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Original Article (Qualitative)

Identifying Key Drivers of Human Resource Development

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Abstract

The aim of this study is to identify the key drivers of human resources development in the traffic police with a foresight approach. This study was applicable-developmental in terms of purpose, and qualitative in terms of research method, and was conducted through thematic analysis. The statistical population of the study included 14 traffic police managers selected through purposive sampling based on at least 10 years of management experience and complete familiarity with this field. The data collection tool was a semi-structured interview, and the interview with the participants continued until the theoretical saturation stage. The analysis method was carried out via thematic analysis (basic, organizing, and overarching themes). The coding and text analysis process of the interviews was carried out in MAXQDA 2018 software. The research findings showed that the key drivers of traffic police human resources development with a foresight approach include: new traffic police technologies, behavioral and social changes of drivers, economic policies of traffic police, revision of traffic police laws, global convergence in traffic management, demographic and aging challenges, development of traffic culture, public demands on traffic police, management of traffic police emergencies, road traffic safety, and sustainable development of traffic management.

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Extended Abstract

Introduction

In the knowledge-based economy, human resources are recognized as a fundamental force for the success and survival of organizations. Human resources play an important role in competition at the governmental and organizational levels and are considered a central driving force for growth (Boadu et al., 2021). Therefore, the success of companies largely depends on the competence of human resources, which enables them to be flexible and adapt to rapid changes in the environmental arena (Xie et al., 2022). Training and development has been considered by researchers and practitioners as a major tool for improving human resource competence (Staller et al., 2023). Training and development is an important necessity in today's organizations. Training is defined as "an organized method of learning and development that increases the effectiveness of an individual, group, and organization." According to Dowling & Welch (2004), the goal of training is to improve current work and behavior, while the goal of development is to increase capabilities related to a future job or position, especially a managerial role (Dixit & Sinha, 2020). Achieving a professional human resource and, as a result, a sustainable competitive advantage is the goal of all institutions, including the police force. Therefore, training in the police force is of great importance (Husnurofik et al., 2019). The overall vision of police training is to develop the skills necessary for officers to safely and effectively deal with operational police tasks, which can include conflict situations (Rajakaruna, 2017; Nota & Huhta, 2019). Police recruits are required to participate in mandatory training programs to prepare for various situations. To motivate human resources, activities should be designed that are aligned with what human resources want from training (Staller et al., 2023). However, there is a growing debate on issues related to police training and development (Körner et al, 2018; Husnurofik et al, 2019). The lack of constructive alignment of training modules and learning tasks, traditional linear approaches to training, and the ineffectiveness of existing training content have created problems with low participation rates in police training and development programs (Staller et al., 2023). On the one hand, given that police training is mandatory, it is important to understand the wants and needs of learners. A lack of alignment of wants and needs may reduce motivation and, in turn, hinder skill acquisition (Honess, 2020). Training and development programs should respect the differences between employee groups, situations, and individual needs of employees (Harel et al, 2021). However, in the field of police training, only a few studies have sought to understand the demands of learners (Staller et al., 2023; Honess, 2020). Weakness and deficiency in identifying areas of future prediction and lack of proper insight into the future have led to sectional and variable planning that undermines the readiness of human resources in traffic police in the face of unknown events. Given the importance of the topic and the existing research gap, human resource managers need an appropriate model compatible with the needs and demands of human resources with an emphasis on the future to ensure its effectiveness. Given the above, this research seeks to answer the question: What are the key drivers of human resource development in traffic police with a foresight approach?

