Strategic Management of Spiritual Development for Human Resources at Sub-Regional Bandar Lampung City Police

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Abstract

Human resources are crucial to the organization since they carry out management tasks strategically, including organizing, staffing, planning, leading, managing, and executing organizational operations. Using Fred's strategic management framework, this study investigated the strategy formulation of the spiritual development of human resources and the solutions and concepts at the sub-regional Bandar Lampung city police by analysing internal and external factors in SWOT analysis. A descriptive qualitative multiple case study and SWOT analysis were used in this study. The results showed that the internal side with point $S = 4.55 > W = 3.38$ and the external side with point $O = 3.53 < T = 4.57$. The findings indicated that the diversification strategy in quadrant II in the formulation of the application of SWOT analysis in managing the spiritual development strategy for human resources refers more to utilizing the internal strengths of the human resources department at the sub-regional Bandar Lampung city police. To improve the spiritual development of human resources at the sub-regional Bandar Lampung city police, the S-O and W-O strategies focus on utilizing technology, external cooperation, and support from the government and religious figures. The S-T and W-T strategies emphasize information management, harmonization between beliefs, and leadership training to overcome work pressure and prevent radicalism. All of these strategies aim to strengthen spiritual development by utilizing strengths, opportunities, and overcoming weaknesses and threats.

Keywords: Human Resources, Police, Spiritual Development, Strategic Management, SWOT Analysis.

Introduction

Human resources play an important role in the organization as executors of management functions have a very strategic role, namely planning, organizing, staffing, leadership, controlling, monitoring, and implementing organizational operations (1). Hence, the availability of human resources does not guarantee that the organization can be managed well. Thus, skilled and professional human resources are needed to contribute to the goals set by the organization and achieve the best performance (2). Human resources play a greater role in the success of an organization; so many organizations now realize that human resources give them a competitive advantage (3-5). Human resources are becoming increasingly important for organizations (6-8). Likewise, efforts to improve human resource efficiency more broadly are needed to enhance the reorganization process (9, 10). Apart from that, increasing the value of human resources needs to be carried out within the police environment. This means that all human resources in the police organization must have better resources and more capabilities, and use them more in their work (11). The police officers must carry out their profession as best as possible. One of the most important parts of increasing the value of human resources is to utilize all the talents of the people within the organization and take the best from the varied population outside the organization (12, 13). Besides, the quality of a person's work is not only based on their ability or intelligence but also spirituality (14). In the world of work, most unilateral dismissals are caused by personal factors rather than a lack of intelligence (15). It can be seen from the police agencies' recent cases that many serious violations occur not because of a lack of knowledge but because of bad character. Human resources and spiritual development have an important connection in the sustainability of human resource management and organizations. Research findings show that religion plays a significant role in creating calm, and religion is a necessity for soldiers in their assignments and

focuses more on mental health problems (16). Another study added that emerging spiritual leadership and its importance for the creation of a sustainable workplace are needed (17). The research findings indicate that the development of spiritual leadership theory is relevant and can be applied to creating and maintaining a sustainable workplace for employees. It focuses more on the concept of spiritual leadership and proposes a conceptual model of spiritual leadership in the context of workplace sustainability. The concept of spiritual development combines scientific conceptions of human development with holistic but ambiguous formative principles and a focus on underlying assumptions, in line with the increasing international interest in the meaning and purpose of education (18). Spiritual development in the context of law enforcement refers to the process by which officers nurture and enhance the inner dimension of their being that encompasses values, aspirations, fears, hopes, and the essence of their humanity. It involves recognizing and embracing the spiritual motivations that initially drew them to the profession, such as a desire to make a positive difference, uphold justice, protect the vulnerable, and combat evil, and using these motivations to sustain and strengthen themselves throughout their careers (19).

In addition, another research finding formulated a new model for mental and spiritual development for soldiers in the Fourth Infantry Marine Brigade in Pesawaran regency, Lampung province (20). To control such spiritual development, the findings suggested some activities; they are field reviews, monitoring mental and spiritual cases of soldiers by monitoring the percentage of cases, taking corrective action before the activity is completed, and preventing anticipated problems. Besides, based on data from the national police research and development center in 2020, the level of public trust in the performance of the national police was in a good category, with a public trust level of 80.98%. The order of the level of public trust in the five police service functions from highest to lowest is the intelligence and security function, 82.66%, the traffic function, 82.05%, the Binmas function, 81.85%, the Sabhara function, 81.35%, and the criminal investigation function, 77%. The authors argue that leadership, particularly transformational leadership, plays a dominant and critical role in successfully fostering innovation in

