. Metcalfe and Dick (2001) measures the commitment of the police officers with the dimensions of pride, goals, and involvement. Where Pride factor associated with pride to work, uphold the force, the quality of work in the division / department, employee interest in the job, understanding the role of an employee, division / department tried to develop the quality of work. Goals factor relating to an understanding between the annual plan and the priority of the police authorities move forward together, concern for advancing shared objectives, the understanding of the relationship between the annual plan of the police authorities with plans division, concern for the strategic direction and priority directions of the police. Involvement factor with regard to the level of employee involvement in developing the division / department quality / standard of work and the level of employee involvement in developing the goals divisions / departments, the level of involvement in negotiating personal objectives, the contribution of employees on decisions that affect employment, and freedom in negotiating priorities work.

Other problems were revealed phenomena related to the unoptimum development of career of the Aceh Regional Police officer, is related to the competence of human resources factor. As stated by Dessler (2015, p.144) regarding the basic competencies that must be owned in competency model/job profile for human resource manager, ie: (1) Personal competencies, includes behave ethically, exercise good judgment, based on evidence, set and achieve goal, manage, tasks effectively, develop personally; (2) Interpersonal competency, includes communicate effectively, exercise leadership, negotiate effectively, motivate others, work productively with other; dan (3) HR/Business/Management, includes institute effective HR system, analyze financial statement, craft strategies, manages vendors.

Competence of members of the police is very influential for the institution. Because as is known, the competence is a fundamental characteristic of the individual associated with the

criteria that differentiated the superior performance or effectiveness in a job or situation. Meanwhile, in interpersonal competency according to Dessler (2015) mentioned one of which is related to leadership. Where is the leadership aspect in the reform of police performance including performance of Aceh Police that affect trust. Because as is known, Leadership is a process of a person to move others to lead, guide, and influence others to do something in order to achieve the expected results (Aceh Police Performance Report, 2013). However, the general conditions of the current police leadership remain in need of internal resources as a key enabler in order to carry out their duties professionally, one of which optimizes the maturity level of excellence for a leader in facing the challenge of organizational tasks.

Based on the phenomenon described above, it is necessary to conduct a research on how the influence of HR Competence and Police Commitment to Career Development of the Aceh Regional Police.

## **LITERATURE REVIEW**

### **HR Competency**

The importance of human resource stated by Subramaniam, dan Ibrahim (2011, p.515) that: “human resources are the most important asset in the organization and they, to a large degree, determine the competitiveness of the organization as they are irreplaceable, inimitable, rare and valuable resources”.

Meanwhile, Dessler (2015, p.144) explained some basic competencies on competency model/job profile for human resource manager, ie:

1. Personal competencies: behave ethically, exercise good judgment, based on evidence, set and achieve goal, manage, tasks effectively, develop personally.
2. Interpersonal competency: communicate effectively, exercise leadership, negotiate effectively, motivate others, work productively with other.
3. HR/Business/Management: institute effective HR system, analyze financial statement, craft strategies, manages vendors

### **Employee Commitment**

Stated by Mello (2015, 182) that “Some experts define commitment as both a willingness to persist in a course of action and reluctance to change plans, often owing to a sense of obligation to stay the course”.

Meanwhile, Metcalfe and Dick (2001) conducted a study on 2898 respondent in England to examine to what extant organization commitment is builded by: employee experience in behaviour that improve teamwork, participation, and individual development, give feedback to

the role and performance. The study found that those factors strongly affect commitment in any level. Significantly, the level of commitment depend on position in organization hierarchy. They measures commitment of police officer for the dimensions of pride, goals, and involvement. Some question deliver as follow:

1. Pride factor

- Proud to be work
- Hold ForceCo in high regard
- The quality of the work within division/department
- Interested in ForceCo
- Considering important within ForceCo
- Generally my division/department is taking action to improve the quality of its work

2. Goals factor :

- understanding the link between the police authority annual plan and the priorities of “forward together”
- Awareness of the goal as in “Forward together”
- Understanding the links between the police authority annual plan and my division/dept plan
- Awareness of the priorities and strategic direction of ForceCo

3. Involvement factor :

- The level of involvement in improving division quality/work standards
- The level of involvement in developing objectives of division/department
- The level of involvement in negotiating own work objectives
- Contribution to decisions that affect officer’s work
- Freedom in negotiating work priorities

### **Career Development**

Mello (2015, p. 386) argues: “Providing employees with broader knowledge and skills and emphasizing and supporting ongoing employee development also help organizations to reduce layers of management and make employees more accountable for result. Everyone (employees, employers, and customers) benefit from effective training and development program”. Therefore, career development programs are indispensable for the progress of various parties, both the individuals themselves, the organization for which he is on the move, as well those who serve.

