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## The Influence of Human Resource Quality and Training on Performance of Personnel of the Directorate of Prevention of Special Detachment 88 Anti-Terror of the Police of the Republic of Indonesia

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**Abstract:** This study aims to analyze the extent to which Human Resources (HR) Quality and Training influence Personnel Performance, both partially and simultaneously, on personnel of the Indonesian National Police's Special Detachment 88 Anti-Terror Prevention Directorate. The focus of this study is to examine whether improving HR competency quality and implementing effective training can significantly contribute to improving the performance of personnel who have strategic duties in preventing acts of terrorism. The type of research used is quantitative research, namely research that emphasizes the analysis of numerical data as a basis for drawing conclusions. However, this study also utilizes qualitative data as support, such as statements in questionnaires, consultation results, and short interviews between researchers and related informants. The study population includes 60 personnel, while the number of respondents who participated is the entire population, namely 60 people. Hypothesis testing was conducted using Structural Equation Modeling–Partial Least Square (SEM–PLS) software version 4.0 to determine the strength of the relationship between variables. The test results show that Human Resource Quality (X1) and Training (X2) partially have a positive and significant influence on Personnel Performance (Y). Thus, the better the quality of Human Resources and the more effective the training provided, the higher the resulting personnel performance. The R-Square test result of 0.423 indicates that 42.3% of the variation in Personnel Performance can be explained by Human Resource Quality and Training. Meanwhile, the remaining 57.7% is influenced by other factors outside this research model. These results emphasize the importance of improving the quality of human resources and training as a strategic effort to support the optimal performance of Densus 88 personnel.

**Keyword:** Human Resources Quality, Training, Personnel Performance, Directorate of Prevention, Special Detachment 88 Anti-Terrorism, Indonesian National Police.

## INTRODUCTION

The dynamics of national security demonstrate the increasingly complex challenges of terrorism, both in terms of ideology, movement patterns, and the use of modern technology. In this context, the Indonesian National Police's Special Detachment 88 Anti-Terrorism Unit plays a strategic role as the vanguard in preventing and combating terrorism. The Prevention Directorate, as an integral part of Densus 88, is required to have professional, adaptive, and responsive personnel. Therefore, improving the quality of human resources (HR) and effective training are urgently needed to ensure operational readiness and the successful and accountable implementation of tasks.

The quality of human resources within the Directorate of Prevention is determined not only by technical skills but also by integrity, mental resilience, analytical acumen, and professional ethics. Intelligence-based terrorism prevention and threat analysis tasks require personnel with superior intellectual and psychological qualities. Qualified human resources are able to make sound decisions under pressure, innovate in prevention strategies, and carry out duties in accordance with legal principles and human rights. Therefore, strengthening human resource quality is a key foundation for improving personnel performance.

Training is a strategic tool in developing the capacity and professionalism of Directorate of Prevention personnel. Continuous and relevant training enables personnel to adapt to technological developments, new radicalization patterns, and the modus operandi of global terrorist networks. More than just a routine, training serves as a means of updating technical competencies, strengthening discipline, and enhancing team coordination. Comprehensively designed training also encompasses the development of digital intelligence capabilities, data analysis, and crisis management oriented toward prudence and legal compliance.

Human resource quality and training have a complementary relationship in improving personnel performance. Superior human resources will more easily absorb training materials and implement them effectively, while appropriate training can optimize individual potential into professional performance. In a high-risk organization like Densus 88, the synergy between human resource quality and training is a determining factor in the success of terrorism prevention missions. Optimal personnel performance reflects the institution's ability to detect, prevent, and mitigate potential threats early on.

Based on this urgency, research on the influence of human resource quality and training on the performance of personnel in the Densus 88 Prevention Directorate is highly relevant. This research is crucial for evaluating the effectiveness of the implemented development and training policies and providing an empirical basis for formulating future human resource development strategies. With competency-based human resource management and measurable training, the Prevention Directorate is expected to be able to continuously improve personnel performance and strengthen Densus 88's role as an elite unit that is professional, imbued with integrity, and trusted by the public in maintaining national security.

### Human Resources Quality

The quality of human resources (HR) is a fundamental factor in determining the success of an organization, especially public sector organizations that have a high level of risk and responsibility such as the Directorate of Prevention of Densus 88 Anti-Terrorism. According to Hasibuan (2019), the quality of HR is reflected in the work ability, knowledge, skills, attitudes, and morals possessed by individuals in carrying out their duties. Sedarmayanti (2017) emphasized that quality HR is HR that has a balance of technical, conceptual, and interpersonal competencies. Meanwhile, Dessler (2020) stated that the quality of HR is determined not only by formal education, but also by work experience, critical thinking skills, and mental readiness to face work pressures. In the context of law enforcement officers, the quality of HR is a primary prerequisite in maintaining the professionalism and accountability of the institution.