the public sector, which is often constrained by regulations (21). However, various data also show the need to increase efforts to develop the spirituality of police human resources, including cases of abuse committed by traffic police officers who knocked down a man on the side of the road in the Deli Serdang área (22). Then, there was the rape case committed by the Parigi police chief and the abuse case carried out by the Nunukan police chief against his members (23). Another case that became a hot topic in the last few months of 2022 was carried out by inspector general of police Ferdy Sambo in the case of the premeditated murder of his member brigadier Nofriansyah Yosua Hutabarat (24). Another legal case involving police personnel in early 2023 was the case of a police officer with deviant sexual behavior who had the heart to sell his wife to a fellow police officer. A police officer with the rank of commissioner was arrested on suspicion of a drug crime. The urine test results were positive for methamphetamine and amphetamine. The next case that occurred in early 2023 was gratification and bribery by police officers. National police officer AKBP Bambang Kayun Bagus PS on suspicion of gratification and bribery with a total value of IDR 56 billion (25). The initial findings of this study show that the spiritual level of police human resources at the Bandar Lampung police still needs to be improved and enhanced so that spiritual formation for police human resources is effective in achieving its goals. Spiritual formation needs to have a good management strategy that makes spiritual formation efforts more proactive in shaping its future (26). This allows strategic management efforts for the spiritual formation of human resources to initiate and influence activities, seeking to control their goals (27). The strategic management of spiritual development for police human resources must be carried out effectively and efficiently. This can be achieved through four key processes: Identifying Strategy Formulation, Identifying Strategy Implementation, Analyzing Strategy Evaluation, and Formulating a Strategy Improvement Concept (28). The formulation of SWOT for application in the strategic management of spiritual development for human resources needs to be comprehensive and precise. An important step in the formulation is grouping the strengths, weaknesses, opportunities, and threats related to the

development of strategic management for the spiritual development of human resources, which will then be analyzed using SWOT to generate possible alternative competitive strategies. In addition to considering the above factors—namely strengths and weaknesses (internal factors) as well as opportunities and threats (external factors)—the development of strategic management for spiritual development of human resources can also be structured through an Internal Factor Analysis Summary (IFAS) and an External Factor Analysis Summary (EFAS) in order to determine the competitive strategies to be employed based on the IFAS. From the results of this analysis, it can be concluded that research on the spiritual development of human resources in the Bandar Lampung police is considered important and very relevant for this research. Based on the monthly report of the Bandar Lampung city police, the religious composition of human resources includes Islam (91.58%), Roman Catholic Christianity (2.97%), Protestant Christianity (4.13%), Hinduism (1.24%), and Buddhism (0.08%). Given that the majority of personnel adhere to Islam, this study focuses on the development of Islamic spirituality as the main focus in order to provide the best strategic management to strengthen the spiritual dimension of human resources (29). Many previous studies conducted on critical studies of spiritual development strategies, the role of coaching, spiritual development from Al-Quran perspectives and prophetic approaches, mental development in religious and spiritual

aspects, and spiritual aspects of soldiers in improving religious mental spirituality, hence the study focuses on 'how can SWOT analysis be formulated and applied within strategic management to enhance the spiritual development of human resources at the Sub-regional Bandar Lampung City Police?

Methodology
Research Design
This study applied a descriptive qualitative design, presenting the data as it is without manipulation or other treatments. This study uses mixed methods. This method combines the collection and analysis of primary data directly from sources through interviews or observations, with secondary data that has been collected and is available in the form of reports, scientific articles, official statistics, or other documents. Mixed methods provide a more comprehensive and in-depth understanding of the research topic because they utilize the advantages of both types of data. Multiple-case holistic design is an approach in which several cases are studied in depth and completely without separating them into smaller components. This approach allows researchers to explore the same phenomenon in various contexts or settings to produce a richer and more comprehensive understanding (30). This study was carried out at one of Bandar Lampung police stations, Indonesia. By directly distributing questionnaires to parties who are credible and needed for the results of research on human resources at the Bandar Lampung police.

