

Improving HR Performancespecial Detacion 88 Anti-Terror (Densus 88 at) Polrithrough the Quality of Interpersonal Communication and Cooperation Between Units

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Abstract. *Improving personnel performance is a very important factor in supporting the successful implementation of the Special Detachment 88 Anti-terror (Densus 88 AT) Polri's duties, which have high-risk, complex work characteristics and require cross-unit coordination. Personnel performance is not only determined by individual abilities, but is also influenced by the effectiveness of interpersonal communication and cooperation between units. This study aims to analyze the influence of interpersonal communication quality on cooperation between units, the influence of interpersonal communication quality on personnel performance, and the influence of inter-unit cooperation on the performance of Densus 88 AT Polri personnel. This study employed a quantitative approach with a survey method. The population comprised all personnel of Densus 88 AT Polri, while the sample size was 100 respondents selected using a census technique. Data collection was conducted through questionnaires using a five-point Likert scale. Data analysis used Partial Least Squares-based Structural Equation Modeling (PLS-SEM) with the aid of SmartPLS software. The results of the study indicate that the quality of interpersonal communication has a positive and significant effect on inter-unit cooperation. The quality of interpersonal communication also has a positive and significant effect on personnel performance. Furthermore, inter-unit cooperation has been shown to have a positive and significant effect on personnel performance. The research findings indicate that effective interpersonal communication can strengthen coordination, collaboration, and synergy between units, thereby supporting improvements in the quality of task execution and overall personnel performance.*

Keywords: *Interpersonal Communication; Inter-Unit Cooperation; Personnel Performance.*

1. Introduction

Human resource (HR) performance is a strategic factor in determining the effectiveness and professionalism of an organization.(Mathis., 2018), especially in law enforcement institutions that bear significant responsibility for maintaining national security. Improving the human resource performance of the Indonesian National Police (Polri) is an urgent need, given the increasing complexity of security threats, particularly the cross-border, organized, and dynamic nature of terrorism. The National Police's Densus 88 Anti-Terror unit, as a special unit handling terrorism crimes, is required to have superior, responsive, and integrated human resource performance across units.

The Indonesian National Police's Special Detachment 88 Anti-Terrorism Unit (Densus 88 AT) is a special unit under the Indonesian National Police, specifically established to address the threat of terrorism and related crimes that endanger national security. Densus 88 plays a strategic role as the vanguard in preventing, prosecuting, and combating acts of terrorism in Indonesia.

The formation of Densus 88 was motivated by the rise in terrorism in Indonesia in the early 2000s, which demanded a police unit with specialized, professional, and integrated capabilities. Structurally, Densus 88 is under the Criminal Investigation Unit of the Indonesian National Police and operates based on applicable laws and regulations, particularly Law Number 5 of 2018 concerning the Eradication of Criminal Acts of Terrorism. In carrying out its duties, Densus 88's primary functions include intelligence, investigation, prosecution, enforcement, and terrorism prevention. Furthermore, Densus 88 plays a role in deradicalization and counter-radicalization efforts through a law enforcement approach that prioritizes the principles of professionalism, proportionality, and respect for human rights. These duties require Densus 88 personnel to possess high levels of competence, strong discipline, and the ability to work under high pressure and risk.

Densus 88 consists of selected personnel from various units within the Indonesian National Police (Polri) who have undergone a selection process and specialized training. This training encompasses tactical, investigative, intelligence, communication, and cross-unit and inter-agency cooperation skills. Therefore, Densus 88's human resource performance depends not only on individual abilities but also on effective interpersonal communication and inter-unit synergy in carrying out complex and coordinated operations.

2. Research Methods

In conducting this research study, the type of research used was explanatory research. According to Widodo (2010), explanatory research is explanatory research, meaning it emphasizes the relationships between variables by testing hypotheses. The description contains descriptions but focuses on the relationships between variables. The researcher

chose this method so that the results of this study can be directly applied to the organization where the researcher works.