Furthermore, Armstrong (2014) stated that the quality of human resources is closely related to core competencies, which include knowledge, skills, and behavior. This opinion aligns with Spencer & Spencer (1993), who explain that individual competencies are basic characteristics of a person that are directly related to superior performance. Mangkunegara (2018) added that the quality of human resources is also influenced by motivation, discipline, and work ethic, which directly determine the level of employee productivity. In a state security organization, the quality of human resources must be able to reflect psychological resilience, moral integrity, and loyalty to institutional values.

From a strategic perspective, Ulrich (1997) views human resources as a strategic asset that plays a role in creating sustainable organizational excellence. Becker & Huselid (1998) also stated that investing in human resource quality has been proven to significantly improve individual and organizational performance. This is reinforced by Noe et al. (2020), who state that superior human resource quality enables organizations to respond to environmental changes adaptively and effectively. Therefore, improving human resource quality within the Densus 88 Prevention Directorate is a crucial element in supporting the success of terrorism prevention tasks that require analytical accuracy, speed of decision-making, and precision of action.

### **Training**

Training is a systematic process designed to improve employees' abilities, skills, and knowledge so they can perform their jobs effectively. Dessler (2020) defines training as a learning process aimed at improving employee performance in their current jobs. According to Mathis and Jackson (2018), training focuses on developing technical and operational skills directly related to work tasks. Rivai and Sagala (2019) emphasize that training serves as a means of improving competence and fostering a professional work attitude. In law enforcement organizations, training is a strategic necessity to maintain personnel readiness to face dynamic security threats.

Furthermore, Mondy (2016) stated that effective training must be designed based on a training needs analysis to align with job demands. Noe (2017) added that ongoing training can improve employees' adaptability to changes in technology and the work environment. Meanwhile, Handoko (2018) views training as a long-term investment that has a positive impact on increasing productivity and work efficiency. Structured training with appropriate methods can increase self-confidence, discipline, and teamwork skills, which are essential in terrorism prevention tasks.

From a performance perspective, Gomes (2015) stated that training directly impacts the quality of work results and the accuracy of task execution. Simamora (2016) emphasized that training also plays a role in aligning individual capabilities with organizational performance standards. Furthermore, Armstrong (2014) stated that training is an integral part of human resource development oriented towards continuous performance improvement. Therefore, comprehensively designed and relevant training will strengthen the professionalism and readiness of Densus 88 Prevention Directorate personnel to carry out strategic tasks effectively and accountably.

### **Personnel Performance**

Personnel performance is the work results achieved by individuals in carrying out their duties in accordance with their assigned responsibilities. Mangkunegara (2018) defines performance as the quality and quantity of work results achieved by employees in carrying out their duties. According to Robbins and Judge (2017), performance is influenced by ability, motivation, and opportunity to excel. Bernardin and Russell (2013) state that performance is a record of the results obtained from a specific job function within a specific time period. In police

organizations, personnel performance is measured not only by work results but also by adherence to procedures and professional ethics.

Furthermore, Armstrong and Baron (2015) explain that performance is a combination of individual competence, commitment, and organizational support. Wibowo (2019) adds that employee performance reflects the level of individual success in achieving work targets set by the organization. Gibson et al. (2012) state that performance is influenced by individual, psychological, and organizational factors. In the context of the Densus 88 Prevention Directorate, personnel performance is closely related to intelligence analysis capabilities, decision-making accuracy, and team coordination in preventing potential terrorist threats.

Strategically, Kasmir (2018) emphasized that high employee performance will have a direct impact on achieving organizational goals. Mathis and Jackson (2018) stated that performance is a key indicator of effective human resource management. Furthermore, Dessler (2020) emphasized that performance improvement is inseparable from the quality of human resources and the effectiveness of the training implemented. Therefore, the performance of Densus 88's Directorate of Prevention personnel serves as a benchmark for the success of human resource development and training policies in supporting the implementation of terrorism prevention tasks in a professional, measurable, and sustainable manner.

## **METHOD**

### **Types of research**

This study uses a quantitative approach with an explanatory research type, namely research that aims to explain the causal relationship between independent variables and dependent variables through testing formulated hypotheses. According to Sugiyono (2019), quantitative research is used to examine a specific population or sample with the aim of testing theories through variable measurement and statistical data analysis. The explanatory approach was chosen because this study focuses on examining the influence of human resource quality and training on the performance of personnel of the Indonesian National Police's Densus 88 Anti-Terror Prevention Directorate. Creswell (2018) states that explanatory research is very appropriate to use when researchers want to determine the extent to which independent variables influence dependent variables partially or simultaneously. Thus, this approach allows researchers to obtain an objective and measurable empirical picture of the relationship between the variables studied.