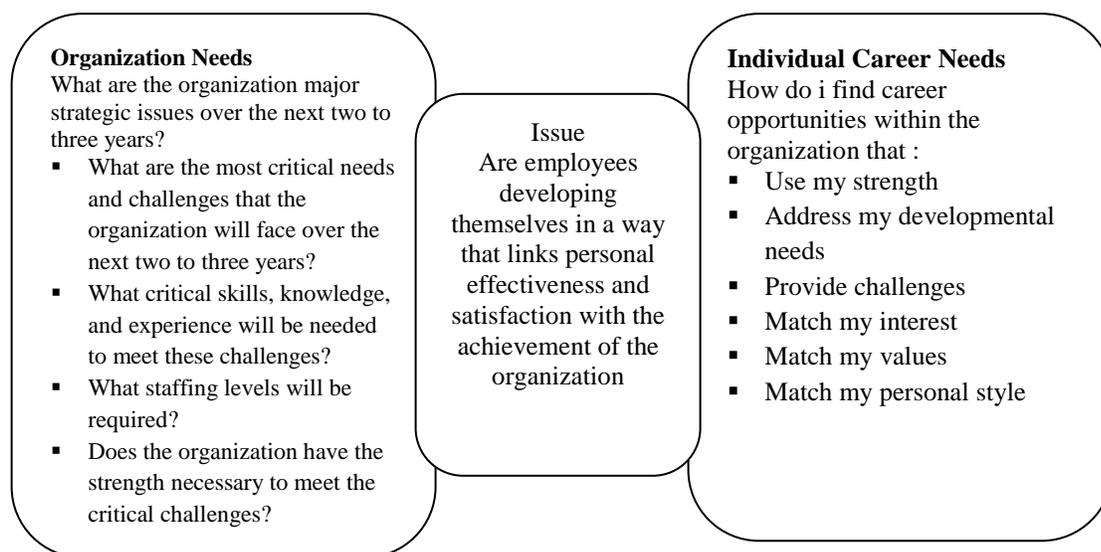
Understanding the career according to Dessler (2015, p.332) is “the occupational positions a person has had over many years”

Career management from the perspective of Armstrong (2009, p.591): “Career management is concerned with the provision of opportunities for people to develop their abilities and their careers in order to ensure that the organization has the flow of talent it needs and to satisfy their own aspirations. It is about integrating the needs of the organization with the needs of the individual.

An important part of career management is career planning, which shapes the progression of individuals within an organization in accordance with assessments of organizational needs, defined employee success profiles and the performance, potential and preferences of individual members of the enterprise. But career management is also concerned with career counseling to help people develop their careers to their advantage as well as that of the organization”

At the other side, Gomez-Mezia, Balkin, Cardy (2012, p.313) state that “career development is an ongoing and formalized effort that focuses on developing enriched and more capable worker”. Gomez-Meiza, Balkin, Cardy (2012. P 313) explained that in the 1970-s, most organizations instituted career development programs to help meet organizational needs (such as preparing employees for anticipated management openings) rather than to meet employee’s need. Today, career development usually tries to meet employee and employer needs. Figure below illustrates how career development aimed to meet employee and employer needs.

Figure 1. Career Development System: Linking Organization Needs with Individual Career Needs



Source: Gomez-Mezia, Balkin, Cardy (2012:314)

## **Research Objective**

To what extent the influence of HR competence and police officers commitment to the career development of Aceh Regional Police officer either simultaneously or partially.

## **METHODOLOGY**

### **Research Design**

Referring to the research objectives, namely to uncover the relationship between variables, this research is causality, which measures the effect of HR Competence and police officers commitment to Career Development. Causal study, according to Sekaran dan Bougie (2013, p.98) "in a causal study, the researcher is interested in delineating one or more factors that are causing the problem".

