

THE INFLUENCE OF HUMAN RESOURCE QUALITY, INTERNAL COMMUNICATION, AND TEAMWORK ON THE PERFORMANCE OF TIPIDKOR MEMBERS A DITRESKRIMSUS POLDA ACEH

Raysahri ^{1*}, Nuzulman ¹, Zikrillah ¹

¹ Universitas Muhammadiyah Aceh

Article Info

Article history:

Received June 5 , 2026

Revised June 24 , 2026

Accepted June 25 , 2026

Keywords:

*Human Resource Quality,
Internal Communication,
Teamwork, Performance of
Members*

ABSTRACT

This study aims to analyze the influence of Human Resource Quality, Internal Communication, and Teamwork on the performance of members of the Tipidkor Unit of the Special Crimes Investigation Directorate (Ditreskrimsus) of the Aceh Regional Police. The study population and sample consisted of 88 respondents, comprising 32 internal respondents and 56 external respondents, using a saturation sampling technique so that the entire population was included as research respondents. The results of the study indicate that the quality of human resources has a positive and significant effect on member performance. Internal communication was also found to have a positive and significant effect on member performance. Conversely, teamwork did not have a significant effect on member performance. Simultaneously, the quality of human resources, internal communication, and teamwork have a significant effect on the performance of members of the Tipidkor Ditreskrimsus of the Aceh Regional Police. These findings indicate that improvements in the performance of members of the Tipidkor Ditreskrimsus of the Aceh Provincial Police are largely determined by the quality of human resources available and the effectiveness of internal communication within the organization. Therefore, efforts to enhance members' competencies through education and training, as well as strengthening the internal communication system, must be prioritized to support the optimization of member performance. Meanwhile, the aspect of teamwork needs to be evaluated and adapted to the characteristics of investigative tasks so that it can contribute more optimally to the achievement of organizational performance.

Corresponding Author:

Raysahri | Universitas Muhammadiyah Aceh

Email: 06sahri@gmail.com

INTRODUCTION

Performance is one of the key factors determining an organization's success in achieving its established goals. In the public sector, particularly within law enforcement agencies, performance plays a crucial role as it is directly linked to the effectiveness of public service delivery, the enforcement of justice, and the maintenance of public trust in state institutions.

The Indonesian National Police (Polri), as one of the nation's law enforcement agencies, bears a significant responsibility for maintaining security, public order, and upholding the law. One of Polri's strategic functions is carried out by the Directorate of Special Criminal Investigation (Ditreskrimsus), specifically the Sub-Directorate of Corruption Crimes (Tipidkor), which is tasked with handling corruption cases as extraordinary crimes.

Corruption is one of the issues that has a far-reaching impact on the life of the nation and the state. Corruption not only causes financial losses to the state, but also hinders development, weakens the system of government, and erodes public trust in public institutions. Therefore, the success of handling corruption cases depends heavily on the quality of performance of law enforcement officials involved in the investigative process. Optimal performance is a critical prerequisite for ensuring that the law enforcement process proceeds effectively, professionally, and fairly (Puanandini et al., 2025).

The challenges in combating corruption remain an issue that requires attention, including in Aceh Province. According to a 2025 report by Indonesia Corruption Watch (ICW), Aceh is one of the provinces with the highest number of corruption cases in Indonesia. This situation indicates that efforts to address corruption still need to be strengthened in various aspects, including improving the effectiveness of law enforcement agencies. The high number of corruption cases demands that investigators work professionally, swiftly, and accurately in resolving every case they handle. Based on data from the Aceh Provincial Police and various official sources, over the past three years (2023–October 2025), the Special Crimes Investigation Directorate of the Aceh Provincial Police has handled a number of corruption cases. The details of these achievements are shown in the table below:

Table 1. Data on the handling of corruption cases by the Special Crimes Investigation Directorate of the Aceh Regional Police (2023–2025)

