

ANALYSIS OF HUMAN RESOURCE NEEDS PLANNING AT THE PAPUA REGIONAL POLICE BRIMOB UNIT, JAYAPURA CITY

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Abstract

Human resource planning is a strategic component in ensuring the effectiveness and operational readiness of police organizations, particularly the Mobile Brigade (Satbrimob), which faces dynamic tasks and high operational risks. This study aims to analyze human resource needs planning at the Papua Regional Police Mobile Brigade Unit (Satbrimob Polda Papua) in Jayapura City, focusing on personnel quantity, workload, competencies, distribution, placement, and organizational needs. This research employed a qualitative descriptive approach. Data were obtained through primary and secondary sources using interviews, observation, and documentation, while data analysis followed the interactive model of Miles, Huberman, and Saldaña, consisting of data condensation, data presentation, and conclusion drawing and verification. The findings indicate that human resource planning has considered organizational needs, workload, personnel competence, distribution, placement, and operational dynamics. However, a gap remains between the ideal personnel requirements and the available workforce, which affects workload distribution and operational readiness. The findings also demonstrate that personnel quantity alone is insufficient; technical and operational skills, equipment proficiency, teamwork, decision-making, discipline, and preparedness are essential. Therefore, human resource planning should be strengthened through regular workload analysis, competency mapping, equitable personnel distribution, updated personnel data, and integrated education and training programs. These improvements are expected to optimize personnel management and support the operational readiness of Satbrimob Polda Papua in Jayapura City.

Keywords: Competency; Human Resource Planning; Jayapura; Personnel Needs; Satbrimob; Workload Analysis.

INTRODUCTION

Human resources (HR) are a strategic organizational asset because the achievement of institutional goals depends not only on the availability of personnel but also on their competencies, experience, and ability to perform tasks effectively. In public organizations, particularly police institutions, human resource planning is therefore essential to ensure that personnel availability is aligned with organizational demands. HR planning involves identifying the number and qualifications of personnel required, analyzing job and workload characteristics, and determining appropriate distribution and placement. Esti et al. (2021) emphasize that HR planning in public organizations should be conducted systematically to align personnel requirements with organizational objectives. Similarly, Gamaputra et al. (2023) and Rai et al. (2023) demonstrate that job analysis and workload analysis provide an important basis for determining personnel requirements according to actual organizational demands.

The need for systematic HR planning becomes more critical in police organizations because police duties involve dynamic operational demands and require personnel with appropriate professional, technical, and operational competencies. This is particularly relevant to the Mobile Brigade Corps (Satbrimob), whose responsibilities include handling high-intensity security disturbances, special operations, security activities, and other situations requiring rapid deployment and operational readiness. Consequently, determining Satbrimob personnel

requirements cannot be reduced to calculating the number of available personnel. Personnel requirements also need to be related to the characteristics and intensity of tasks, competency requirements, workload, and the distribution and placement of personnel.

Previous studies have examined several aspects of HR planning in public and police organizations. Papaioannou and Serdaris (2023), for example, discuss the limitations of human resource planning and succession planning in law enforcement organizations and emphasize the importance of meeting both quantitative and qualitative personnel requirements. In Indonesia, Maryadi et al. (2024) found that HR planning is associated with police officer performance and that workload is an important consideration in personnel management. Research on Brimob organizations has also highlighted the importance of personnel quality and competency. Musrian (2024) emphasizes HR optimization in supporting Brimob duties, while Wijayanti (2021) shows that organizational, job, and individual analyses can be used to identify competency gaps. These studies indicate that personnel requirements need to be viewed in relation to the characteristics of the work and the capabilities required to perform it.

Other studies have focused on workload distribution and personnel placement. Wati et al. (2025) identified differences in workload among sections within the Gorontalo Regional Police Inspectorate, indicating that HR problems may involve not only an overall shortage of personnel but also an imbalance in workload and personnel utilization. Afianti and Gamaputra further demonstrate the usefulness of workload analysis in identifying discrepancies between job requirements and available staffing. Meanwhile, Choeron (2023) reports that personnel placement in Brimob can encounter mismatches between individual capabilities and job requirements. Together, these studies show that HR planning is connected to workload analysis, competency alignment, distribution, and placement.

