

Improving the Performance of Public Relations Personnel of the Central Kalimantan Regional Police Through the Quality of Interpersonal Communication and Teamwork Skills, in the Context of Information and Communication Technology Literacy

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Abstract. *This study aims to analyze the effect of interpersonal communication quality on human resource performance (HR performance), both directly and indirectly through teamwork skills, as well as to examine the role of information and communication technology (ICT) literacy as a moderating variable in the relationship between teamwork skills and HR performance. This study employs an explanatory research approach to explain the causal relationships among the variables examined. The population in this study consists of all personnel in the Public Relations Unit, ICT Unit, and Protocol and Leadership Support Unit (Spripim) of the Central Kalimantan Regional Police, totaling 100 respondents. The sampling technique used is a census, in which the entire population is included as the research sample. The data used consists of primary and secondary data. Primary data were obtained through the distribution of questionnaires containing both open-ended and closed-ended questions regarding respondents' perceptions of interpersonal communication quality, teamwork skills, ICT literacy, and HR performance. Secondary data were obtained from the Central Kalimantan Regional Police to support the accuracy and completeness of respondent information. The results show that interpersonal communication quality has a positive and significant effect on HR performance. In addition, interpersonal communication quality also has a positive and significant effect on teamwork skills. Furthermore, teamwork skills have a positive and significant effect on HR performance, indicating that effective teamwork plays a crucial role in improving employee performance. ICT literacy also has a positive and significant effect on HR performance, suggesting that proficiency in information and communication technology contributes to increased work effectiveness and productivity.*

Keywords: *Communication; Interpersonal; Literacy; Quality; Teamwork.*

1. Introduction

The Republic of Indonesia National Police (POLRI) is an institution that has a strategic role in maintaining security, order, law enforcement, and providing protection, patronage, and services to the community. (Mayastinasari, 2019) The performance of the Indonesian National Police (POLRI) is in the public spotlight because it is closely related to the quality of service

and public trust in state institutions.(Heri, 2019)Therefore, improving the performance of Indonesian National Police personnel is an urgent need to be able to respond to the demands of increasingly complex social, political, and technological developments.

One of the crucial elements within the Indonesian National Police (POLRI) organizational structure is the Public Relations (PR) division. The Regional Police Public Relations division serves as a communication liaison between the POLRI institution and the public, the media, and other stakeholders. The primary duties and functions of PR include disseminating information, building a positive image of the institution, countering negative issues, and ensuring an effective two-way flow of information. Therefore, the performance of PR personnel is measured not only by technical abilities but also by their skills in establishing interpersonal relationships and building teamwork.

HR performance is basically influenced by various aspects, both internal and external.(Samsuni, 2023). One important factor is the quality of interpersonal communication, which is the foundation of daily work interactions.(Gita Friolina et al., 2017). Effective communication encourages understanding, openness, and reduces conflict in carrying out tasks.(Kotamena et al., 2021). Workplace communication is the process of exchanging information in a work environment that can be done through personal conversations, team meetings, emails, or video calls.(Akhtar et al., 2019). Effective communication requires clarity in conveying ideas and results, so that every team member understands the message correctly.(Ong Choon Hee et al., 2019)This is important because differences in communication methods used by employees often create gaps in understanding.(Ong Choon Hee et al., 2019)With good communication, employees obtain the information they need to perform optimally, a positive work environment is created, and various inefficiencies are reduced.

Effective communication in the work environment plays an important role in the success of an organization.(Leth, 2020)This process includes the delivery of clear, accurate, and timely information between individuals and teams.(Wijayanti, 2021)Mastering communication skills, such as attentive listening, providing constructive feedback, and using non-verbal language appropriately, is key to building solid working relationships, resolving conflicts, and fostering collaboration.(Widayati et al., 2021)Conversely, ineffective communication can lead to misunderstandings, reduce performance, and create a toxic work environment. Therefore, organizations need to focus on communication training and foster a work culture that supports openness and honesty in the exchange of information.

In addition, teamwork skills also contribute significantly to achieving performance.(Ahmad & Manzoor, 2017)The ability to work in a team, share information, and support each other among members is the main capital in achieving optimal output.(Tupamahu et al., 2020). Teamwork skills in the work environment are an important factor in achieving common goals.(Widayati et al., 2021)The aspects covered include effective communication, collaboration, mutual respect, active listening, responsibility, and the ability to resolve

conflicts.(Monroe et al., 2021). Developing these skills can create a positive work environment, encourage optimal contributions from each individual, and result in increased productivity and innovation.(Yasa et al., 2021).