The unit of analysis in this study is Aceh Regional Police, with the unit of observation is police officer of Aceh Regional Police. Observations using a scope (time horizon) that is cross section / one shoot, meaning that the information or data collected directly at the field empirically at a particular time. Based on these definitions, this research has the scope of the 2016.

### **Population and Sampling Methods**

The population in this study are all members of the Aceh Regional Police. The sample size is determined by observing the analytical techniques used in the hypothesis testing using Structural Equation Modeling. The sample size to be taken refer to the theory of Kelloway, (1998) which is at least 200 observations, so that the sample taken as many as 200 respondents.

### **Analytical Approach and Hypothesis Testing**

Analysis design used to test hypothesis and determine the relationship between the variables is Structural Equation Modelling (SEM).

## **ANALYSIS AND DISCUSSION OF FINDINGS**

### **Fit Model Testing**

This section will discuss the results of hypothesis testing using Structural Equation Modelling (SEM). Before the discussion, at first the hypothesis will be analyzed for model of suitability test results. Goodness of fit model aims to test whether the resulting model describes the actual conditions. Based on calculations by LISREL obtained the complete results as follows.

Table 3. Goodness of Fit

Nu.	Measurement of Degree of Fit	Value	Acceptable Measurement of Degree of Fit	Description
1	Chi Square	724.27	P -value>0,05	Close Fit
	Normed Chi Square (x2/df)	P value = 1.000		
2	Goodness of Fit Index (GFI)	0,91	>0,8	Close fit
3	Adjusted Goodness of Fit Index (AGFI)	0,90	AGFI> 0,8	Close fit
4	Root Mean Square Error of Approximation (RMSEA)	0,000	RMSEA≤ 0,08 (good fit) RMSEA< 0,05 (close-fit)	Close fit
5	Parsimony Normed Fit Index (PNFI)	0.92	PNFI> 0,8	fit

Source: LISREL 8.7 Output

From the above table it is known that p value > 0,05 thus it could be concluded that the research model is fit. In addition, the same result obtained from Goodness of Fit Indices (GFI) and Adjusted Goodness of Fit Index (AGFI) > 0,90, as well as Root Mean Square Error of Approximation (RMSEA) and RMR values <0,05, so thus concluded that that the research model have been fit the empirical condition.

### Structural Model Analysis

Based on the framework, then the structural model in this study is:

$$\eta_1 = 0.63\xi_1 + 0.52\xi_2 + \zeta_1$$

Were:

$\eta_1$  = Career Development

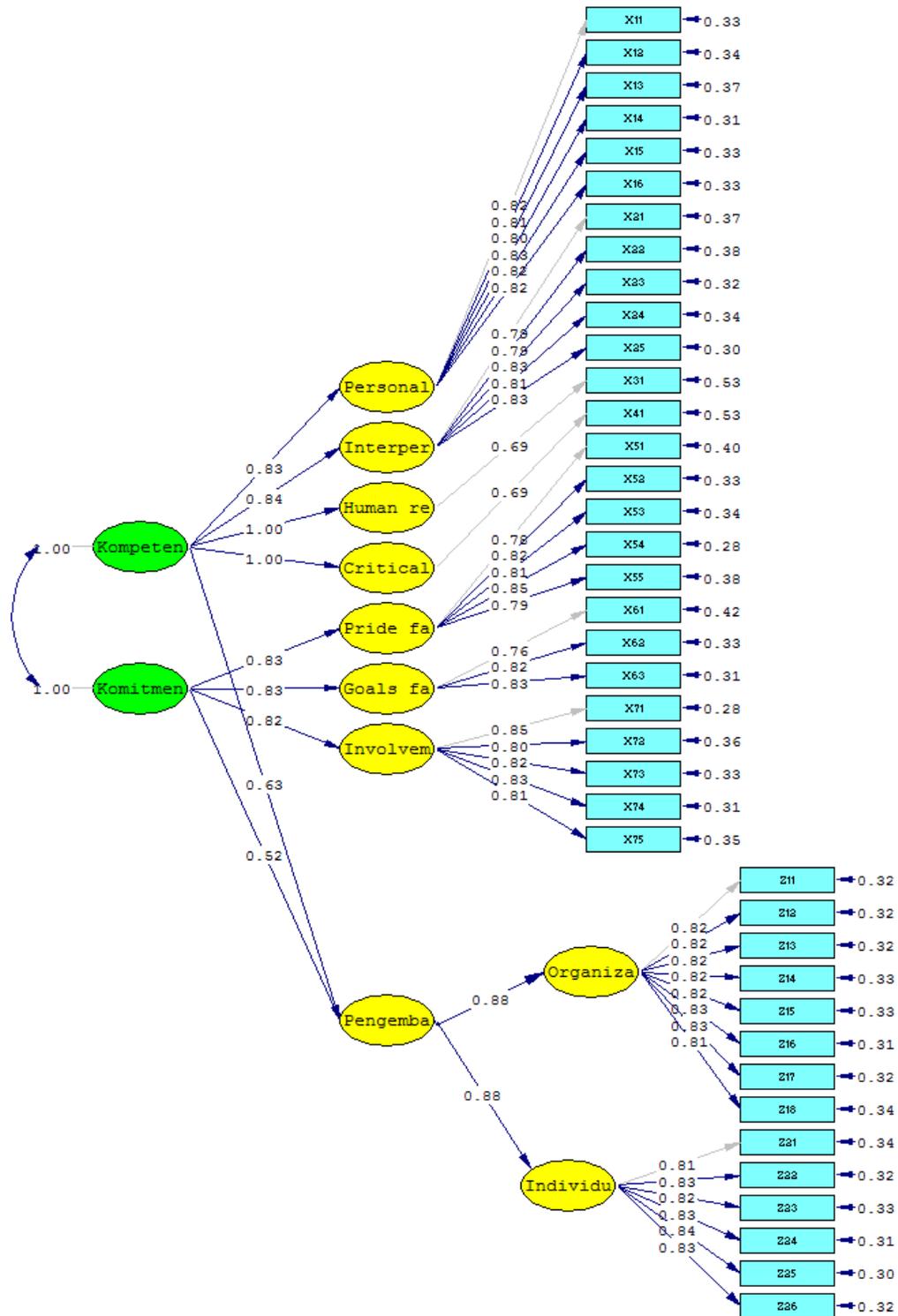
$\xi_1$  = HR Competency

$\xi_2$  = Officer Commitment

$\zeta_i$  = Residual

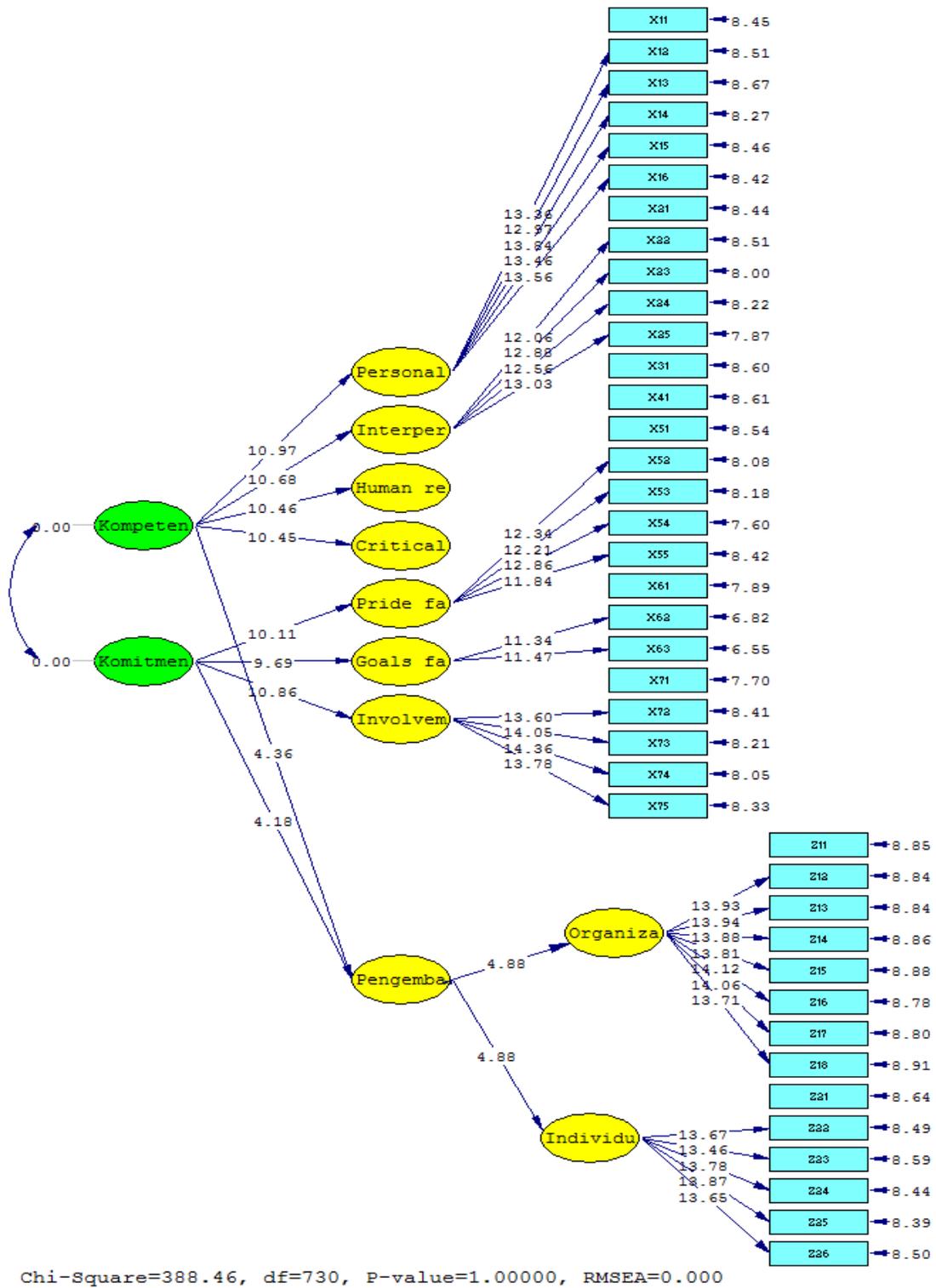
Following figure show the result of complete path diagram:

Figure 2. Complete Path Diagram of Research Variables



Chi-Square=388.46, df=730, P-value=1.00000, RMSEA=0.000

Figure 3. Path Diagram of t count



### Measurement Model

The construct validity shows to what extent the indicators reflect the latent construct of its theory. There are some measurement to measure the construct validity, such as convergent validity, construct reliability and variance extracted (Imam Gozali, 2008, p.134).

Table 4. Measurement Model of Latent-Dimensions-Indicators

Variable	Dimension	Indicator					Reliability		
		Standardized loading ( $\lambda$ )		Standardized loading ( $\lambda$ )	t count	Variance Error (e)	Construct reliability (CR)	AVE	
<b>HR Competency</b>	Personal competencies	0.83	X11	0.82	-	0.33	0.923	0.667	
			X12	0.81	13.36	0.34			
			X13	0.8	12.97	0.36			
			X14	0.83	13.84	0.31			
			X15	0.82	13.46	0.33			
			X16	0.82	13.56	0.33			
	Interpersonal competencies	0.84	X21	0.79	-	0.38	0.905	0.656	
			X22	0.79	12.06	0.38			
			X23	0.83	12.88	0.31			
			X24	0.81	12.56	0.34			
			X25	0.83	13.03	0.31			
	Human resource technical expertise and practice	1	X31	0.69	-	0.52	0.476	0.476	
			Critical evaluation	1	X41	0.69			-
	<b>Officer Commitment</b>	Pride factor	0.83	X51	0.78	-	0.39	0.905	0.657
				X52	0.82	12.34	0.33		
X53				0.81	12.21	0.34			
X54				0.85	12.86	0.28			
X55				0.79	11.84	0.38			
Goals factor		0.83	X61	0.76	-	0.42	0.846	0.646	
			X62	0.82	11.34	0.33			
			X63	0.83	11.47	0.31			
Involvement factor		0.82	X71	0.85	-	0.28	0.912	0.676	
			X72	0.8	13.6	0.36			
			X73	0.82	14.05	0.33			
			X74	0.83	14.36	0.31			
			X75	0.81	13.78	0.34			