However, the existing literature has several limitations in relation to the present research. First, previous studies tend to examine these dimensions separately for example, workload analysis, competency, personnel placement, or the relationship between HR planning and organizational performance rather than examining how these dimensions are integrated into the planning of actual personnel requirements in a Brimob unit. Second, studies concerning police and Brimob organizations have largely focused on organizational performance, competency development, workload, or placement, while providing limited analysis of how ideal personnel requirements are compared with available personnel within a specific regional operational context. Third, the existing literature provides limited empirical attention to the Papua Regional Police Mobile Brigade Unit (Satbrimob Polda Papua) in Jayapura City, despite the distinctive operational and geographical conditions that may influence personnel requirements.

The context of Satbrimob Polda Papua in Jayapura City is important because personnel planning must respond to the characteristics of the region, security dynamics, geographical conditions, deployment requirements, and variations in operational tasks. Personnel must support routine organizational activities while remaining available for situational operations that may require rapid and large-scale deployment. These conditions make it necessary to examine not only whether the number of personnel is sufficient, but also whether their distribution, placement, competencies, and workload correspond to actual organizational requirements. Thus, findings from other police units or regions cannot automatically describe the specific personnel requirements of Satbrimob Polda Papua in Jayapura City.

The research gap therefore lies in the limited empirical analysis that integrates personnel quantity, workload, competency, distribution, and placement into an assessment of human resource needs specifically within Satbrimob Polda Papua in Jayapura City. The present study addresses this gap by examining how personnel requirements are planned in relation to organizational needs and operational characteristics, identifying the gap between ideal and available personnel, and analyzing how workload, competency, distribution, and placement influence personnel requirements. In this way, the study moves beyond viewing HR planning

simply as a matter of personnel shortages and examines the alignment between personnel capacity and actual operational demands.

Based on this gap, this study aims to analyze human resource needs planning at Satbrimob Polda Papua in Jayapura City. The analysis focuses on five interrelated aspects: personnel requirements, workload, competency, distribution, and placement. The study is expected to contribute empirically to the understanding of HR planning in police organizations by providing a context-specific analysis of personnel needs in a Brimob unit operating within the Papua regional environment. Practically, the findings are expected to provide a basis for evaluating personnel planning, distribution, placement, competency development, and the optimization of available human resources in accordance with organizational and operational requirements. Based on various previous studies, it can be seen that human resource planning in public organizations and the police has several important dimensions, namely the suitability of the number of personnel with the workload, the suitability of competencies with job demands, the distribution and placement of personnel, the development of capabilities, and the support of organizational data and policies. Although research on human resource planning, workload analysis, competency, and personnel management in police organizations has been conducted, studies specifically analyzing the planning of human resource needs in the Mobile Brigade Corps (Satbrimob) of the Papua Regional Police in Jayapura City are still relatively limited. In fact, the characteristics of the Papua region, security dynamics, geographical conditions, personnel deployment patterns, and the characteristics of Brimob's duties can result in different human resource needs than police units in other regions.

Based on these conditions, research on human resource planning needs at the Mobile Brigade Corps (Satbrimob) of the Papua Regional Police (Polda Papua) in Jayapura City is important to conduct. This research is not only aimed at determining the adequacy of the number of personnel, but also to analyze the suitability between organizational needs and personnel availability based on workload, competency, distribution, placement, and task characteristics. This research is expected to provide an overview of the actual condition of the human resource needs of the Mobile Brigade Corps (Satbrimob) of the Papua Regional Police and identify gaps between ideal needs and personnel availability. The results of this research are expected to serve as evaluation material and input for leaders in formulating policies on planning, procurement, placement, development, and optimization of human resources to support the effective implementation of the Mobile Brigade Corps (Satbrimob) of the Papua Regional Police in Jayapura City.

Thus, the analysis of human resource needs planning at the Mobile Brigade Corps (Satbrimob) of the Papua Regional Police (Polda Papua) in Jayapura City is a strategic issue from the perspective of Public Administration and human resource management. Systematic and data-based planning is needed to reduce the gap between ideal needs and available personnel, optimize member distribution, control workload, and ensure the availability of personnel with competencies according to task demands. Based on the results of the research in this thesis, the obstacles to human resource planning are multidimensional, including limited number of personnel, mismatch between needs and availability, distribution and placement, changes in organizational needs, competencies, and personnel fulfillment mechanisms. Therefore, the research entitled "Analysis of Human Resource Needs Planning at the Mobile Brigade Corps (Satbrimob) of the Papua Regional Police (Polda Papua) in Jayapura City" is important to be conducted to provide an overview of the condition of human resource planning as well as to serve as evaluation material and input for improving personnel management in a more systematic, adaptive, and sustainable manner.