In addition, teamwork skills also play a big role in the success of the project and the smooth operation of the organization.(Alviani & Nuvriasari, 2022)With these skills, employees can work together harmoniously, share responsibilities, and deal with differences in a constructive manner.(Wijayanti, 2021)Individuals who master teamwork skills tend to be more adaptive to emerging dynamics and challenges, thus being able to have a positive impact on achieving organizational goals.(Hermawan et al., 2023).

A number of previous studies have shown that there is a gap in research results regarding the relationship between teamwork skills and HR performance.including showing that teamwork has a positive and significant influence on HR performance(Ariyanto et al., 2019; Dira et al., 2020). Then, further research confirmed that teamwork has a positive and significant influence on employee performance.(Yasa et al., 2021)However, the research differs from the results which show that teamwork does not have a significant effect on employee performance.(Alviani & Nuvriasari, 2022)The differing findings regarding the contribution of teamwork to performance open up opportunities for further study. Therefore, in this study, Information and Communication Technology (ICT) literacy is proposed as a moderating factor.

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

The respondents of this study were 100 personnelPublic Relations Work Unit, ICT Work Unit and Spripim Work UnitCentral Kalimantan Regional PoliceThe distributed questionnaires were successfully collected and completed, resulting in 100 data points suitable for further analysis. The following is a descriptive analysis of the respondents' demographic characteristics:

Table Description of Respondent Characteristics

No	Characteristics	Total Sample n = 100	
		Amount	Percentage (%)
1.	Gender		
	Man	89	89.0
	Woman	11	11.0

2.	Age		
	21 - 30 years old	30	30.0
	31-40 years old	36	36.0
	41 - 50 years old	17	17.0
	51 – 60 years old	17	17.0
3.	Last education		
	High School/Vocational School	36	36.0
	Diploma	10	10.0
	S1	49	49.0
	S2	5	5.0
4.	Years of service		
	0 - 10 years	20	20.0
	11 - 20 years	36	36.0
	21 - 30 years old	28	28.0
	> 30 years	16	16.0

Source: Results of research data processing (2026).

Based on respondent characteristics, gender composition shows that the majority of respondents were male (89.0%), while 11 were female (11.0%). The predominance of male respondents reflects the general composition of members within the police institution, where the majority of operational and staff duties are dominated by male personnel. This proportion can impact communication patterns, leadership styles, and team dynamics.

In terms of age, respondents were spread across four groups, with the largest distribution being in the 31–40 age range at 36 (36.0%), followed by the 21–30 age group at 30 (30.0%), and the 41–50 and 51–60 age groups at 17 (17.0%) respectively. This age distribution indicates a relatively mature and experienced personnel composition, yet still supported by a productive young workforce. This condition can have a positive impact on performance because the combination of senior work experience and the flexibility of the younger generation can improve the quality of collaboration, technology adaptation, and the quality of interpersonal communication.

Based on their last education, the majority of respondents (49) had a bachelor's degree (49.0%), followed by 36 high school/vocational high school (36.0%), 10 diploma (10.0%), and 5 postgraduate (5.0%). This composition reflects that most personnel have sufficient academic skills to understand work procedures, information technology, and the professional demands in carrying out their duties in the Public Relations, ICT, and Sripim work units. The high proportion of bachelor's degree graduates also indicates the potential for improving the quality of analysis, interpersonal communication, and problem solving, which ultimately contributes to improving individual and organizational performance as a whole.

Furthermore, based on length of service, the distribution of respondents shows that the largest group is with a length of service of 11–20 years, with 36 (36.0%), followed by the group of 21–30 years with 28 (28.0%), 0–10 years with 20 (20.0%), and more than 30 years with 16 (16.0%). This pattern indicates that most personnel are in the mid-career phase to senior, who generally have a deep understanding of the tasks and functions of the organization. A

relatively long period of service is usually associated with communication maturity, work efficiency, and adaptability within the team, thus potentially making a significant contribution to improving HR performance.