Table 1: SWOT Matrix (31)

EFAS / IFAS	Strength (S) List all Powers you have	Weakness (W) List all the Weaknesses it has
Opportunities (O) List all the opportunities you have	Strategy S-O Use all the strengths you have to take advantage of existing opportunities	Strategy W-O Overcome all the weaknesses you have by taking advantage of all the opportunities that exist
Threats (T) List all threats that have been identified	STRATEGY S-T Use all your strength to avoid all threats.	STRATEGY W-T Suppress all weaknesses and prevent all threats.

SWOT strategy analysis is a tool used to develop strategic factors. A SWOT analysis was carried out on the effectiveness of human resource management to improve the performance of human resource spiritual development at Bandar Lampung police. This is also called situation analysis using the SWOT analysis model. SWOT

Analysis is a strategic planning method used to evaluate factors that are strengths (S), weaknesses (W), opportunities (O), and threats (T) that may occur in achieving a goal of a project activity or business activities or institutions on a wider scale. For this purpose, it is necessary to study the environmental aspects, both from the internal and

external environment, which influence the strategy patterns of institutions or institutions in achieving goals. The SWOT Matrix is presented in the following Table 1.

The next step is to understand the SWOT analysis diagram by creating an intersection point between the X axis and the Y axis. The SWOT analysis diagram is illustrated in Figure 1.
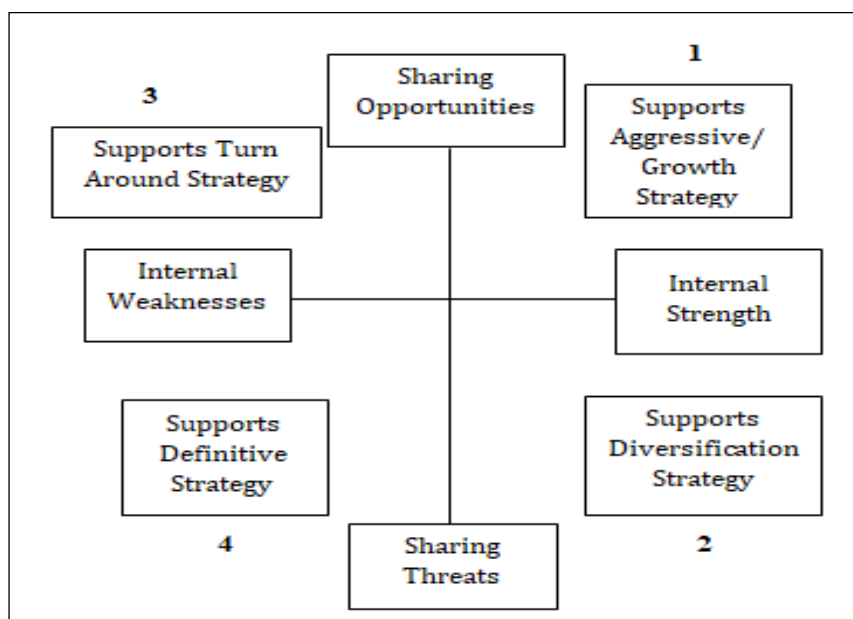

Figure 1: SWOT Analysis Diagram *(32)*

The SWOT analysis diagram produces four quadrants: Firstly, quadrant 1 is a highly profitable situation where the company has strengths and opportunities, so it must support an aggressive growth strategy. Secondly, quadrant 2 shows internal strengths and long-term opportunities, so a diversification strategy is recommended. Thirdly, quadrant 3 shows weak companies with big opportunities, it is recommended to change strategy and improve internal performance. Finally, quadrant 4 is a very unfavourable situation, with internal and external weaknesses, so a defensive strategy is recommended to avoid further decline (33).

Data and Data Source

This study used two types of data: primary and secondary data. Primary data is collected in the form of words or verbal utterances, as well as the subject's or informants' development-related

behaviour. Collecting primary data by distributing questionnaires using snowball sampling data collection techniques. The key informants will appoint people who know the problem to be researched to complete the information and people are appointed other people if the information is inadequate, such as leaders, spiritual mentors, and members of the police (34, 35). Secondary data is used in the form of writings, recordings, images, or photos related to processes or activities related to the strategic management of human resource spiritual development at the Bandar Lampung Police.