Year	Number of Cases	P-21/Case Closed	P-19/Return of Documents	Suspects	Investigation Process
2023	21	3	18	29	18
2024	18	4	4	18	14
2025-October	14	2	-	14	12
Total	53	9	31	61	44

Source: Tipidkor Ditreskrimsus, Aceh Provincial Police

Data on the handling of corruption cases by Tipidkor Ditreskrimsus of the Aceh Regional Police from 2023 through October 2025 reveals a disparity between the number of cases handled and the number of cases successfully resolved. Of the total 53 cases handled, only 9 reached the P-21 stage meaning they were deemed complete for referral to the prosecution phase. Meanwhile, there were 31 cases where the case files were returned (P-19), indicating that there are still deficiencies in the investigation process and the preparation of case files. This situation indicates that performance in resolving corruption cases has not yet been fully optimized and requires further attention to the factors influencing it.

One factor believed to influence investigators' performance is the quality of human resources (HR). In modern organizations, the quality of HR is a key asset that determines the successful execution of tasks and the achievement of organizational goals. The quality of HR is not only determined by the level of formal education but also encompasses technical competencies, skills, work experience, analytical abilities, integrity, and the ability to adapt to changes in the work environment (Inaray et al., 2024). In the Sub-Directorate of Corruption Crimes (Subdit Tipidkor) of the Special Crimes Investigation Directorate (Ditreskrimsus) of the Aceh Provincial Police, the majority of investigators hold bachelor's and master's degrees. However, this high level of formal education has not yet been fully reflected in case resolution rates. This phenomenon indicates that HR quality must be viewed more broadly not merely through the lens of education, but also through the ability to apply knowledge and competencies in investigative practice.

In addition to the quality of human resources, internal communication is also a factor that can potentially influence investigators' performance. Handling corruption cases involves various stages that require coordination, information exchange, and synchronization of tasks among team members and between work units. Effective internal communication can streamline the flow of information, reduce errors, and improve efficiency in the investigative process. Conversely, communication barriers can lead to miscommunication, delays in information dissemination, and inconsistencies in task execution, which ultimately result in poor-quality investigative outcomes.

Another factor contributing to improved performance is teamwork. The complexity of corruption cases demands the involvement of various parties with different expertise, making individual resolution impossible. Effective teamwork fosters efficient coordination, clear task allocation, and a shared commitment to achieving organizational goals. Conversely, weak teamwork can hinder the investigative process and reduce the effectiveness of case resolution. (Indrawatya et al., 2024). Therefore, the success of corruption case handling depends not only on the individual capabilities of investigators but also on the team's ability to work collaboratively.

Various previous studies have shown that the quality of human resources, internal communication, and teamwork are factors that influence employee performance within an organization (Darmawan et al., 2025; Kinni et al., 2024; Adriani & Helia, 2025). However, research examining the simultaneous influence of these three variables in the context of corruption investigators remains relatively limited, particularly within the Subdit Tipidkor Ditreskrimsus of the Aceh Regional Police. In fact, the nature of work for corruption investigators involves a level of complexity distinct from other professional fields. The research results are expected to provide input for police institutions in formulating strategies to improve the quality of human resources, strengthen internal communication, and enhance teamwork to support the effective handling of corruption cases.

RESEARCH METHODOLOGY

This study employs a quantitative approach using multiple linear regression analysis. The study aims to analyze the influence of the independent variables Human Resource Quality (X_1), Internal Communication (X_2), and Teamwork (X_3) on the dependent variable, namely the

performance of members of Tipidkor Ditreskrimsus of the Aceh Regional Police (Y). Based on the data obtained, the population and sample of this study consisted of 88 respondents, including 32 internal respondents and 56 external respondents from the Tipidkor Ditreskrimsus of the Aceh Regional Police. A saturated sampling technique was applied, meaning that all members of the population were selected as respondents in the study.