In this section, a descriptive analysis is conducted to obtain an overview of respondents' responses to the research variables. This analysis is conducted to obtain perceptions about respondents' tendencies to respond to the indicator items used to measure these variables and to determine the status of the variables studied at the research site.

Evaluation of the latent variable measurement model with reflective indicators is analyzed by examining the convergent validity of each indicator. Convergent validity testing in PLS can be seen from the magnitude of the outer loading of each indicator on the latent variable. According to Ghazali (2011), an outer loading value above 0.70 is highly recommended.

1) Evaluation of Convergent Validity of Interpersonal Communication Quality Variables

In this study, the measurement of the interpersonal communication quality variable is reflected through three indicators. Evaluation of the outer model or measurement model can be seen from the outer loading value of each indicator of the interpersonal communication quality variable, as follows:

Table Outer Loading Calculation Results of the Interpersonal Communication Quality Construct

Indicator	<i>Outer loadings</i>	Information
1. Openness,	0.778	Valid
2. Empathy,	0.879	Valid
3. Feedback.	0.906	Valid

The table above shows that all loading values of the interpersonal communication quality indicator factors have values greater than the critical limit of 0.700. Thus, the interpersonal communication quality variable (X1) can be formed or explained well or can be said to be valid by the three indicators, namely Openness, Empathy, and Feedback.

2) Evaluation of Convergent Validity of Teamwork Skill Variables

In this study, the measurement of the Teamwork skill variable (X2) is reflected through six indicators, namely Understanding shared contributions and responsibilities, Mutual support and respect, Coordination, collaborative problem solving, trust, understanding shared goals and vision. Table 4.7 shows that all loading values of the Teamwork skill indicator factors have values greater than the critical limit of 0.700. Evaluation of the outer model or measurement model can be seen from the outer loading values of each Teamwork skill variable indicator as follows:

Table Outer Loading Calculation Results Teamwork skill construction

Indicator	<i>Outer loadings</i>	Information
1. Understand shared contributions and responsibilities,	0.760	Valid
2. Support and respect each other,	0.907	Valid
3. Coordination,	0.890	Valid
4. collaborative problem solving,	0.856	Valid
5. sense of trust,	0.891	Valid
6. understanding of shared goals and vision	0.732	Valid

Thus, the Teamwork skill variable (Y1) can be formed or explained well or can be said to be valid by the six indicators that form it.

3) Evaluation of Convergent Validity of HR Performance Variables

In this study, the measurement of the HR Performance variable (Y1) is reflected through six indicators, namely Quality; Quantity; Timeliness; Cost Effectiveness; Need for Supervision; and Interpersonal Impact. Table 4.8 shows that all loading values of the HR Performance indicator factors have values greater than the critical limit of 0.700. Evaluation of the outer model or measurement model can be seen from the outer loading values of each HR Performance variable indicator as follows:

Table Outer Loading Calculation Results of HR Performance Constructs

Indicator	<i>Outer loadings</i>	Information
1. Quality;	0.808	Valid
2. Quantity;	0.756	Valid
3. Timeliness;	0.844	Valid
4. Cost Effectiveness;	0.849	Valid
5. Need for Supervision (Need for Supervision);	0.851	Valid
6. Co-Worker Relationships (Interpersonal Impact).	0.859	Valid

Thus, the HR Performance variable (Y1) can be formed or explained well or can be said to be valid by the indicators that form it.

3.2. Structural Model Evaluation (Inner Model)

Structural model testing (inner model) involves examining the relationship between latent constructs by estimating the path parameter coefficients and their significance levels (Ghozali, 2011). This procedure is carried out as a step in testing the proposed research hypothesis. The test yields output from the structural model of the loading factor construct, which explains the influence of the interpersonal communication quality construct on HR performance through teamwork skills and ICT literacy moderation.