Data Collection Technique

The data collection techniques employed in this study were observation, in-depth interviews, and documentation. The steps for each technique are illustrated in Figure 2.
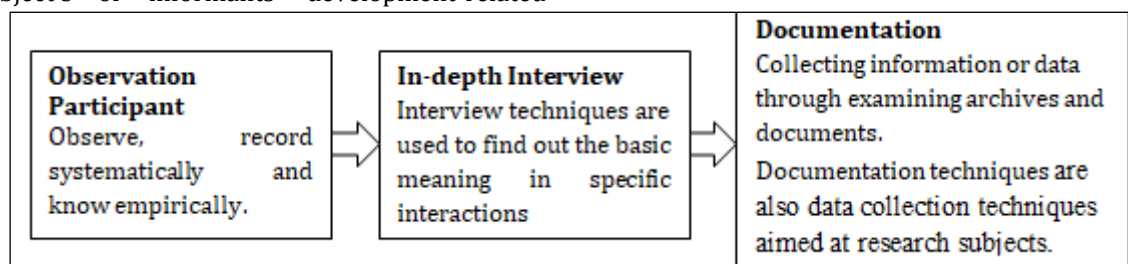

Figure 2: Steps for Data Collecting Technique (36)

First, the observation technique was carried out by the researchers actively involving themselves in activities related to the management strategies for the spiritual development of human resources at the Bandar Lampung city police, in order to provide objective results for a qualitative study (37-39). Through this method, the researchers can directly observe and experience the atmosphere and conditions of the research subjects. Thus, the researchers can empirically understand the phenomena occurring in relation to the issues being studied, which would not be possible using other data collection techniques. Next, in-depth interviews were conducted with the leadership, spiritual advisors, and police officers at the Bandar Lampung city police. The researchers used an informal approach, meaning that no written questions were used; instead, the questions were asked orally. This created a relaxed atmosphere between the interviewer and the interviewee, without detracting from the purpose of the research itself. Through this approach, it is expected that the researcher would obtain a wealth of data related to the study and information about the management strategies for the spiritual development of human resources at the Bandar Lampung city police. The last, data collection technique using documentation was carried out to obtain data about the management strategies for the spiritual development of human resources at the Bandar Lampung city police.

Data Analysis Technique

The steps of qualitative research are divided into three stages, namely data reduction, presentation of data, and conclusion. The data reduction involves summarizing and focusing on important things, as well as discarding what is not necessary, to provide a clearer picture and facilitate further data collection regarding the strategic management of HR spiritual development at the

Bandar Lampung Police. The presentation of data in qualitative research can be done in the form of tables and graphs with narrative explanations. Initial conclusions are temporary and will be credible if supported by valid and consistent evidence (40). Checking the validity of the data is very important in qualitative research to achieve credibility, carried out through triangulation, namely the technique of checking the validity of the data by using something outside the data as a comparison, a credible, objective truth to the data (41).

Results and Discussion

Formulation of the Application of SWOT Analysis in Strategic Management for the Spiritual Development of Human Resources at the Sub-Regional Bandar Lampung City Police

The SWOT formulation for implementation in the management of human resources spiritual development strategies needs to be formed comprehensively and precisely. An important step in the formulation is to group the strengths, weaknesses, opportunities, and threats of developing management strategies for the spiritual development of human resources, and then they were analyzed using SWOT which can produce possible alternative competitive strategies. So, it finds the results of the management strategy for the spiritual development of human resources at the sub-regional Bandar Lampung city police. An Internal Factor Analysis Summary (IFAS) and External Factor Analysis Summary (EFAS) have been prepared to determine the competitive strategy that will be used by the IFAS. It can be seen in Table 2 below.

Table 2: Internal Factor Analysis Summary (IFAS)

No	Questions			
	Internal Strength Factors (Strength)	**Weight**	**Rating**	**Score**
1	The POLRI organizational structure supports the spiritual development of Polri human resources.	0,21	4,85	1,04
2	A useful program for spiritual development activities provided by the National Police for National Police human resources.	0,21	4,85	1,04
3	The role of leadership in the spiritual development of human resources in the National Police.	0,21	4,77	1,01

		Weight	Rating	Score
4	There are no indicators for assessing the success of the National Police's HR spiritual development program.	0,18	4,08	0,73
5	Limited access to spiritual development programs for National Police human resources.	0,18	4,08	0,73
	Sub-Total	1,00	22,62	4,55
	Internal Weakness Factors (Weaknesses)	**Weight**	**Rating**	**Score**
1	Time of implementation of activities carried out by the National Police in carrying out the HR spiritual development program.	0,31	4,31	1,36
2	Differences in religious beliefs among National Police human resources.	0,11	1,54	0,17
3	Polri's human resources do not yet have a roadmap for running the program for the long term.	0,11	1,54	0,17
4	Lack of spiritual leadership development training in Polri human resources.	0,14	1,92	0,27
5	Balance between the demands of operational duties and the spiritual needs of Polri human resources.	0,32	4,38	1,40
	Sub-Total	1,00	13,69	3,38