The research data was collected through a questionnaire, and each response was assigned a weight using a likert scale to measure the respondents' level of agreement. Data processing and econometric analysis in this study were conducted using SPSS software. The regression equation used in this study is formulated as follows:

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + e$$

Notes:

- Y = Performance of Tipidkor Members
- a = Constant
- b1 b2 b3 = Regression coefficients
- X1 = Human Resource Quality
- X2 = Internal Communication
- X3 = Teamwork
- e = Error (error term)

Next, to ensure that the regression model meets the necessary assumptions, a series of classical assumption tests were conducted. Once all assumption tests were satisfied, hypothesis testing was performed using the coefficient of determination (R²), the partial significance test (t-test), and the simultaneous significance test (F-test) to assess the model's ability to explain the dependent variable.

RESULTS AND DISCUSSION

Coefficient of Determination (R²)

The coefficient of determination is used to measure the extent to which the dependent variable is explained by the regression model. The following presents a summary of the model from this study.

Table 2. Eksternal Coefficient of Determination

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.852 ^a	0.726	0.721	2.95463
a. Dependent Variable: Performance of Members				
b. Predictors: (Constant), Human Resource Quality				

Source: Data processed using SPSS

Table 3. Internal Coefficient of Determination

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.797 ^a	0.635	0.609	2.47705
a. Dependent Variable: Performance of Members				
b. Predictors: (Constant), Internal Communication, Teamwork				

Source: Data processed using SPSS

The external coefficient of determination (R^2) was found to be 0.726. This indicates that 72.6% of the variation in the performance of members of the Tipidkor Ditreskrimsus of the Aceh Regional Police can be explained by the Human Resource Quality variable (X_1). Meanwhile, the remaining 27.4% is explained by other factors outside the research model that were not examined in this study.

The internal coefficient of determination (Adjusted R^2) is 0.609. This indicates that 60.9% of the variation in the performance of members of the Tipidkor Ditreskrimsus of the Aceh Provincial Police can be explained by the variables Internal Communication (X_2) and Teamwork (X_3). The remaining 39.1% is explained by other factors outside the research model that were not examined in this study.

Based on these two R^2 results, the author concludes that Human Resource Quality is the variable that contributes most significantly to the performance of members of the Tipidkor Ditreskrimsus Unit compared to the factors of Internal Communication and Teamwork.

Results of Hypothesis Test

Parsial Test (t)

Partial testing was conducted by comparing the significance value (Sig.) with a significance level of 0.05. If the significance value is less than 0.05, the hypothesis is accepted, indicating that the independent variable has a significant effect on the dependent variable. The test results are presented below:

Table 4. Parsial Test Results

Variable	B	Std. Error	Beta	t	Sig.
Human Resource Quality	0.950	0.079	0.852	11.967	0.001
Internal Communication	0.668	0.185	0.880	3.616	0.001
Teamwork	-0.091	0.233	-0.096	-0.393	0.697
Dependent Variable: Performance of Members					

Source: Data processed using SPSS

Based on the results of the partial test (t-test), the Human Resource Quality (X_1) variable has a positive and significant effect on the performance of members of Tipidkor Ditreskrimsus of the Aceh Regional Police. This is evidenced by a regression coefficient of 0.950 and a significance value of 0.001, which is less than 0.05. Thus, the hypothesis stating that Human Resource Quality influences the performance of members is accepted. The Internal Communication (X_2) variable also has a positive and significant effect on the performance of members of the Tipidkor Ditreskrimsus of the Aceh Provincial Police. This is indicated by a regression

coefficient of 0.668 and a significance level of 0.001, which is less than 0.05. Thus, the hypothesis stating that Internal Communication influences member performance is accepted.

Meanwhile, the Teamwork (X_3) variable does not have a significant effect on the performance of members of the Tipidkor Ditreskrimsus of the Aceh Regional Police. This is indicated by a regression coefficient of -0.091 and a significance value of 0.697, which is greater than 0.05. Therefore, the hypothesis stating that Teamwork influences Member Performance is rejected. Partially, Human Resource Quality and Internal Communication were proven to have a significant effect on the performance of members of the Tipidkor Ditreskrimsus of the Aceh Regional Police, while Teamwork had no significant effect on member performance.