In this case, data processing was performed using the Smart PLS v4.1.0 software tool. The results of this data processing are shown in the following image:

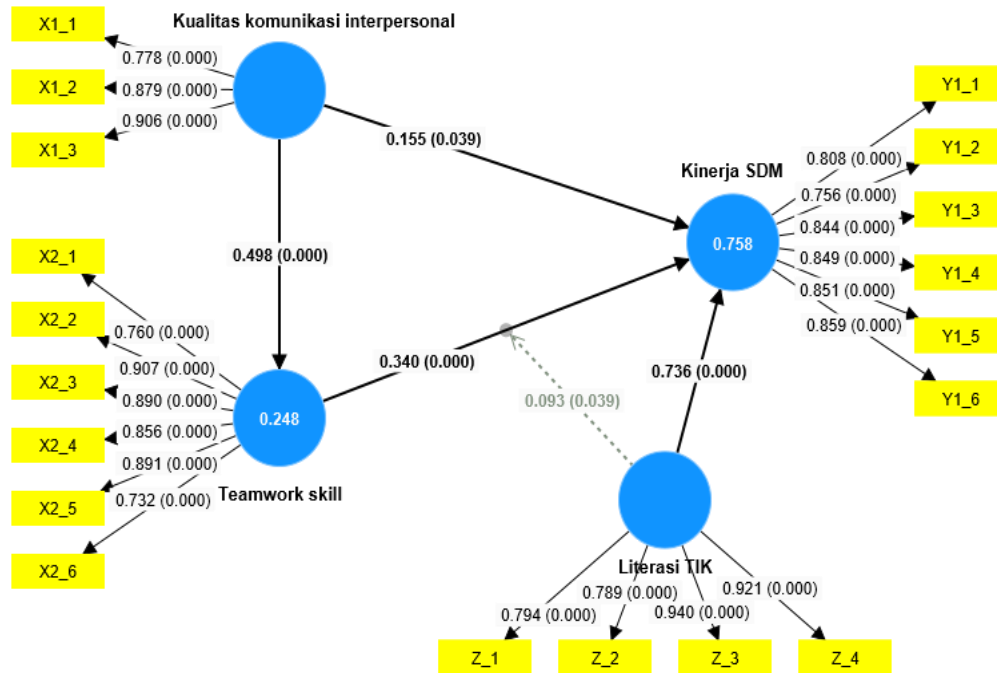


Figure Full Model SEM-PLS Moderation

Source: Results of research data processing with Smart PLS 4.1.0 (2026)

1) Analysis of the Influence between Variables

Research hypothesis testing was carried out to determine whether a hypothesis is accepted or not by comparing the calculated t with the t table, if the calculated $t > t$ table, then the hypothesis is accepted. The critical value used when the sample size is greater than 30 and the two-tailed test is 1.65 for a significance level of 10%, 1.96 for a significance level of 5%, and 2.57 for a significance level of 1% (Marliana, 2019). In this case, to test the hypothesis, a significance level of 5% was used, where the t -table value was 1.96 (Ghozali & Latan, 2015). The results of testing the influence of each research variable can be presented in the following table:

Table Hypothesis Test Results

	Influence	Original sample (O)	T statistics (O/STDEV)	P values	Information
H1	Interpersonal communication quality -> HR performance	0.155	2,062	0.039	Accepted
H2	Interpersonal communication quality -> Teamwork skills	0.498	6,373	0.000	Accepted

H3	Teamwork skills-> HR Performance	0.340	4,263	0.000	Accepted
H4	ICT Literacy -> HR Performance	0.736	10,251	0.000	Accepted
H5	ICT Literacy x Teamwork Skills -> Human Resource Performance	0.093	2,070	0.039	Accepted

Source: Primary data processing with Smart PLS 4.1.0 (2026)

Decisions are made based on the calculated statistical test values and predetermined significance levels. Hypothesis testing is performed by comparing the predetermined t-table with the calculated t-value generated from the PLS calculation. Based on the data processing results table above, the results of each proposed hypothesis test can be identified as follows:

a. Hypothesis Testing

H1: The higher the quality of interpersonal communication, the higher the performance of human resources..

In testing hypothesis 1, the original sample estimate value was obtained at 0.155. This value indicates that the quality of interpersonal communication has a positive effect on HR performance. This result is supported by the calculated t value of $2.062 > t$ table (1.96) and the p value of $0.039 < 0.05$. Thus, it can be said that the influence of interpersonal communication quality on HR performance is positive and significant. Therefore, the first hypothesis which states that "The better the quality of interpersonal communication, the higher the performance of human resources" can be accepted.

b. Testing Hypothesis

H2: The higher the quality of interpersonal communication, the higher the ability of human resources to work together.