The results above conclude that the total strengths score (4.55) is higher than the total weaknesses score (3.38), which shows that the national police has more supporting factors (strengths) in the spiritual development of human resources than inhibiting factors (weaknesses). The main strength is organizational structure that supports spiritual formation, a useful spiritual formation program, the significant role of leadership in spiritual formation. Main Weakness: Less than optimal activity implementation time. Balance between operational task demands and spiritual needs. Table 3 shows EFAS results in the SWOT Formulation for implementation in the strategic management of the spiritual development of human resources at the sub-regional Bandar Lampung city police.

Table 3: External Factor Analysis Summary (EFAS)

Questions				
External Factors Opportunities (Opportunities)		**Weight**	**Rating**	**Score**
1	Utilizing collaboration with religious organizations to strengthen the spiritual development of National Police human resources.	0,16	2,46	0,39
2	Technological developments that can be used to support the spiritual development of National Police human resources.	0,32	4,85	1,53
3	Utilizing government programs in the spiritual sector as an effort to meet facilities and infrastructure needs.	0,17	2,54	0,42
4	There is no need for support from the private sector for the spiritual development of National Police human resources.	0,10	1,54	0,15
5	The role of religious figures can be utilized for spiritual development in National Police human resources.	0,26	4,00	1,04
	Sub-Total	1,00	15,38	3,53
External Threat Factors (Threats)		Weight	Rating	Score
1	Ease of access to information has an impact on increasing radicalism which can affect the spiritual development of National Police human resources.	0,20	4,62	0,94
2	Potential inter-religious conflict that could disrupt harmony among Polri human resources.	0,21	4,77	1,00
3	Very rapid global changes have an impact on the spiritual development of National Police human resources.	0,21	4,69	0,97

4	Work pressure that can affect the spiritual life of National Police human resources.	0,21	4,69	0,97
5	Those who are trying to damage the image of the institution through issues regarding the spirituality of Polri's human resources.	0,18	4,00	0,70
	Sub-Total	1,00	22,77	4,57

The findings reveal that the total opportunity score (3.53) is lower than the total threat score (4.57), which shows that external threats have a greater influence than external opportunities in the context of the spiritual development of national police human resources. The results show the main opportunities: Technological developments that really support spiritual formation. The role of religious figures that can be optimized. Main Threat: Potential inter-religious conflict. Work pressure and rapid global change. Radicalism and parties who try to damage the image of institutions.

In the results of the table above, all the factors contained in the formulation of the application of SWOT analysis in the strategic management of spiritual development of human resources at the Bandar Lampung Police, produce a series of scores as follows: Strengths (S) = 4.55, Weaknesses (W) = 3.38, Opportunities (O) = 3.53 and Threats (T) = 4.57. So, a formulation is formed. The next step is to divide the SWOT quadrants. Quadrant analysis in SWOT (Strengths, Weaknesses, Opportunities, Threats) is a technique for identifying the organization's strategic position based on the results of the SWOT analysis. The aim is to determine a strategy that is appropriate to the internal conditions (strengths and weaknesses) and external conditions (opportunities and threats) faced by the organization. So, it can be concluded that the formulation of the application of SWOT analysis in strategic management for the spiritual development of human resources at the Bandar Lampung Police is presented in the following Table 4.

Table 4: Recap of IFAS and EFAS scores

Internal Score	External Score	Strategy Choice
S > W (+)	O > T (+)	Agresif/Growth
S > W (+)	O < T (-)	Diversification
S= 4,55 > W = 3,38	O = 3,53 < T = 4,57	
S < W (-)	O > T (+)	Turn Arround
S < W (-)	O < T (-)	Definisif