### **Population and Sample**

The population in this study was all 99 personnel of the Indonesian National Police's Special Detachment 88 Anti-Terror Prevention Directorate. According to Sugiyono (2019), a population is a generalized area consisting of objects or subjects with certain characteristics determined by the researcher to be studied and subsequently drawn conclusions. Given the relatively limited population size and considering the level of respondent accessibility, this study used a sampling technique to obtain representative data. The research sample was determined at 60 personnel, selected using a probability sampling technique with a simple random sampling approach, so that each member of the population had an equal opportunity to be selected as a respondent. Sekaran and Bougie (2017) stated that a sample size proportional to the population is sufficient to produce reliable research findings and support the generalization of research results. Thus, the sample size of 60 personnel in this study is considered to have met the requirements for quantitative statistical analysis and is able to represent the characteristics of the research population as a whole.

### **Method of collecting data**

The data collection method in this study used a questionnaire as the primary instrument to obtain primary data from respondents. The questionnaire was structured as a closed-ended

statement with a five-level Likert scale, ranging from strongly disagree to strongly agree, to measure respondents' perceptions of the variables studied. According to Sugiyono (2019), a questionnaire is an efficient data collection technique if researchers know exactly which variables to measure and what is expected from respondents. Sekaran and Bougie (2017) emphasized that questionnaires allow researchers to obtain standardized, objective, and easily analyzed statistical data. The use of a questionnaire is considered appropriate in this study because it can reach a relatively large number of respondents and maintain the confidentiality of personnel identities, which is an important aspect in the work environment of the Densus 88 Prevention Directorate.

### **Research Instruments**

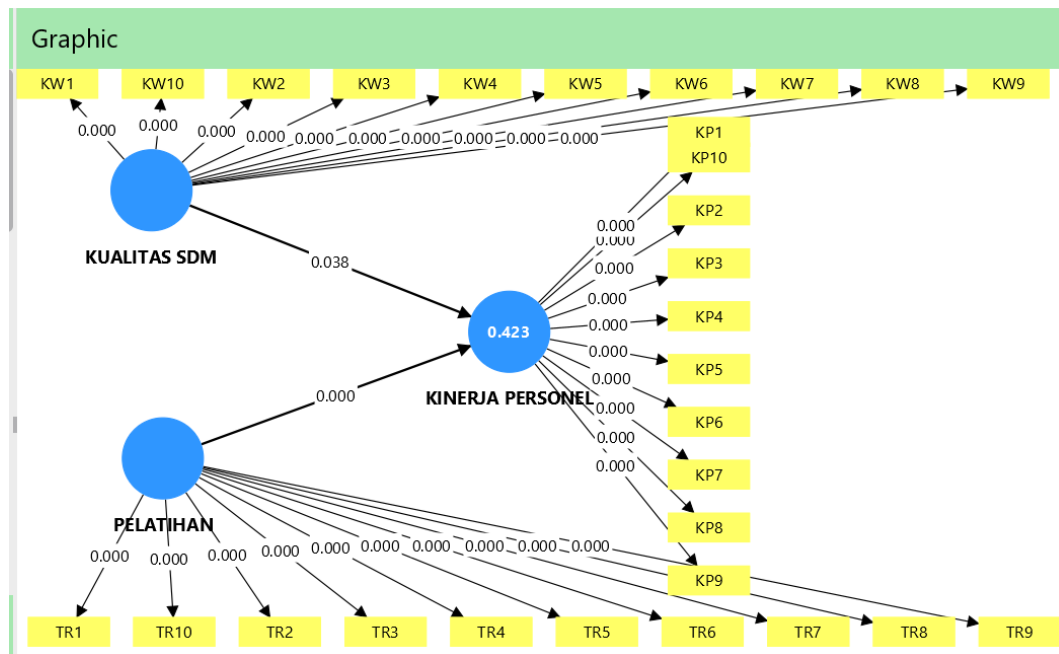
This research instrument was developed based on indicators for each of the variables studied, namely human resource quality, training, and personnel performance. The human resource quality variable was measured through indicators of knowledge, skills, attitudes, work experience, and professional abilities. The training variable was measured through indicators of training needs, training materials, training methods, instructors, and training evaluation. Meanwhile, the personnel performance variable was measured through indicators of work quality, work quantity, punctuality, responsibility, and cooperation. All indicators were formulated in the form of statements relevant to the context of the Densus 88 Prevention Directorate personnel's duties and adapted to the theories proposed by Mangkunegara (2018), Dessler (2020), and Mathis and Jackson (2018). This research instrument was designed to ensure that each variable could be measured validly and reliably.