In testing hypothesis 2, the original sample estimate value was obtained at 0.498. This value indicates that the quality of interpersonal communication has a positive influence on teamwork skills. These results are also supported by the calculated t value of $6.373 > t$ table (1.96) and a p value of $0.000 < 0.05$. This means that the quality of interpersonal communication has been proven to provide a significant contribution in improving teamwork skills. Thus, the second hypothesis which states that "The better the quality of interpersonal communication, the higher the ability of human resources to work together" can be accepted.

c. Testing Hypothesis

H3: The better the ability to collaborate, the higher the performance of human resources..

In testing hypothesis 3, the original sample estimate value was obtained at 0.166. This value indicates that teamwork skills have a positive effect on HR performance. This result is supported by the calculated t value of $4.263 > t$ table (1.96) and the p value of $0.000 < 0.05$.

Thus, it can be said that the influence of teamwork skills on HR performance is positive and significant. Therefore, the third hypothesis which states that "The better the ability to work together, the higher the HR performance" can be accepted.

d. Testing Hypothesis

H4: The better the ICT literacy, the higher the HR performance.

Based on the results of hypothesis 4 testing, the original sample estimate value was obtained at 0.736. This value indicates that ICT literacy has a positive effect on HR performance. This result is supported by the calculated t value of $10.251 > t \text{ table } (1.96)$ and the p value of $0.000 < 0.05$. Thus, it can be said that the effect of ICT literacy on HR performance is positive and significant. Therefore, the fourth hypothesis which states that "The better ICT literacy, the higher HR performance" can be accepted.

e. Hypothesis Testing

H5: The influence of teamwork skills on performance will be stronger if HR has good ICT literacy.

In testing hypothesis 5, the original sample estimate value was obtained at 0.093. This value indicates that the moderating effect of ICT Literacy shows a positive direction of influence. The test results are also strengthened by the calculated t value of $2.070 > t \text{ table } (1.96)$ and a p value of $0.039 < 0.05$. This proves that ICT Literacy significantly moderates the effect of Teamwork skills on HR Performance. Thus, the fifth hypothesis which states that "The effect of teamwork skills on performance will be stronger if HR has good ICT Literacy" can be accepted.

2) Indirect Effect Analysis

The indirect effect test was conducted to see the influence of an exogenous variable (interpersonal communication quality) on an endogenous variable (HR performance) through an intervening variable, namely the Teamwork skill variable. The indirect effect of interpersonal communication quality on HR performance through Teamwork skill mediation is depicted in the following path diagram:

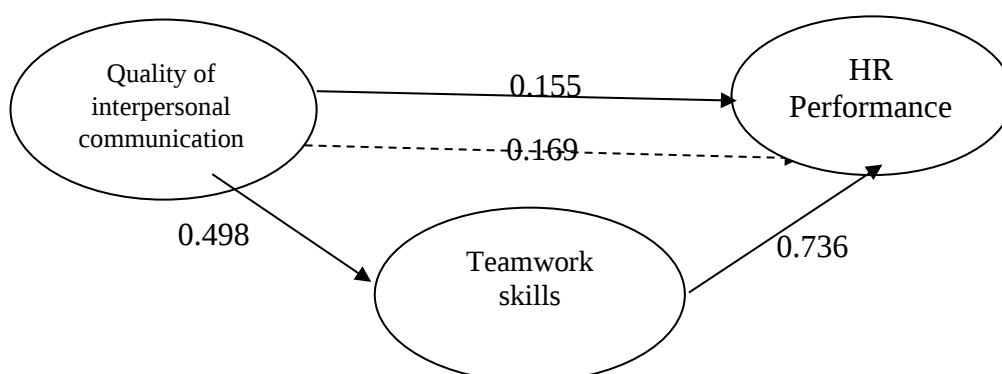
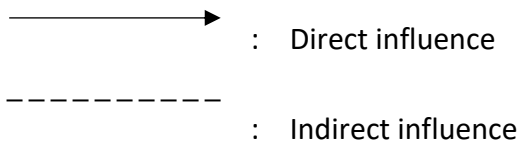


Figure Path Coefficient of the Influence of Interpersonal Communication Quality on HR Performance through Teamwork Skills

Information :



The results of the indirect influence test from the calculation results with smartPLS can be presented in the following table.