To determine a more precise strategy based on the values supplied in the strategy choice diagram, since the table results reveal that the existing scores lead to a diversification strategy. Based on the score, the strengths (S) are greater than the weaknesses (W), and the opportunities (O) are less than the threats (T). Figure 3 presents the SWOT quadrant (II) Diversification strategy diagram.
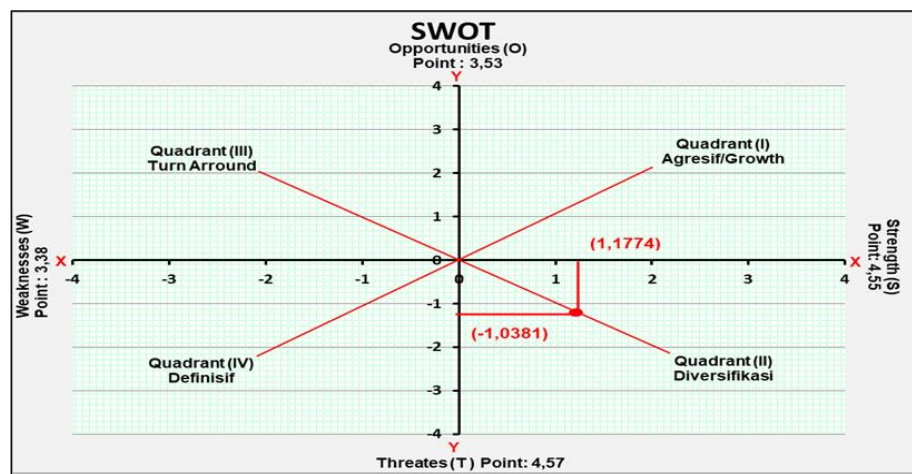

Figure 3: SWOT Quadrant (II) Diversification Strategy Diagram

The results of the SWOT quadrant indicate a diversification strategy in the formulation of the application of SWOT analysis in strategic management for the spiritual development of human resources. Quadrant II/diversification strategy is the most appropriate strategy cutting point to use in developing management strategies for the spiritual development of human resources at the Bandar Lampung police station. Quadrant II in SWOT usually reflects a combination of internal strengths (Strengths) and external threats (Threats). Diversification Strategy means an organization expands its reach into new areas that it had not previously focused on. This could involve new products, new markets, or even new approaches to training and human resource development. By implementing the diversification strategy, the sub-regional Bandar Lampung city Police can improve the quality of spiritual development for its human resources, which in turn can improve the morale and performance of personnel internally in order to influence their faith in their duties in society. It supports previous research findings. The findings reveal that the academic study of moral principles and standards of behavior should be upheld by professionals in the field of law enforcement and the criminal justice system. It focuses on how officers—such as police officers, prosecutors, judges, and correctional officers—should act with honesty, fairness, and responsibility in carrying out their duties, in order to maintain public trust and ensure justice within the legal process (42). The appropriate decision-making strategy for developing HR competencies is a diversification strategy. This strategy is a situation where the organization faces various threats, but still has internal strength (HR competency). Internal strength is very important in developing human resources in government and state institutions. Strategy Diversification, meaning that the organization is in a stable condition but faces a number of serious challenges, so it is estimated that the wheels of the organization will have difficulty continuing to turn if it only relies on the previous strategy. Therefore, organizations are advised to increase the variety of tactical strategies both internally and externally. Internal togetherness in the spiritual development of human resources at the Bandar Lampung Police is very important. This is based on the principle of cooperation in working and facing challenges together based on strong faith and spirituality, where the organization utilizes its internal strengths to face external threats in order to develop human resources together. It is in line with the previous research findings. The findings show that the mental development program, which emphasizes three key elements—spirituality, ideology, and patriotism—is aimed at reducing violations committed by police personnel and enhancing a positive work culture, thereby fostering a police force that is disciplined, service-oriented, and protective of the community. Further, several indicators can influence the mental and spiritual well-being of personnel at the Bandar Lampung City Police. These indicators include honesty, responsibility, discipline, cooperation, fairness, visionary thinking, empathetic responsiveness, self-awareness, spontaneity, internal motivation, alignment with core values and mission, as well as being holistic, universal, and independent (43).

Solutions and Concepts for Implementing SWOT Analysis and Strategic Management in Improving the Spiritual Development Strategy for Human Resources at the Sub-Regional Bandar Lampung City Police

The solutions and concepts for implementing SWOT analysis and strategic management to enhance the spiritual development strategy for human resources at the Sub-regional Bandar Lampung City Police are categorized into four strategic implementations.