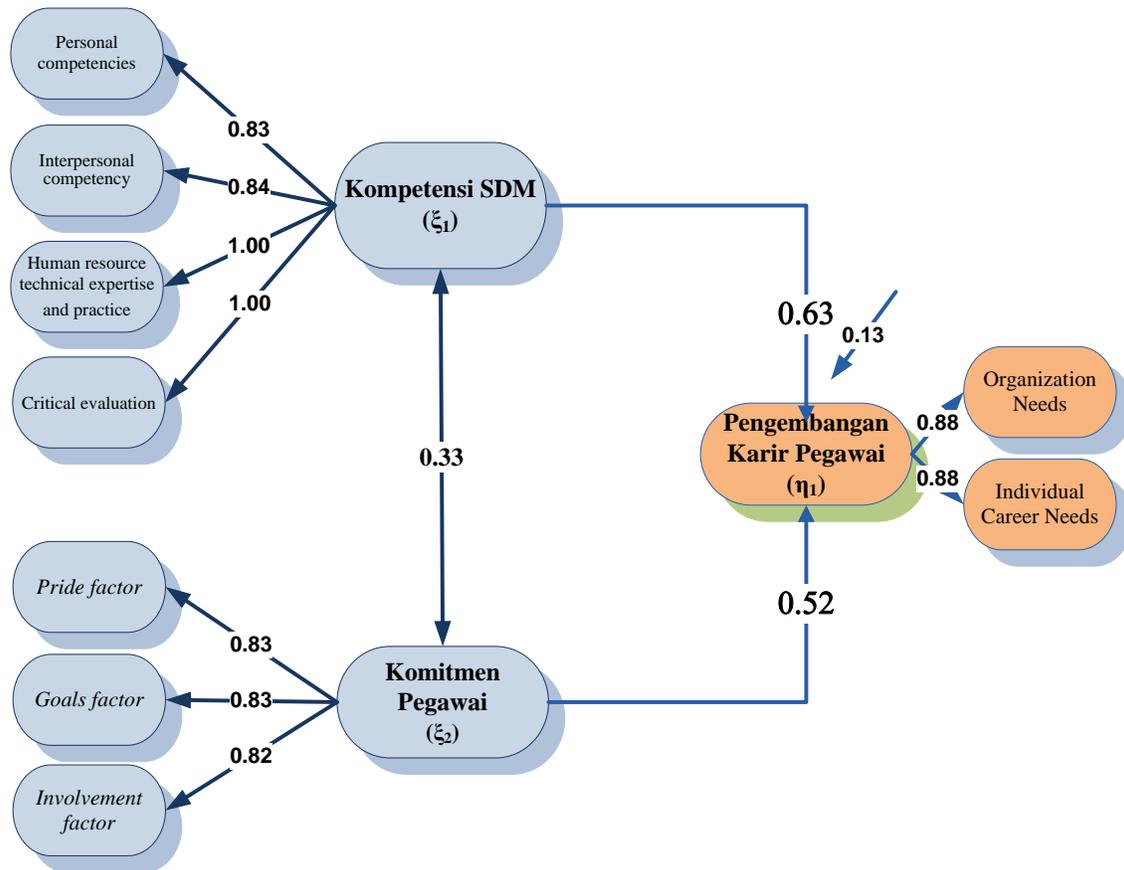
Variable	Dimension	Indicator					Reliability	
		Standardized loading ( $\lambda$ )	Standardized loading ( $\lambda$ )	t count	Variance Error (e)	Construct reliability (CR)	AVE	
Career Development	Organization Needs	0.88	Z11	0.82	-	0.33	0.943	0.674
			Z12	0.82	13.93	0.33		
			Z13	0.82	13.94	0.33		
			Z14	0.82	13.88	0.33		
			Z15	0.82	13.81	0.33		
			Z16	0.83	14.12	0.31		
			Z17	0.83	14.06	0.31		
			Z18	0.81	13.71	0.34		
	Individual Career Needs	0.88	Z21	0.81	-	0.34	0.86	0.672
			Z22	0.83	13.67	0.31		
			Z23	0.82	13.46	0.33		
			Z24	0.83	13.78	0.31		
			Z25	0.84	13.87	0.29		
			Z26	0.83	13.65	0.31		

The convergent validity could be seen from the value of its loading factor. In the most reference, Standardized loading ( $\lambda$ ) as amount to 0.50 or more considered to have the validity of which is strong enough to explain the latent constructs (Hair et al., 2010; Ghazali, 2008). The Conditions to be met is the loading factor have to be significant wherein  $t \text{ count} > t \text{ table}$ , or loading factor  $> 0.5$  and more ideal if loading factor  $> 0.7$ . Based on calculations found that the each of the three latent variables having a valid indicator with  $t \text{ count} > 1,96$  ( $t \text{ table}$  at  $\alpha=0.05$ ). The value of construct reliability show that the indicators have fairly high degree of conformity in forming latent variables with acceptable values ( $> 0.5$ ). Similarly, CR and AVE values are greater than 0.5, so it can be concluded that all indicators and dimensions were able to reflect all its latent variable.