Table Indirect Effect Test Results

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values
Interpersonal communication quality -> Teamwork skills -> HR performance	0.169	0.177	0.052	3,236	0.001

Source: Results of data processing with Smart PLS 4.1.0 (2026)

The mediating effect of Teamwork skills in the relationship between the Quality of Interpersonal Communication on HR Performance is known to be 0.169. The results of the indirect effect test obtained a t-value of 3.236 ($t > 1.96$) with $p = 0.001 < 0.05$. The test results indicate that Teamwork skills significantly mediate the effect of the Quality of Interpersonal Communication on HR Performance.

These findings indicate that improving interpersonal communication does not necessarily improve human resource performance directly, but the effect becomes stronger and more significant when combined with strong teamwork skills. In other words, effective interpersonal communication can only translate into superior performance when individuals possess adequate collaborative capacity. These results imply that human resources who can communicate clearly and openly have a greater opportunity to develop solid teamwork. Good communication quality encourages efficient coordination, mutual trust, and role alignment within the team, thereby strengthening the collective work dynamics within the police work environment. When team collaboration is optimal, work processes become more structured and responsive, ultimately making a significant contribution to improving human resource performance.

Discussion:

- 1) The influence of interpersonal communication quality on human resource performance.

The quality of interpersonal communication has been shown to have a positive and significant impact on HR performance. This finding is supported by research that found that communication has a positive influence on employee performance.(Harsono & Atunisa, 2021). Then, the results of other studies also stated that communication has a significant positive impact on employee performance.(Susanto, 2021)simultaneously.

Quality of interpersonal communicationin this study it was measured from the reflection of three indicatorsnamely indicatorsOpenness, Empathy, and Feedback: These three indicators have been proven to improve HR performance.in this study it was measured from the reflection of five indicatorsnamely indicators Quality; Quantity; Timeliness; Cost Effectiveness; Need for Supervision; Interpersonal Impact.

The analysis results show that for the interpersonal communication quality variable, the indicator with the highest outer loading value is feedback. Meanwhile, for the HR performance variable, the indicator with the highest outer loading value is coworker relationships (interpersonal impact). These findings indicate that feedback is the most dominant element in shaping the quality of interpersonal communication, while the quality of relationships between employees is the most important aspect in reflecting HR performance. Thus, the more effective and constructive the feedback provided in the communication process, the better the working relationships between employees. This indicates that feedback plays a key role in building mutual understanding, increasing trust, and strengthening cooperation in the workplace, which ultimately has a direct impact on the quality of interactions between individuals.

Conversely, the indicator with the lowest outer loading value for the interpersonal communication quality variable is openness, while for the HR performance variable, the lowest indicator is the quantity of work output. Although it has the smallest contribution compared to other indicators, openness is still proven to influence the quantity of work output. This finding suggests that the more open an individual is in conveying information, ideas, and problems, the greater the opportunity to increase the amount of work that can be completed. Openness allows for a smoother flow of information, minimizes misunderstandings, and accelerates the decision-making process, allowing employees to work more efficiently and productively. Thus, although openness is not a dominant indicator, its role remains important in supporting the improvement of overall performance quantity.

2) The influence of interpersonal communication quality on teamwork skills

The quality of interpersonal communication has been shown to have a positive and significant impact on teamwork skills. These results are supported by previous research that found that interpersonal communication influences teamwork. (Izzul Ihsan & Palapa, 2022; Lantara, 2019)

Quality of interpersonal communicationin this study it was measured from the reflection of three indicatorsnamely indicatorsOpenness, Empathy, and Feedback: These three indicators

have been proven to improve teamwork skills. In this study it was measured from six indicators, namely the indicators of Understanding shared contributions and responsibilities, Mutual support and respect, Coordination, collaborative problem solving, trust, understanding shared goals and vision.

The indicator with the highest outer loading value in the interpersonal communication quality variable is feedback, while in the teamwork skill variable, the indicator with the largest contribution is mutual support and respect. These findings indicate that feedback is the most dominant aspect in reflecting the quality of interpersonal communication, while mutual support and respect are key elements in developing teamwork skills. This relationship indicates that the more effective the process of giving and receiving feedback between organizational members, the stronger the behavior of mutual support and respect within the work team. This means that constructive feedback not only functions as a means of evaluating and improving performance, but also plays a role in building harmonious work relationships, fostering mutual trust, and strengthening solidarity between personnel in achieving common goals.