Simultaneous Test (F)

The simultaneous test was conducted by comparing the significance value (Sig.) with a significance level of 0.05. If the significance value is less than 0.05, the simultaneous hypothesis is accepted, indicating that the independent variables collectively have an effect on the dependent variable. The results of the test are presented below:

Table 5. Simultaneous Test Results

Model	Sum of Squares	Mean Square	F	Sig.
Regression	1,250,141	1,250,141	143,203	,001
Residual	471,412	8,730		
Total		1,721,554		
a. Dependent Variable: Performance of Members				
b. Predictors: (Constant), Human Resource Quality, Internal Communication, Teamwork				

Source: Data processed using SPSS

Based on the results of the simultaneous test (F-test) presented in Table 5, the regression model yielded an F-value of 143.203 with a significance level of 0.001. Since this significance level is smaller than the set significance level of 0.05 ($0.001 < 0.05$), the simultaneous hypothesis is accepted. Collectively, Human Resource Quality, Internal Communication, and Teamwork significantly influence the performance of members of the Tipidkor Ditreskrimsus of the Aceh Regional Police. These findings indicate that these three variables are important factors that collectively influence the performance level of members in carrying out their duties and responsibilities. Therefore, improving the quality of human resources, enhancing the effectiveness of internal communication, and strengthening teamwork should be prioritized in efforts to improve member performance.

DISCUSSION

The Impact of Human Resource Quality on Performance of Members

Based on the results of the t-test, the Human Resource Quality variable has a positive and significant effect on the Performance of Members within the Tipidkor Ditreskrimsus of the Aceh Regional Police. This is indicated by a regression coefficient of 0.950 with a significance level of 0.001, which is less than 0.05. These results indicate that the higher the quality of

human resources possessed by members, the higher the performance achieved in carrying out investigative, prosecutorial, and handling duties related to corruption crimes. Members who possess competence, knowledge, skills, and strong analytical abilities tend to be able to complete tasks effectively and in accordance with applicable operational standards.

This finding indicates that the quality of human resources is a critical factor in supporting the successful execution of duties within the Tipidkor Ditreskrimsus of the Aceh Provincial Police. Handling corruption cases requires technical expertise, regulatory understanding, integrity, and a high level of professionalism; thus, improving the quality of human resources will directly impact the performance of members. The results of this study align with Hasibuan (2019) assertion that the quality of human resources is the primary factor determining an organization's work effectiveness. Furthermore, this study supports Mangkunegara (2017) theory, which explains that individual capabilities and competencies are crucial factors in enhancing employee performance.

The Impact of Internal Communication on Performance of Members

Based on the results of the t-test, the Internal Communication variable has a positive and significant effect on the Performance of Members within the Tipidkor Ditreskrimsus of the Aceh Regional Police. This is evidenced by a regression coefficient of 0.668 and a significance level of 0.001, which is less than 0.05. These results indicate that effective internal communication can enhance members' performance in carrying out their duties and responsibilities. Good communication helps members obtain the necessary information quickly and accurately, thereby enabling tasks to be executed in a more coordinated manner.

Within the Tipidkor Ditreskrimsus of the Aceh Provincial Police, internal communication is essential, given that the handling of corruption cases involves coordination among members, leadership, and other work units. Clear information and work instructions will minimize errors and enhance the effectiveness of task completion. This finding aligns with the theory proposed by Robbins & Judge (2018), which states that effective communication plays a crucial role in improving individual and organizational performance. Additionally, according to Pace & Faules (2015), effective organizational communication can foster good work coordination and boost organizational productivity.

The Impact of Teamwork on Performance of Members

Based on the results of the partial t-test, the Teamwork variable does not have a significant effect on the Performance of Members among members of the Tipidkor Ditreskrimsus of the Aceh Regional Police. This is indicated by a regression coefficient of -0.091 with a significance level of 0.697, which is greater than 0.05. These results indicate that teamwork has not been able to make a significant contribution to improving member performance. Thus, the level of teamwork does not have a significant effect on member performance in this study.