### **Hypothesis:**

***The influence of HR Competency and Officer Commitment on Career Development of Aceh Regional Police Officer.***

Figure 4. Hypothesis Testing Result



**Simultaneous Hypothesis Testing**

Table 5. Simultaneous Hypothesis Testing Results

Hypothesis	R <sup>2</sup>	F count	Conclusion
HR Competency and Officer commitment→Career Development	<b>0.87</b>	<b>666.98*</b>	<b>Hypothesis accepted</b>

\* significant at  $\alpha=0.05$  (F table = 3.04)

Based on the above table, with the degree of confidence at 95% ( $\alpha=0.05$ ), simultaneously there is an influence of **HR Competency and Officer commitment** on **Career Development of Aceh Regional Police Officer**, where is the influence of the two variables is equal to 87% while the rest of 13% influenced by other factors not examined.

## Partial Hypothesis Testing

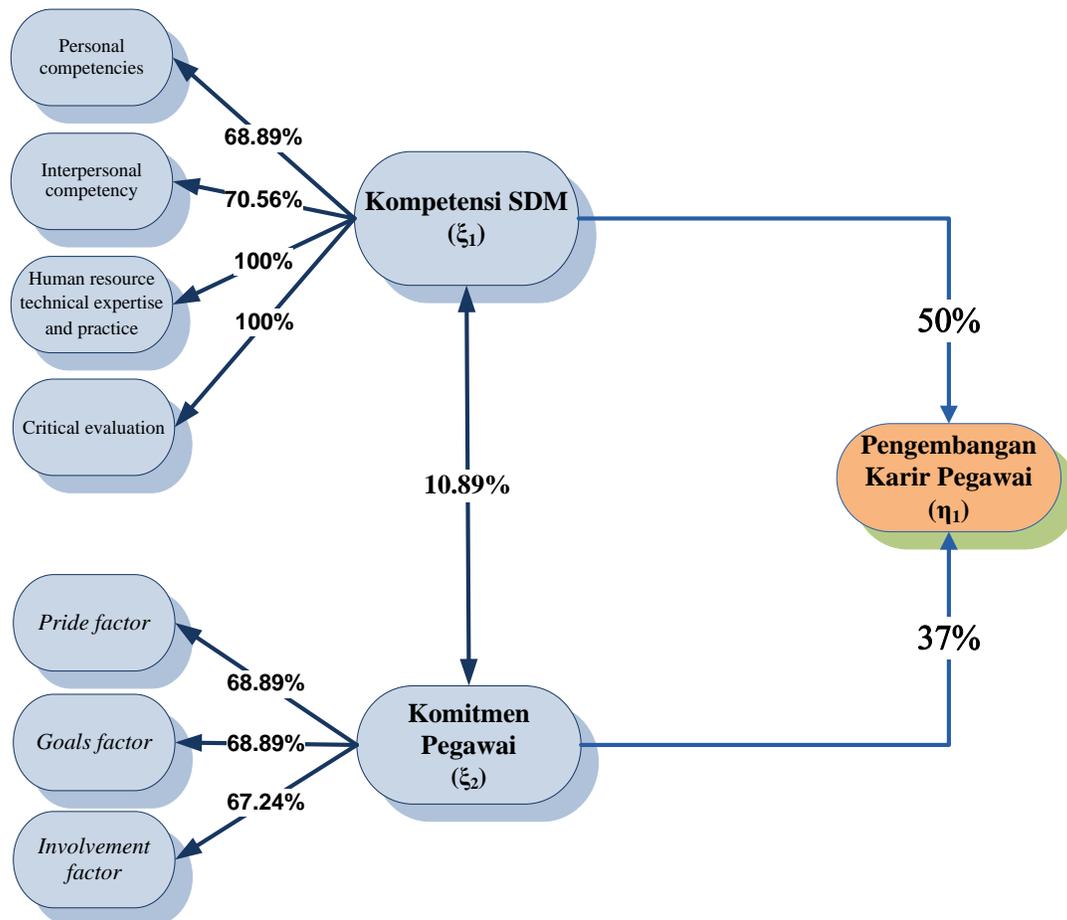
Table 6. Partial Hypothesis Testing Results