3. Results and Discussion

3.1. Respondent Description

Respondent descriptions are a crucial part of the research because they provide information about the characteristics of the subjects who serve as the source of the research data. Presenting respondent characteristics aims to help understand the context of the research results, allowing for a more comprehensive interpretation of the findings. Characteristics such as gender, age, education level, and length of service can be factors related to task execution and human resource performance. Based on the research results, 100 Densus 88 Polri personnel participated in the survey. The following is a description of the characteristics of the respondents in this study:

a. Gender

Respondent characteristics based on gender are presented to provide an overview of the composition of personnel who are the research sample, which can be seen in the following description.

Table Respondent Description Based on Gender

Gender	Frequency	Percentage
Man	89	89.0
Woman	11	11.0
Total	100	100.0

Source: Data processing results, 2026.

The data presented in Table shows that the majority of respondents were male, amounting to 89 (89.0%), while female personnel numbered 11 (11.0%). This composition indicates that the personnel structure of Densus 88 Polri is still dominated by men, which is in line with the characteristics of law enforcement organizations and special units that have physical demands, high mobility, operational readiness, and complex task intensity. Nevertheless,

the involvement of female personnel still reflects the diversity of human resources in supporting the implementation of organizational tasks.

b. Age

Respondent characteristics based on age level are presented to provide an overview of the composition of personnel who are the research sample, which can be seen in the following description.

Table Respondent Description Based on Age

Age	Frequency	Percentage
20 - 30 years	28	28.0
31 - 40 years old	36	36.0
41 - 50 years old	25	25.0
>50 years	11	11.0
Total	100	100.0

Source: Data processing results, 2026.

Table shows that based on age, the 31–40 age group is the largest category with a total of 36 (36.0%), followed by the 20–30 age group with 28 (28.0%), the 41–50 age group with 25 (25.0%), and the age of 50 years and above with 11 (11.0%). This finding indicates that the majority of Densus 88 Polri personnel are of productive age who generally have a balance between physical capacity and psychological maturity, as well as work experience in carrying out their duties. The dominance of the productive age group indicates that the organization has human resources that are relatively ready to face dynamic and complex work demands.

c. Last education

Respondent characteristics based on education level are presented to provide an overview of the composition of personnel who are the research sample, which can be seen in the following description.

Table Respondent Description Based on Last Education

last education	Frequency	Percentage
High School/Vocational School	20	20.0
Diploma	14	14.0
Bachelor	51	51.0
Postgraduate	15	15.0
Total	100	100.0

Source: Data processing results, 2026.

Judging from the latest education data, the majority of personnel have a Bachelor's degree (51) (51.0%), followed by High School/Vocational High School (20.0%), Postgraduate (15.0%), and Diploma (14.0%). This distribution illustrates that the majority of respondents have a higher level of education which is expected to support analytical skills, knowledge mastery, and professional competence in carrying out increasingly complex police duties. A relatively good level of education also reflects the readiness of personnel to understand operational procedures, utilize technology, and make appropriate decisions in various situations. Thus, the composition of respondents' education is an important asset in supporting the improvement of personnel performance because the higher the level of education generally the better the individual's capacity to complete work effectively, efficiently, and professionally.

d. Years of service

Respondent characteristics based on length of service are presented to provide an overview of the composition of personnel who are the research sample, which can be seen in the following description.

Table Respondent Description Based on Length of Service

Years of service	Frequency	Percentage
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5 - 10 years	28	28.0
11 - 15 years	36	36.0
16 - 20 years	23	23.0
21 - 25 years old	13	13.0
Total	100	100.0

Source: Primary Data Processing Results, 2026.