This situation may arise due to the nature of the work at the Tipidkor Ditreskrimsus of the Aceh Regional Police, which places greater emphasis on individual responsibility in accordance with each member's respective duties and authority. In handling corruption cases, the successful completion of tasks often depends on personal competence, analytical skills, and individual

meticulousness in handling cases. Although teamwork remains necessary in the coordination process, the research results indicate that this factor has not yet become the primary determinant of member performance. This finding does not align with West (2012) theory, which states that effective teamwork can enhance organizational productivity and performance; rather, it suggests that specific work contexts can cause the influence of teamwork to be less dominant.

The Impact of Human Resource Quality, Internal Communication, and Teamwork Teamwork on Performance of Members

Based on the results of the simultaneous test (F), the variables of Human Resource Quality, Internal Communication, and Teamwork collectively have a significant effect on the Performance of Members within the Tipidkor Ditreskrimsus of the Aceh Regional Police. This is indicated by an F-value of 143.203 with a significance level of 0.001, which is less than 0.05. These results indicate that the three variables, when considered simultaneously, can explain changes in members' performance in carrying out their duties and responsibilities. Thus, improvements in members' performance are not influenced by a single factor but result from a combination of various organizational factors.

These findings indicate that efforts to improve the performance of members of the Tipidkor Ditreskrimsus of the Aceh Regional Police should focus on enhancing human resource quality, strengthening internal communication, and fostering organizational collaboration. Although teamwork does not have a significant independent effect, it still contributes to performance when combined with other variables. The results of this study are consistent with the organizational behavior theory proposed by Robbins & Judge (2018), which explains that performance is influenced simultaneously by individual, group, and organizational factors. Therefore, strategies to improve member performance must be implemented comprehensively, taking all these aspects into account, so that organizational goals can be optimally achieved.

CONCLUSIONS

Based on the results of a study conducted on 32 investigators in the Corruption Crimes Sub Directorate (Tipidkor) of the Special Crimes Investigation Directorate (Ditreskrimsus) of the Aceh Regional Police, it was found that, to some extent, human resource quality has a positive and significant impact on member performance. These results indicate that the better the quality of human resources possessed by members in terms of competence, skills, experience, and professionalism the higher the performance achieved in carrying out tasks related to the handling of corruption crimes.

Additionally, Internal Communication was also found to have a positive and significant influence on member performance, indicating that effective communication between leadership and members, as well as among members themselves, supports the smooth coordination and execution of tasks. Meanwhile, Teamwork does not have a significant effect on member performance, suggesting that in the execution of duties within the Anti-Corruption Sub-Directorate of the Special Crimes Investigation Directorate of the Aceh Provincial Police, member performance is more heavily influenced by individual capabilities and the effectiveness of communication than by teamwork.

Simultaneously, Human Resource Quality, Internal Communication, and Teamwork were found to have a significant influence on Member Performance. These findings indicate that these three variables collectively contribute to shaping and enhancing the performance of members of Tipidkor Ditreskrimsus of the Aceh Provincial Police. Therefore, improving human resource quality and strengthening internal communication must be top priorities in efforts to enhance member performance, without neglecting the importance of fostering good cooperation within the organizational environment.

Based on the research results, it is recommended that the leadership of Tipidkor Ditreskrimsus of the Aceh Provincial Police continue to improve human resource quality through education programs, training, competency development, and enhancing members' professionalism. Additionally, the internal communication system must be strengthened through more effective coordination, clear information dissemination, and improved working relationships between leadership and members. Although teamwork did not show a significant partial effect, the organization still needs to foster a positive culture of cooperation to support the effective execution of duties and the achievement of the organization's overall objectives.