### **Data Analysis Methods**

The data analysis method in this study uses the Partial Least Squares-based Structural Equation Modeling (PLS-SEM) approach with the help of SmartPLS software. According to Hair et al. (2019), PLS-SEM is a multivariate statistical analysis method suitable for use in quantitative research that aims to examine the relationship between latent variables, especially in research with complex models and a relatively limited number of samples. Data analysis is carried out through two main stages, namely the evaluation of the measurement model (outer model) and evaluation of the structural model (inner model).

Evaluation of the outer model includes testing convergent validity through loading factor values and Average Variance Extracted (AVE), testing discriminant validity, and testing construct reliability through Composite Reliability and Cronbach's Alpha values. Next, evaluation of the inner model is carried out to assess the strength and direction of the relationship between latent variables by looking at the R-square value, path coefficient, and hypothesis testing using the bootstrapping procedure to obtain t-statistic and p-value. Ghazali and Latan (2020) stated that SmartPLS is capable of producing stable and accurate parameter estimates even when the data is not normally distributed. Therefore, the use of SmartPLS is expected to produce objective, systematic, and scientifically accountable data analysis results.

## **RESULTS AND DISCUSSION**



**Inner Model Evaluation**

After assessing the model and finding that each construct meets the criteria of Convergent Validity, Discriminant Validity, and Composite Reliability, the next step is to evaluate the structural model, which includes testing model fit, Path Coefficient, and R<sup>2</sup>. Model fit testing is used to determine whether a model fits the existing data.

**Fit Model**

Model Fit Table		
	Saturated model	Estimated model
NFI	0.638	0.638

Source: Processed Data, 2025

Based on Table 5.10, the Normed Fit Index (NFI) value of 0.638, or 63.8%, indicates that the model has a good fit. This value indicates that the structural model used is capable of depicting the relationships between variables fairly representatively, although there is still room for improvement to achieve a more optimal fit.

**Path Coefficient**

Path Coefficient Table	
	Path Coefficient
KW -> KP	0.273
TR -> KP	0.490

Source: Processed Data, 2025

Based on Table 5.11, it can be seen that the Human Resources Quality variable shows a significant influence on the Personnel Performance variable, which means that increasing the competence, ability, and professionalism of personnel also improves the quality of their performance. In addition, the Training variable is also proven to have a positive influence on Personnel Performance, confirming that appropriate and sustainable training programs can improve the skills, operational readiness, and work effectiveness of personnel in carrying out

their duties. Thus, these two independent variables have a real contribution in driving performance improvements within the Directorate of Prevention of Densus 88 Anti-Terrorism.

**R<sup>2</sup> ( R-Square)**

Based on the data processing that has been carried out using smartPLS 4.0, the R-Square value is obtained as follows:

**Table 1R-Square**

Variables	R-Square
Personnel Performance	0.423

Source: Processed Data, 2025

Based on Table 5.12, the R-Square value is 0.423 or 42.3% of the Personnel Performance variable is influenced by the Quality of Human Resources and Training, so the R-Square of the Personnel Performance variable is stated as moderate, while the remaining 57.7% can be explained or influenced by other variables outside the Quality of Human Resources and Training.

**Calculate GoF (Goodness of fit)**

$$GoF = \sqrt{AVE_{mean} \times R^2}$$

$$\begin{aligned}
 GoF &= \sqrt{0,665 \times 0,423} \\
 &= \sqrt{0,281295} \\
 &= 0.530
 \end{aligned}$$

In this study, the Mean AVE value is 0.665 and the R<sup>2</sup> value of the endogenous variable is 0.423, so the GoF value is: 0.530. According to Wetzels et al. (2009), the GoF value is classified as small GoF = 0.10, medium GoF = 0.25, large GoF = 0.36. With a GoF value of 0.720, the model in this study is included in the high fit category (good fit). This means that the model used is able to explain the data as a whole very well and is worthy of being used as a basis for drawing research conclusions.

**F Square Test**

**F Square Table**

	Personnel Performance (Y)
Human Resources Quality (X1)	0.108
Training (X <sub>2</sub> )	0.349

Source: Processed Data, 2025

Based on the table above, the following conclusions can be drawn:

1.The F-square value of 0.108 for HR Quality on Personnel Performance indicates a moderate level of influence. This indicates that improving personnel competence, knowledge, and abilities significantly contributes to improving their overall performance.