METHOD

Types and Approaches of Research

This study employed a descriptive qualitative approach to examine human resource needs planning at the Mobile Brigade Corps (Satbrimob) of the Papua Regional Police (Polda Papua) in Jayapura City. A qualitative approach was selected because the study aimed to obtain an in-depth

understanding of how human resource needs are planned, including the consideration of personnel quantity, workload, competency, distribution, placement, and operational requirements. The descriptive design was used to present the empirical conditions of human resource planning based on information obtained directly from the research setting.

Research Location and Period

The research was conducted at the Mobile Brigade Unit of the Papua Regional Police (Satbrimob Polda Papua), located on Jalan Raya Abepura–Sentani Number 1, Waena, Heram District, Jayapura City, Papua Province. The location was purposively selected because Satbrimob Polda Papua has operational responsibilities characterized by dynamic tasks, high intensity, and a need for personnel readiness. The research was conducted from February to April 2026, covering preparation, data collection, data processing, analysis, and preparation of the research report.

Informants and Informant Selection

The informants were selected using purposive sampling. Informants were chosen based on their knowledge, experience, and direct involvement in human resource planning and personnel management at Satbrimob Polda Papua. The informants consisted of personnel who were considered capable of providing relevant information concerning personnel requirements, workload distribution, competency, personnel placement, and operational needs.

The study involved 3 informants, consisting of unit leaders, personnel management officers, and operational personnel. The inclusion criteria were: (1) having direct involvement in personnel planning or management; (2) having sufficient experience in the relevant organizational functions; and (3) being willing to participate in the research and provide information related to the research objectives. Informant selection continued until the information obtained was considered sufficient to explain the main dimensions of human resource needs planning.

Data Sources and Collection Procedures

The study used primary and secondary data. Primary data were obtained through semi-structured interviews and direct observations, while secondary data were obtained from relevant organizational documents and personnel-related records. Primary data were used to explore the experiences, considerations, processes, constraints, and strategies involved in human resource needs planning.

Data collection was conducted during the February–April 2026 research period. Interviews were conducted directly with selected informants at the Satbrimob Polda Papua research site. The interviews followed a semi-structured interview guide covering: (1) the process of determining personnel needs; (2) workload and operational demands; (3) personnel competency requirements; (4) personnel distribution and placement; (5) constraints in fulfilling personnel needs; and (6) strategies for improving human resource planning. Follow-up questions were asked when clarification or additional information was required. With the informants' consent, interview information was recorded and subsequently organized for analysis.

Observations were conducted directly at the research location to obtain contextual information concerning personnel distribution, work activities, workload conditions, personnel placement, and operational activities relevant to human resource planning. Observation findings were recorded systematically in field notes and were used to complement and cross-check information obtained from interviews.

Document analysis was conducted by examining relevant organizational documents, including available personnel data, organizational structures, personnel distribution information, and documents related to workload, competency, education, training, and personnel planning. The use of interviews, observations, and documentation enabled the researchers to compare information from different sources.

Data Analysis

Data were analyzed using the interactive model of Miles, Huberman, and Saldaña, consisting of data condensation, data presentation, and conclusion drawing and verification. Data condensation involved selecting, organizing, coding, and summarizing information relevant to the research objectives. The condensed data were then presented thematically according to the main dimensions of human resource needs planning, namely personnel quantity, workload, competency, distribution, placement, and operational requirements. Conclusions were developed by identifying patterns and relationships among the findings and were continuously verified by comparing information obtained from interviews, observations, and documents.

Data Validity

To strengthen the credibility of the findings, the study applied source and technique triangulation. Source triangulation was conducted by comparing information obtained from informants with different roles and responsibilities, while technique triangulation involved comparing interview findings with observations and relevant documents. This process was used to identify consistency and differences in the information obtained and to ensure that the findings accurately represented the conditions of human resource needs planning at Satbrimob Polda Papua.