The first strategy involves the implementation of the Strengths-Opportunities (S-O) approach to enhance the spiritual development strategy for human resources at the Bandar Lampung City Police. This strategy emphasizes optimizing internal strengths while leveraging external opportunities. One of the key components is establishing external cooperation through Memorandums of Understanding (MOUs) with religious organizations to integrate and enrich existing spiritual formation programs. In line with technological advancements, the development of digital platforms and applications is encouraged to facilitate spiritual training, online seminars, and remote coaching sessions. Furthermore, the strategy proposes submitting proposals to

relevant government programs in order to secure support for spiritual facilities and infrastructure. To ensure the strategy is both effective and measurable, experts and practitioners from the private sector are involved in designing clear and objective success indicators. Additionally, the role of religious figures is considered vital; thus, the development of programs that engage them in providing moral guidance, lectures, and spiritual support is a central element. Through this comprehensive approach, it is expected that the National Police will be able to significantly enhance the effectiveness of spiritual development for their personnel by fully utilizing both internal resources and external collaboration.

The second approach involves the implementation of the Weaknesses-Opportunities (W-O) strategy to enhance the spiritual development strategy for human resources at the Bandar Lampung City Police. This strategy focuses on addressing internal weaknesses by capitalizing on external opportunities. A key initiative is the establishment of partnerships with religious organizations to implement spiritual programs that are more adaptable and responsive to the limitations of time and resources often faced by police personnel. The use of technology is also emphasized, particularly through the development of mobile applications that provide accessible spiritual training anytime and anywhere, while also accommodating religious diversity. In addition, collaboration with government programs is pursued to secure guidance and support in creating a long-term roadmap tailored to the specific spiritual development needs of police human resources. To overcome the shortage of spiritual leadership development, the strategy also proposes the creation of specialized training programs in partnership with the private sector. Lastly, the involvement of religious figures remains essential, as they are invited to deliver lectures and provide spiritual guidance to help National Police personnel achieve a balance between their professional duties and spiritual well-being. Through these efforts, the W-O strategy aims to transform existing weaknesses into opportunities for meaningful and sustainable spiritual growth.

The third strategy focuses on the implementation of the Strengths-Threats (S-T) approach to improve the spiritual development strategy for human resources at the Bandar Lampung City Police. This approach aims to leverage the organization's internal strengths to anticipate and respond to external threats. One of the key initiatives is the establishment of a dedicated unit within the National Police organizational structure tasked with managing information—specifically filtering potentially radical content and curating educational materials that promote harmony and religious tolerance. Additionally, spiritual programs are designed to be inclusive of all religious beliefs represented within the police force. These include seminars, workshops, and interactive discussions led by religious leaders to foster interfaith understanding. Leadership development is also prioritized by equipping police leaders with adaptive skills to remain responsive to global changes while offering spiritually relevant guidance. To measure the impact of these initiatives, success indicators are implemented with a focus on spiritual well-being and work-life balance, helping to alleviate excessive work-related stress. Furthermore, digital technologies and social media are utilized to broaden the reach of spiritual development programs and highlight the positive spiritual contributions of police personnel. Altogether, this strategy strengthens internal capacities while addressing potential societal and ideological threats to the institution.

The last, the implementation of the Weaknesses-Threats (W-T) strategy in improving the spiritual development of human resources at the Bandar Lampung City Police is designed to minimize internal shortcomings while mitigating external challenges. A key focus is optimizing the scheduling of spiritual development activities by conducting regular evaluations and adjusting the timing to ensure greater effectiveness and efficiency. To promote religious harmony and mutual understanding, the strategy proposes the formation of a special team responsible for organizing interreligious dialogue forums involving both religious leaders and members of the National Police. Additionally, a strategic planning team would be tasked with formulating and overseeing the implementation of a long-term roadmap specifically tailored to the spiritual development of police personnel. Addressing the need for internal capacity building, the strategy includes the development of a comprehensive training curriculum in spiritual leadership, which

incorporates modules on stress management and achieving a healthy work-life balance, led by experienced instructors. This is in line with previous findings, police officers across ranks often use spirituality to manage occupational stress and improve job performance. This spiritual engagement fosters a healthy work-life balance, enhances decision-making, and increases self-awareness, which benefits officers regardless of their rank. For example, police chaplain programs and spiritual practices have been shown to positively impact mental health, particularly in officers with significant exposure to trauma (44). Besides, factors such as age, gender, and cultural background can influence how spirituality is perceived and integrated into policing. Some studies suggest that spirituality may be more prevalent or differently expressed among certain demographic groups within law enforcement, affecting their resilience and ethical conduct (45). Finally, to support a more holistic approach, the implementation of flexible policies responsive to the spiritual needs of officers is emphasized, along with widespread outreach to raise awareness of the importance of balancing operational responsibilities with personal spiritual well-being. This multifaceted strategy aims to transform vulnerabilities into a foundation for resilient and value-driven policing.