Based on length of service, the majority of respondents (36) had 11–15 years of service (36.0%), followed by 5–10 years of service (28.0%), 16–20 years of service (23.0%), and 21–25 years of service (13.0%). These results indicate that most personnel have had sufficient work experience to comprehensively understand the characteristics of tasks, operational procedures, and organizational dynamics. Relatively mature work experience enables personnel to have better abilities in facing various operational challenges, managing risks, and working together in teams. Therefore, the distribution of respondents' length of service indicates that most personnel have accumulated sufficient experience to produce optimal performance, because work experience is one of the factors that supports increasing the effectiveness of task implementation, the quality of decision-making, and the successful achievement of organizational goals.

3.2. Descriptive Analysis of Research Data

Respondents' responses to the research variables were analyzed using descriptive statistics. The results of this analysis provide an overview of the trends in respondents' responses to each indicator item used to measure the research variables. Through this descriptive approach, researchers can observe general patterns emerging in the data, including trends in variable levels that fall into the low, medium, or high categories.

The questionnaire consists of several statements with Likert scale answers 1-5. Respondent response criteria follow the following assessment scale: Strongly Agree (SS) score 5, Agree (S) score 4, Quite Agree (CS) score 3, Disagree (TS) score 2, Strongly Disagree (STS) score 1. Furthermore, the variable descriptions are grouped into 3 categories, namely: low category, score = 1.00 – 2.33, medium category, score = 2.34 – 3.66 and high/good category, with a score of 3.67 – 5.00. The results of the analysis of the description of respondents' answers to each variable are presented in the following table:

3.3. The Influence of Interpersonal Communication on Personnel Performance

The results of the first hypothesis test indicate that the quality of interpersonal communication has a positive and significant effect on personnel performance. This study's findings align with those of Syah (2024), who stated that the quality of interpersonal communication positively influences team performance, while Sopandi et al. (2024) emphasized that interpersonal communication is an important determinant in improving HR performance. This study's results also reinforce the findings of Puscas et al. (2021), who explained that effective interpersonal communication can improve interpersonal relationships, build trust, and ultimately improve individual and team performance. Furthermore, this study's results are consistent with those of Diana et al. (2020), Kartini et al. (2020), Vandela and Sugiarto (2021), and Izzul Ihsan and Palapa (2022), who proved that the better the quality of interpersonal communication, the higher the employee performance.

These results indicate that effective interpersonal communication enables each employee to obtain clear information, understand job objectives, and reduce coordination errors in task execution. The better the quality of communication between employees, the greater their ability to complete work effectively, professionally, and in line with organizational goals.

Based on the results of the outer model evaluation, the indicator with the highest loading factor value in the interpersonal communication quality variable is the feedback indicator with a loading factor value of 0.944, while in the personnel performance variable the indicator with the highest loading factor value is work quality of 0.873. This indicates that the ability of personnel to provide and receive clear, fast, and constructive feedback is the strongest representation of interpersonal communication quality, while the quality of work results is the main representation of personnel performance.

Logically, the relationship between these two indicators is very strong. Quality feedback allows personnel to receive corrections, clarifications, and confirmation of task execution directly, thus minimizing operational errors from the outset. Densus 88 operations demand accurate information, speed of response, and accuracy of action. Effective feedback will improve personnel's understanding of work procedures, strengthen coordination between members, and expedite decision-making. This condition ultimately results in better work quality because each personnel is able to carry out tasks according to operational standards, reduce errors, and produce more accurate work output.

a. The Influence of Interpersonal Communication on Cooperation between Units

The results of the second hypothesis test indicate that the quality of interpersonal communication has a positive and significant impact on inter-unit cooperation. This finding

indicates that effective interpersonal communication can improve coordination, trust, and synergy between personnel and units in carrying out operational tasks.

The results of this study align with those of Ridwan et al. (2020), who explain that fostering working relationships and trust between human resources is a prerequisite for solid and harmonious collaboration. Furthermore, Quandt (2012) states that good communication plays a crucial role in building trust, while Lantara (2019) emphasizes that effective communication can create a harmonious work environment.

These results demonstrate that high-quality interpersonal communication can facilitate the exchange of information, align perceptions, and improve coordination in task execution between units. The more effective communication between personnel, the greater the ability of each unit to work synergistically to achieve organizational goals.