RESULTS AND DISCUSSION

Results

1. Human Resource Needs Planning

The findings show that human resource needs planning at the Mobile Brigade Corps (Satbrimob) of the Papua Regional Police in Jayapura City is conducted by considering several organizational factors rather than personnel numbers alone. The planning process takes into account the number of available personnel, workload, types of duties, competency requirements, personnel distribution, placement, and operational demands. The findings therefore indicate that personnel planning at Satbrimob has both a quantitative and qualitative dimension. The empirical evidence from the interviews indicates that personnel needs are determined by comparing available personnel with the requirements of each work unit. Differences in duties and responsibilities among units result in differences in personnel requirements. This comparison is used to determine whether existing personnel are sufficient, need to be redistributed, or require additional support. The analysis also identified a gap between ideal personnel requirements and the personnel currently available. This gap affects the distribution of tasks and the workload of existing personnel. Thus, the principal issue identified in the planning process is not simply the availability of personnel, but the extent to which available personnel correspond to the operational requirements of each unit.

The findings can be summarized as follows:

Table 1 HRD Planning

HR Planning Aspect	Empirical Finding	Organizational Implication
Personnel quantity	A gap exists between ideal personnel requirements and available personnel	Task distribution and workload require adjustment

Workload	Workload varies according to routine, operational, security, training, and situational duties	Personnel requirements need to reflect actual workload
Competency	Personnel require technical, operational, equipment, teamwork, decision-making, discipline, and readiness competencies	Personnel planning needs to incorporate competency requirements
Distribution	Workload and personnel capacity differ among work units	Periodic evaluation and redistribution are required
Placement	Personnel placement needs to correspond to unit requirements and individual competencies	Placement should consider competency, experience, and task characteristics

These findings demonstrate that human resource needs planning at Satbrimob is implemented as a process of matching personnel availability with organizational and operational requirements rather than simply calculating the total number of employees.

2. Workload as a Basis for Personnel Requirements

The findings demonstrate that workload is a central empirical consideration in determining personnel requirements. The workload identified in the research includes routine duties, security activities, operational assignments, training, maintenance of operational readiness, and situational or urgent tasks. Consequently, workload varies according to the type and intensity of activities performed by each unit. The evidence indicates that workload differences can produce unequal personnel burdens. Some work units may face relatively high task demands while other units may have comparatively greater personnel capacity. This condition means that the existence of personnel shortages should be examined at the level of individual units and functions rather than interpreted only as an overall organizational shortage. The findings further indicate three possible responses to workload-related personnel gaps: additional personnel, redistribution of existing personnel, or improvement of personnel capacity through competency development. Workload analysis is therefore relevant not only for identifying personnel shortages but also for determining where personnel should be placed and how existing personnel can be utilized more proportionally.

3. Competency-Based Human Resource Needs

The findings show that personnel quantity alone does not adequately represent human resource requirements at Satbrimob. The competencies required are closely related to the characteristics of the duties performed. The study identified technical and operational skills, equipment proficiency, teamwork, decision-making, discipline, and operational readiness as important competency dimensions. The empirical findings also indicate that competency development is connected to the fulfillment of personnel needs. Education, training, coaching, and continuous capacity development are required when existing personnel do not fully correspond to the competency requirements of their assignments. Consequently, a personnel gap cannot always be addressed through recruitment or personnel additions; in some circumstances, competency development and appropriate placement may constitute alternative organizational responses.

4. Personnel Distribution and Placement

The findings indicate that personnel distribution and placement constitute additional dimensions of human resource needs planning. Differences in workload among work units require personnel to be distributed according to actual organizational requirements. Placement should also consider individual competency, experience, job characteristics, and the specific needs of each unit. The study identified the potential for uneven workload when personnel distribution and placement do not correspond to operational requirements. Therefore, periodic evaluation is required to determine whether the existing distribution remains appropriate as organizational workloads and operational demands change. Overall, the empirical findings establish that human resource needs planning at Satbrimob involves four interconnected considerations: the adequacy of personnel numbers, workload distribution, competency alignment, and personnel distribution and placement. These findings provide an empirical basis for strengthening HR planning through systematic workload assessment and competency mapping rather than relying exclusively on the existing number of personnel.