Hypothesis	$\gamma$	R <sup>2</sup>	T count	Conclusion
a) HR Competency→Career Development	0.63	0.50	4.36*	<b>Hypothesis accepted</b>
b) Officer commitment→Career Development	0.52	0.37	4.18*	<b>Hypothesis accepted</b>

\* significant at  $\alpha=0.05$  (F table = 3.04)

In the above table it is known that partially two variables are significant which the HR competency has a greater influence (50%) to the Career Development.

Figure 5. Summary of Research Finding



The Research Findings showed that career development of police officer is affected or may be formed from HR competency and officer commitment. Where HR competency provides a greater impact on the progress of career development of police officer. It is nevertheless necessary the development of officer commitment to obtain a more optimum result.

This illustrates that in order to develop a career development of Aceh Regional Police officer, the leaders should seek to involve members of the police further to develop the human resource competency and commitment of the officer, so that they would be more interested and motivated to meet the personal needs and organizational needs in order to develop their career.

HR competencies contribute greater to career development, if members of the police improve aspects relating to Personal competencies, Interpersonal competency, Human resource technical expertise and practice, and Critical evaluation. Where in this case, according to test results, improving the competence of human resources especially in the aspects of Human resource enhanced technical expertise and practice, and Critical evaluation. So as to enhance the career development of police officer, the leaders must put priority in improving Human resource technical expertise and practice, and Critical evaluation of police officers below.

Human resource technical expertise and practice can improve the career development of police officer because it contains the ability to apply the principles of HRM in order to contribute to the success of the execution of tasks.

With an understanding of the principles of HRM were intended for the use of human resources to achieve the goals effectively, the personnel are expected to strive to be able to meet what the objectives of both individuals and organizations where it is located. This was achieved by way of how he attempts to harmonize individual career needs with organizational needs in order to achieve optimum results for both parties. The fulfillment of it will bring forth individuals who are competent who leads to produce competent police institutions. And vice versa, the competent organization will generate competent police.

As for support for a person to be competent, its needed inputs that support critical insight and the ability to be able to analyze the situation and conditions with regard to the duties and responsibilities and the need for development. So, we need critical evaluation capabilities associated with the skills to understand the information to make recommendations and decisions of the organization.

The commitment also proved influential on the career development of police officer. It gives an overview for police executives in the Aceh to increase the police officer commitment to their endeavors to develop their careers. It concerns with the efforts to fulfill the personal needs and the organization needs. Career development of the police can be improved by improving

the commitment of police officer. Where is the commitment were particularly dominant in influencing the career development is pride factor and goal factor, and supported by the development of involvement factor.

The above test results, showing the support for several previous studies that show a link between HR competency, commitment, and career development. Aremu (2005) found that credentialing, career experience, self-efficacy, emotional intelligence (EI), and motivation is a predictor of the commitment of the police career. Career experience play a dominant role in shaping the career commitment of police. Aremu and Adeyoju (2003) found that the police man who mentored more committed to their work. Police woman being guided showed more satisfaction with their job than guided police men. Mentoring is also found to predict a commitment to police work. Police members have a desire to have a good police organizations. Therefore they seek motivation and effective leadership that is clearly demonstrated through mentoring.

## CONCLUSION

HR competency and commitment together can encourage the career development of Aceh Regional Police officer. But HR competency play a greater role in encouraging career development, compared to officer commitment. The ability to develop human resource technical expertise and practice, which is supported by the development of interpersonal and personal competencies play a bigger role in strengthening the career development of police officer. Moreover, it also needs to be supported by the development of police members' commitment, especially in the aspect of Pride factor, Goals factor, and involvement Factor.

The research findings in this paper, is expected to be a reference for academics to conduct a research related to the development of police institutions both in the Aceh and elsewhere in Indonesia, by making the findings in this study as part of the premise in preparing the framework.

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