Based on the results of the outer model evaluation, the indicator with the highest loading factor value on the interpersonal communication quality variable is feedback with a loading factor value of 0.944, while the indicator with the highest loading factor value on the inter-unit cooperation variable is problem solving with a value of 0.918. This shows that the ability to provide and receive feedback quickly, clearly, and constructively is the most dominant aspect in shaping the quality of interpersonal communication, while the ability to solve various problems together is the strongest representation of inter-unit cooperation.

Logically, these two indicators are closely related. Effective feedback allows each personnel to obtain information on field conditions, situational developments, and real-time evaluation of actions, ensuring that each unit has a shared understanding of the issues at hand. This shared information facilitates root cause identification, accelerates cross-functional coordination, and encourages collective decision-making. Given the high-risk nature of Densus 88 Polri's tasks, which require confidentiality, and involve various operational functions, quality feedback is a key foundation for developing integrated problem-solving capabilities.

b. The Influence of Inter-Unit Cooperation on Personnel Performance

The results of the third hypothesis test indicate that inter-unit cooperation has a positive and significant impact on personnel performance. This finding suggests that the success of Densus 88 Polri personnel in carrying out their duties is determined not only by individual abilities, but also by the level of synergy, coordination, and collaboration between units in achieving organizational goals.

The results of this study support Yasa et al.'s (2021) assertion that teamwork can improve human resource performance through synergy in completing tasks. These findings also align with research by Ariyanto et al. (2019) and Dira et al. (2020), which demonstrated that

teamwork has a positive and significant impact on human resource performance. These results indicate that better coordination and synergy between units lead to more effective personnel in carrying out complex operational tasks. Good collaboration allows each employee to optimally utilize resources, information, and expertise, resulting in faster, more accurate, and higher-quality task completion.

Based on the results of the outer model evaluation, the indicator with the highest loading factor value in the inter-unit cooperation variable is problem solving with a loading factor value of 0.941, while the indicator with the highest loading factor value in the personnel performance variable is work quality with a loading factor value of 0.873. These findings indicate that the ability of personnel to solve various problems collaboratively is the strongest dimension in representing inter-unit cooperation, while work quality is the most dominant dimension in describing personnel performance.

Logically, there is a close relationship between these two indicators. Collaborative problem-solving allows each unit to integrate its information, experience, and competencies to produce more appropriate and comprehensive solutions. Given the high level of complexity, risk, and urgency of Densus 88 Polri, the ability of various units to collaborate in identifying root causes, determining action strategies, and making integrated decisions minimizes operational errors and increases the effectiveness of task execution. Consequently, the quality of personnel work improves because every operational decision is based on thorough coordination, clear role allocation, and complementary support between units.

4. Conclusion

Based on the results of data analysis and discussion regarding the influence of interpersonal communication quality on personnel performance through cooperation between units in the Densus 88 Anti-terror Polri personnel, the following conclusions can be drawn:

1. The quality of interpersonal communication has a positive and significant impact on inter-unit cooperation. The better the interpersonal communication, demonstrated through empathy, openness, and effective feedback, the higher the level of synergy, coordination, and collaboration between units in carrying out operational tasks. These findings demonstrate that quality communication is a key foundation for building effective cooperation within the National Police's Densus 88.
2. The quality of interpersonal communication has a positive and significant impact on personnel performance. Open, empathetic communication, supported by clear feedback, can improve personnel's understanding of tasks, reduce coordination errors, and accelerate decision-making. These conditions contribute to improved quality, quantity, contributions, and working relationships, enabling more optimal performance.

3. Cooperation between units has a positive and significant impact on personnel performance. The better the cooperation built through achieving shared goals, collaborative problem-solving, and integrated work planning, the higher the quality of personnel performance. Effective cooperation enables each unit to optimize resources, share information quickly, and synergize its competencies, resulting in more effective, efficient, and professional task execution.

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