To improve the spiritual development strategy for human resources at the sub-regional Bandar Lampung City Police. Religious guidance aims to help develop self-understanding according to skills, interests, personality, and existing opportunities, to create a process of socialization and sensitivity to the needs of others, to encourage self-direction, to solve problems, to make decisions, and to involve oneself in existing problems. Developing overall values, attitudes, and feelings through self-acceptance, helping in understanding human behaviour, and helping to live a balanced life in various aspects, physical, mental, and social. It is in line with the previous research findings, which show that religion plays a significant role in providing a sense of peace and becomes a vital need for soldiers during their deployment. The study focuses more on mental health issues resulting from combat experiences in Afghanistan and Iraq (46). These findings also support the previous research results; the emergence of spiritual leadership and its

importance for creating a sustainable workplace are highlighted, with findings indicating that the development of spiritual leadership theory is relevant and applicable to the creation and maintenance of a sustainable work environment for employees. The study focuses more on the concept of spiritual leadership and proposes a conceptual model of spiritual leadership in the context of workplace sustainability (47). Human resource development based on Islamic strategies and concepts is to form people who have noble character, always worship Allah, who spreads grace to the universe, and are devoted to Allah. This is the direction of human resource development according to Islamic concepts. The development paradigm that prioritizes comparative advantage through the use of natural resources and cheap labour is starting to change towards development that focuses on competitive advantage. The quality of human resources, mastery of high technology, and the increasing role of society are priorities in this new paradigm.

Conclusions

The results of the EFAS and IFAS formulation strategy in the framework of Implementation in the Management of the Spiritual Development Strategy for Human Resources at the Bandar Lampung Police Station are Quadrant II/diversification strategy, the most appropriate strategy to use in developing the management strategy for the spiritual development of human resources at the Bandar Lampung Police Station. Reflects a combination of internal strengths (Strengths) and external threats (Threats). The strategy that emerges from this quadrant is often diversification, where the Bandar Lampung police, in developing a spiritual development strategy, utilizes its internal strengths to face external threats.

Results of SWOT Matrix Analysis to improve Human Resources Spiritual Development Strategy at Bandar Lampung Police, S-O Strategy: Utilizing organizational structure and technology, strengthening leadership roles with government support, developing success indicators, and overcoming limited program access with the help of religious figures. W-O Strategy: External cooperation to overcome limitations, technology to resolve differences in beliefs, a long-term roadmap with government assistance, spiritual leadership

training with support from the private sector, and the role of religious leaders to balance tasks and spiritual needs. S-T Strategy: Managing information to prevent radicalism, strengthening programs to overcome inter-religious conflicts, using leadership to face global change, developing indicators of success to reduce work pressure, and increasing access to programs to ward off efforts to damage the institution's image. W-T Strategy: Optimizing activity implementation time, building harmonization between beliefs, developing a long-term roadmap to face global change, spiritual leadership training to reduce work pressure, and balancing operational tasks with spiritual needs to maintain the image of the institution. It is hoped that these strategies can strengthen the spiritual development of National Police human resources by utilizing existing strengths and opportunities and overcoming the weaknesses and threats they face.

Diversification strategy in management and spiritual development strategy at the sub-regional Bandar Lampung city police must focus on diversification by utilizing internal strengths, such as a supportive organizational structure and existing development programs, to face external threats. Expansion of the program into new areas, such as the use of technology and collaboration with external organizations, can help in addressing existing challenges. SWOT Matrix Analysis to Improve Spiritual Development Strategies must be used and applied carefully and sustainably by systematically using this analysis for the concept of improving Spiritual Development Strategies at the sub-regional Bandar Lampung city police.

Abbreviations

EFAS: External Factors Analysis Summary, HR: Human Resource, IFAS: Internal Analysis Summary, POLRI: Kepolisian Negeri Republik Indonesia (Indonesian National Police), SWOT: Strength, Weakness, Opportunity, Threat.

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Author Contributions

Mirta Oktavani: conceptualization, investigation, methodology, data curation, writing manuscript, Ruslan Abdul Ghofur: conceptualization, supervision, methodology, reviewing, editing, Ahmad Isnaeni: proofreading, editing, Oki Dermawan: reviewing, editing. All authors of this paper have read and approved the final version submitted.

Conflict of Interest

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