For future research, it is recommended to expand the scope of the study to other police units or different law enforcement agencies to obtain more comprehensive results. Future researchers may also include additional variables that could potentially influence member performance, such as leadership, work motivation, work discipline, organizational culture, and job satisfaction. Furthermore, utilizing a larger sample size and employing a more diverse range of research methods is expected to provide a deeper understanding of the factors influencing member performance within law enforcement organizations.

REFERENCES

- Adriani, D., & Helia, S. (2025). Pengaruh Kerjasama Tim dan Komunikasi terhadap Kinerja Pegawai Pada Dinas Pendidikan Kabupaten Kerinci dengan Disiplin Kerja sebagai Variabel Intervening. *AICONOMIA: Jurnal Hukum Ekonomi Syariah*, 4(1), 45–60.
- Darmawan, R., Sungkono, & Karnama, M. M. (2025). Pengaruh Komunikasi Internal dan Kerjasama Tim terhadap Kinerja Pegawai pada Dinas Komunikasi dan Informatika Kabupaten Karawang. *Jurnal Publikasi Sistem Informasi Dan Manajemen Bisnis (JUPSIM)*.
- Ghozali, I. (2018). *Aplikasi Analisis Multivariate Dengan Program IBM SPSS 25*. Semarang: Universitas Diponegoro.
- Inaray, F. Q., Pratiknjo, M. H., & Londa, V. Y. (2024). Analisis Pengembangan Sumber Daya Manusia Penyidik Pada Subdit II Harda Bangtah Reserse Kriminal Umum di Kepolisian Daerah Sulawesi Utara. *INNOVATIVE: Journal Of Social Science Research*, 4, 2573–2587.
- Indrawaty, M., Padhilb, L., & Muktic, R. W. (2024). Faktor-Faktor yang Memengaruhi Kinerja SDM dan Kinerja Organisasi : Sebuah Tinjauan Literatur Factors Affecting HR Performance and Organizational Performance : A Literature Review. *Diversity Jurnal Ilmiah Pascasarjana*, 4(2).
- Kertati, I., Sunarti, S., Zebua, R., Payangan, O., & Wijayanti, T. (2023). *Manajemen SDM Dunia Usaha Era Digital (Strategi & Implementasi)*. Jambi: Sonpedia Publishing Indonesia

- Kinni, I. D., Tangkeallo, D. I., & Pagi, C. (2024). Pengaruh Komunikasi Internal Dan Kerjasama Tim Kepegawaian Dan Pengembangan Sumber Daya Manusia (BKPSDM) Kabupaten Toraja Utara. *Scientific Journal Of Reflection: Economic, Accounting, Management and Business*, 7(4), 1356–1370.
- Puanandini, D. A., Maharani, V. S., & Anasela, P. (2025). Korupsi sebagai Kejahatan Luar Biasa: Analisis Dampak dan Upaya Penegakan Hukum. *Jurnal Sosial Politik, Pemerintahan Dan Hukum*, 4(1). <https://doi.org/10.59818/jps.v3i3.1173>
- Sugiyono. (2019). *Metode Penelitian Kuantitatif, Kualitatif dan R&D*. Bandung: Alfabeta.
- Sujarweni, V. Wiratna. (2015). *Metodologi Penelitian Bisnis dan Ekonomi*. Yogyakarta: Pustaka Baru Press.
- Susanti, A.A., Widyani, Dwivediyani, dan Utami, N.M.S. (2017). Pengaruh Keterlibatan Kerja Karyawan, Loyalitas Kerja Dan Kerjasama Tim Terhadap Kinerja Karyawan CV. Sanitary Bali Pinangia. *Jurnal Emas*, 2(2), 224–234.
- Tirtayasa, S. F. H. & S. (2020). Pengaruh Motivasi, Disiplin, Dan Kepuasan Kerja Terhadap Kinerja Karyawan Di PT. Angkasa Pura II (Persero) Kantor Cabang Kualanamu. *Maneggio: Jurnal Ilmiah Magister Manajemen*, 3(1), 120–135. <https://doi.org/10.30596/maneggio.v3i1.4866>