Discussion

1. Human Resource Planning as a Strategic Process

The research findings indicate that human resource (HR) planning at the Mobile Brigade Corps (Satbrimob) of the Papua Regional Police (Polda Papua) in Jayapura City is geared toward aligning organizational needs with available personnel. Planning considers not only the number of personnel but also workload, competency, distribution, and needs within each unit. This finding aligns with research by Ellinger and Svendsen (2021) and Wanjiru Mwangi and Wanyama (2021), which demonstrates that HR planning is necessary to ensure a match between workforce availability and organizational needs and contributes to achieving organizational performance. From a Strategic Human Resource Management (SHRM) perspective, HR planning is not merely an administrative activity but a strategic process that integrates workforce needs with organizational goals. This is in line with Ludwikowska (2021), who demonstrated that SHRM practices are linked to improved organizational performance through HR policies oriented toward organizational and employee needs.

In the context of the Mobile Brigade Corps (Satbrimob) of the Papua Regional Police (Polda Papua) in Jayapura City, human resource planning (HR) requirements are becoming increasingly important due to the operational, dynamic nature of the task, which demands personnel readiness. Changing situations and task demands mean that personnel needs are not always fixed, requiring organizations to periodically adjust the number, competency, and distribution of personnel. This finding is reinforced by Zhang-Zhang, Rohlfner, and Varma (2022), who explain that a dynamic organizational environment requires HR management that is able to adapt to change and build personnel capacity and competency. Similarly, Kim, Vaiman, and Sanders (2022) emphasize that SHRM requires adaptive capabilities to deal with various changes and disruptions in the organizational environment. Therefore, HR planning in the Mobile Brigade Corps (Satbrimob) must not only be based on current personnel conditions but also consider projected personnel needs based on evolving workloads and changes in the operational environment.

The findings of this study also have strong relevance to research on police institutions. Maryadi, Shalahuddin, Daud, and Rosnani (2024) found that human resource planning is related to the performance of police officers and that workload is an important aspect in determining personnel needs. Furthermore, research by Akhwa, Simanjuntak, and Nielwaty (2026) on the Mobile Brigade Corps (Satbrimob) of the Pekanbaru Regional Police (Polda Pekanbaru) showed that human resource planning is related to meeting the needs for the number and quality of personnel through recruitment, competency development, education, and training. Both studies reinforce the findings of this study that human resource planning at the Mobile Brigade Corps

(Satbrimob) must be carried out comprehensively, taking into account aspects of quantity, quality, competency, workload, and personnel distribution. Therefore, human resource planning at the Mobile Brigade Corps (Satbrimob) of the Papua Regional Police (Polda Papua) in Jayapura City can be understood as part of strategic human resource management that functions to ensure the availability of the right personnel in the right numbers.

2. Workload Analysis as a Basis for Determining Needs

The research findings indicate that the workload of Mobile Brigade Corps personnel is not limited to routine tasks but also encompasses operational tasks, security, training, maintaining preparedness, and situational tasks that arise based on the dynamics of organizational needs and field conditions. These characteristics indicate that Mobile Brigade Corps personnel needs are dynamic and cannot be determined solely based on the number of available personnel. This finding aligns with Rustinawati, Jono, and Lestariningsih (2021), who demonstrated that workload and workforce analysis can be used to determine the optimal workforce based on the workload. Consistent with this research, Nguyen, Phung, and Bui (2022) demonstrated that the Workload Indicators of Staffing Need (WISN) approach can be used to identify workforce needs based on actual workload, thus aligning workforce planning with the organization's actual needs.

The findings of this study also demonstrate that the variation in workloads within the Mobile Brigade Corps (Satbrimob) implies the need for proportional personnel management and distribution within each unit. Uneven workloads can cause some personnel to experience work overload, while other units have relatively greater personnel capacity compared to their assigned tasks. This is in line with Sahdan and Hussain (2022), who found an imbalance in the distribution of workloads among employees, thus requiring workload analysis as a basis for more effective human resource planning. Furthermore, Damayanti (2023) demonstrated that the Full Time Equivalent (FTE) method can be used to identify overload, underload, and normal workload conditions and generate more objective estimates of staffing needs. Thus, the results of the study on the Mobile Brigade Corps (Satbrimob) reinforce that personnel needs should be determined based on actual workload, task characteristics, effective working hours, and operational demands, rather than solely on the number of available personnel or the established organizational structure.