2.Training's impact on personnel performance, with an F-square value of 0.349, is in the strong category. This means that appropriate, sustainable, and relevant training programs play

a dominant role in improving personnel's skills, work effectiveness, and operational readiness in carrying out tasks in the field.

### **The Influence of Human Resource Quality on Personnel Performance**

The results of the study indicate that Human Resource Quality has a positive and significant effect on Personnel Performance of the Densus 88 Anti-Terror Prevention Directorate. This is evidenced by the t-statistic value of 2.082, which is greater than the t-table of 1.967, the original sample value of 0.273, and the p-value of  $0.038 < 0.05$ . These findings indicate that increasing the competence, knowledge, and technical and non-technical abilities of personnel directly impacts the quality of the resulting performance.

The results of this study align with human resource management theory, which states that the quality of human resources is a strategic asset for an organization in achieving optimal performance. According to Mangkunegara (2017) and Dessler (2020), employee performance is significantly influenced by the individual's level of competence, integrity, analytical skills, and work readiness. These findings also align with previous research by Nasution (2021) and Pratama (2022), which concluded that the quality of human resources significantly influences the performance of public sector employees and law enforcement officers. Therefore, developing human resource quality through enhancing professional competence and strengthening work character is a crucial factor in supporting the effectiveness of terrorism prevention tasks.

### **The Effect of Training on Personnel Performance**

The results of the study indicate that training has a positive and significant influence on personnel performance, with a t-statistic value of 4.221 which far exceeds the t-table of 1.967. The original sample value of 0.490 indicates that training is the variable with the most dominant influence on performance, while a p-value of  $0.000 < 0.05$  indicates a very strong level of significance. This shows that planned, continuous, and relevant training to operational needs can significantly improve personnel skills, accuracy, and preparedness.

These findings align with the training and human resource development theory proposed by Noe (2017) and Armstrong (2020), which states that training is a strategic instrument for improving employee performance and readiness to face dynamic task demands. Furthermore, these findings align with previous research by Nasution, Madiistriyatno, and Taufik (2024), which found that training significantly impacts employee performance within the Indonesian National Police General Secretariat. Therefore, effective training not only improves technical skills but also strengthens personnel's mental readiness and responsiveness in facing security and terrorism threats.

### **The Simultaneous Effect of Human Resource Quality and Training on Personnel Performance**

Simultaneously, the research results show that Human Resource Quality and Training have a significant effect on Personnel Performance, as indicated by an R-Square value of 0.423 or 42.3%. This means that the combination of these two variables is able to explain almost half of the variation in personnel performance of the Densus 88 Anti-Terror Prevention Directorate. Meanwhile, 57.7% of the performance variation is influenced by other factors outside the research model, such as work motivation, leadership, organizational culture, work environment, and the availability of facilities and infrastructure.

These results align with the performance systems theory proposed by Wibowo (2018) and Robbins & Judge (2020), which states that employee performance is the result of the interaction between individual competencies and organizational support, including training. These findings also align with previous research by Siregar (2020) and Rahman (2023), which concluded that human resource quality and training simultaneously significantly influence government official

performance. Therefore, personnel performance improvement should ideally be achieved through a comprehensive approach that integrates human resource development, ongoing training, and strengthening other organizational support factors.

## CONCLUSION

Based on the results of the first hypothesis test, this study concludes that Human Resource Quality has a positive and significant effect on Personnel Performance in the Densus 88 Counter-Terrorism Prevention Directorate. This finding indicates that improving personnel's competency, knowledge, and technical and non-technical abilities significantly contributes to improving performance quality. Good human resource quality enables personnel to carry out terrorism prevention tasks more effectively, professionally, and accountably, thereby strengthening the organization's capacity to face increasingly complex security challenges.

Furthermore, the results of the second hypothesis test concluded that training has a positive and significant influence on personnel performance and is the most dominant variable in improving performance. This indicates that planned, ongoing, and operationally relevant training can improve personnel skills, preparedness, and accuracy in carrying out their duties. Thus, training serves not only as a means of improving technical capabilities but also as a strategic instrument in building the mental readiness and professionalism of personnel at the Densus 88 Anti-Terror Prevention Directorate.

Simultaneously, this study concludes that Human Resource Quality and Training together significantly influence Personnel Performance, with the ability to explain performance variations of 42.3%. This finding confirms that improving personnel performance cannot be achieved partially, but rather requires an integrated approach between individual quality development and organizational support through training. Therefore, efforts to improve performance should ideally be directed at continuously strengthening HR competencies, optimizing training programs, and synergizing with other organizational supporting factors to ensure the ongoing effectiveness of terrorism prevention tasks.

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