Theoretical Framework

Human Resource Development

One of the main tasks and processes in the human resource cycle is human resource development. Human resource development is a set of activities and actions carried out within a specific time frame to change the behavior or skills of employees (MiriQamsari et al., 2020); Human resource development is a set of individual and organizational actions that aim to increase the potential contribution of individuals to the organization. In new management

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texts, human resource development is considered a complex idea that emphasizes the processes of learning before, during and after work (Rakhshani et al., 2020).
Rajabi Farjad et al. (2025) studied the identification and prioritization of human resource management challenges in the digital age. The research findings showed that the sub-indicators of the need for a revolutionary change in society and organization, digital investment, promoting value creation, sharing information, and facilitating organizational change ranked first in the research. In addition, the sub-indices of understanding the need for behavioral change, customer communication and interaction, human resources as a business partner, promoting innovation, the ability to work with digital tools, and designing organizational change processes are the factors that have the least impact on the challenges of human resource management in the digital age, respectively.
Lotfollahi Haqi et al. (2025) conducted a study aimed at quantifying the impact of human resource information systems on human resource management with the mediating role of empowering law enforcement managers. The findings showed that the impact of human resource information systems on the empowerment of police headquarters managers was acceptable with a path coefficient of 0.540 and a t-statistic of 10.731; and the impact of empowering police headquarters managers on the effectiveness of human resource management was also confirmed with a path coefficient of 0.318 and a t-statistic of 4.564.

Research Methodology

This research was conducted applicable-developmental in terms of purpose, and qualitative in terms of research method, using the content analysis method. The statistical population of the study includes 14 traffic police managers selected through purposive sampling with at least 10 years of management experience and complete familiarity with this field. The data collection tool is a semi-structured interview, and the interview with the participants continued until the theoretical saturation stage.

Research findings

The analysis method was carried out through the content analysis method (basic, organizing, and comprehensive themes). The coding and text analysis process of the interviews was carried out in MAXQDA 2018 software. The research findings showed that the key drivers of the development of traffic police human resources with a foresight approach include: new traffic police technologies, behavioral and social changes of drivers, traffic police economic policies, revision of traffic police laws, global convergence in traffic management, demographic and aging challenges, development of traffic culture, public demands on traffic police, management of traffic police emergencies, road traffic safety, and sustainable development of traffic management.

Conclusion

The present study aimed to identify the key drivers of human resource development of traffic police with a foresight approach. The results of this study are partly consistent with the findings of Rajabi Farjad et al. (2025), Lotfollahi Haqi et al. (2025), Reza Alizadeh et al. (2025), Mehraban et al. (2025) Shariati et al. (2025), Staller et al. (2023), Gheiravani et al. (2023), Pourrshidi (2021), Vahabi et al. (2019), and Ahmadi Moghaddam et al. (2019), and confirm the results of this study. Staller et al. (2023) stated that police training is an important part of their education, which they believe is relevant to preparing them for future duties and performance tests. Prominent motivational aspects included a sense of competence and being challenged holistically. Unstructured training and constant repetition were demotivating factors. It is believed that the police trainer plays a prominent role in learning, and recruits

want police trainers to (a) have thorough knowledge of the content being taught. (b) effectively deliver the training content, and (c) be sensitive to individual differences.
Based on the findings of the study, it is recommended that: use artificial intelligence to analyze historical data (accidents, weather, traffic) to identify hot spots and proactively deploy officers. Also, use drones equipped with thermal cameras to cover blind spots and monitor violations on less accessible roads. Implement media campaigns focusing on "empathetic driving" and use psychological feedback to reduce driving aggression. Install electronic signs that record positive driver behaviors (such as maintaining a safe distance) with encouraging messages.

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Conflicts of Interest
The authors declare that they have no financial or non-financial, personal, professional, or institutional conflicts of interest relevant to this work.

Conflicts of Interest
The authors declare that they have no known competing financial interests or personal relationships that could have appeared to influence the work reported in this paper.

Data Availability Statement
The data supporting the findings of this study are available from the corresponding author upon reasonable request.

AI Use Statement
The authors declare that no generative artificial intelligence (AI) or AI-assisted technologies were used in the preparation, writing, or editing of this manuscript.

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Ethics Approval
All procedures performed in this study were conducted in accordance with the ethical standards of the responsible institutional and national research committee.