Based on these findings, the Mobile Brigade Corps (Satbrimob) needs to develop a systematic workload analysis for each unit and type of task, taking into account the differences in intensity between routine, operational, and situational tasks. This analysis is crucial for producing a more objective calculation of personnel needs and serves as a basis for personnel redistribution, prioritization of placements, and human resource planning. This is supported by research by Bahirridhan and Purnomo (2024), which shows that workload has a positive and significant effect on employee needs, as well as research by Syarifuddin, Hayat, and Tjaptjani (2025), which shows that workload analysis can be used to calculate workforce needs based on measured workloads in each work unit. Therefore, implementing workload analysis in the Mobile Brigade Corps (Satbrimob) is necessary not only to determine the adequacy of personnel but also to ensure the appropriateness between the number, competency, and distribution of personnel and task demands so that operational readiness levels can be maintained optimally.

3. Competence as Part of Human Resource Planning

The research results show that the number of personnel cannot be used as the sole indicator in determining human resource (HR) needs. Adequate personnel numbers must be accompanied by competency alignment with the demands of organizational tasks and functions. These competencies include technical and operational skills, equipment proficiency, teamwork skills, decision-making skills, discipline, and readiness to carry out tasks. This finding aligns with

Puli and Sagi (2022), who emphasized the importance of competency mapping in identifying the knowledge, skills, and attributes required for a job. Similarly, Sharma and Malodia (2022) explain that competency-based HR management can be used to identify gaps between required competencies and employee competencies, thus serving as a basis for HR development and placement.

From a human resource planning perspective, quantitative needs and competency requirements are complementary aspects. Susanti, Maarif, and Najib (2020) demonstrated that workload analysis can be used to determine the number of workers needed, while competency gap analysis is used to determine the match between workforce capabilities and job demands. Although this research was conducted before the last five years, the approach remains relevant as a conceptual foundation and is supported by more recent research. Heger (2024) explains that strategic workforce planning requires consideration of available skills and capabilities to enable organizations to align human resource availability with job requirements. Similarly, Mursitia et al. (2024) demonstrate that competency mapping can be used to identify required competencies based on job functions and processes and serve as a basis for human resource development. Therefore, human resource needs planning not only addresses the number of personnel needed but also addresses the competencies required by those personnel.

In the context of the Mobile Brigade Corps (Satbrimob), these findings imply that personnel needs planning needs to be carried out by integrating workload analysis and competency mapping. Determining the number of personnel should consider the characteristics of the tasks that require technical and operational skills, mastery of equipment, teamwork, decision-making in dynamic situations, discipline, and high levels of preparedness. Competency mapping can be used to identify gaps between the competencies possessed by personnel and those required for task execution. The results of this mapping can then serve as a basis for determining education and training needs, skills development, career development, and personnel placement according to competency and task demands. With this approach, Satbrimob's human resource planning is not only oriented towards meeting the number of personnel, but also towards realizing personnel who possess competencies according to organizational needs and are able to optimally support operational readiness.

CONCLUSION

This study concludes that human resource needs planning at the Mobile Brigade Corps (Satbrimob) of the Papua Regional Police in Jayapura City has been implemented by considering organizational needs, workload, personnel competency, distribution, placement, and operational dynamics. The main finding is that personnel adequacy cannot be assessed solely by the number of available personnel, as the alignment between workforce capacity, workload, competencies, and operational requirements is equally important. The study also identifies a gap between ideal personnel needs and available human resources, which has implications for workload distribution and operational readiness. The main contribution of this study is the identification of an integrated human resource planning approach for Satbrimob that combines workload analysis with competency-based planning, personnel distribution, and placement. This approach provides a more comprehensive basis for determining personnel needs in a dynamic and high-intensity operational environment. Accordingly, human resource planning should be strengthened through periodic workload assessment, competency mapping, updated personnel data, and integrated education and training. These measures can support more systematic personnel management and contribute to maintaining the operational readiness of Satbrimob Polda Papua in Jayapura City..

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