Meanwhile, the indicator with the lowest outer loading value for the interpersonal communication quality variable was openness, and for the teamwork skill variable, it was understanding shared goals and vision. These findings indicate that openness is the aspect of interpersonal communication with the lowest contribution, as is understanding shared vision in reflecting teamwork skills. Nevertheless, the relationship between the two indicators still shows a positive pattern, namely that the higher the level of openness in communication, the better the team members' understanding of the organization's goals and vision. This means that openness in conveying information, opinions, and feelings honestly and transparently is an important prerequisite for forming a shared perception regarding the direction and goals of teamwork. The low outer loading values for these two indicators suggest the need for managerial attention to fostering a culture of openness as a strategic effort to strengthen the alignment of shared vision and goals within the work team.

3) The influence of teamwork skills on human resource performance.

Teamwork skills It has been proven to have a positive and significant impact on HR performance. These results are supported by other studies that show a positive and significant influence of teamwork on employee performance. (Yasa et al., 2021).

Teamwork skills in this study it was measured from six indicators, namely indicators Understanding shared contributions and responsibilities, mutual support and respect, coordination, collaborative problem-solving, trust, and a shared understanding of goals and vision. These six indicators have been proven to improve HR performance. In this study it was measured from the reflection of five indicators, namely indicators Quality; Quantity; Timeliness; Cost Effectiveness; Need for Supervision; Interpersonal Impact.

For the teamwork skill variable, the indicator with the highest outer loading value is mutual support and respect, while for the HR performance variable, the indicator with the highest value is interpersonal impact. These findings indicate a strong correlation between an individual's ability to provide support and demonstrate mutual respect and the quality of working relationships between employees. The higher the level of mutual support and respect within a team, the more harmonious and effective the resulting co-worker relationships. This indicates that collaboration based on mutual trust, empathy, and respect for individual differences plays a crucial role in creating a conducive work climate, improving interpersonal communication, and strengthening team solidarity. In an organizational context, these conditions contribute to increased work comfort, reduced conflict, and fostered a sense of togetherness that supports overall performance.

Conversely, the indicator with the lowest outer loading value for the teamwork skill variable is understanding of shared goals and vision, while for the HR performance variable, the lowest indicator is quantity of work output. These results indicate that a low understanding of shared goals and vision has the potential to correlate with low levels of employee productivity. The better an individual's understanding of the organization's direction, goals, and objectives, the higher the quantity of work that can be completed. This condition indicates that clarity of vision and shared perception within the team not only serve as work guidelines but also as drivers of motivation and effectiveness in task execution. Therefore, organizations need to ensure that shared goals and vision are communicated clearly, consistently, and sustainably so that each team member has the same orientation in working, so that the resulting work output can increase optimally both in terms of quantity and sustainability.

4) The influence of ICT literacy on HR performance.

ICT literacy has been shown to have a positive and significant impact on HR performance. This finding is supported by research conducted by (Yuwono et al., 2026) shows that ICT literacy has a positive and significant influence on employee performance.

ICT Literacy in this study it was measured from four indicators, namely Understanding the use of ICT tools, Ability to analyze information, Collaboration skills, Ethics in a digital environment. These four indicators have been proven to improve HR performance. In this study it was measured from the reflection of five indicators namely indicators Quality; Quantity; Timeliness; Cost Effectiveness; Need for Supervision; Interpersonal Impact.

The ICT Literacy variable shows that the indicator with the highest outer loading value is collaboration skills, while in the HR Performance variable, the indicator with the highest outer loading value is co-worker relationships (interpersonal impact). This finding indicates a strong relationship between an individual's ability to utilize information and communication technology to work collaboratively and the quality of interpersonal work relationships. The better the collaboration skills possessed, the more effective the interaction, communication, and cooperation established in the work environment. This means that ICT literacy plays a role not only as a technical ability but also has significant socio-organizational implications,

particularly in building harmonious, mutually supportive, and productive work relationships. Thus, strengthening ICT-based collaboration aspects contributes directly to the creation of a conducive work climate and improving HR performance in terms of interpersonal relationships.

In contrast, the indicator with the lowest outer loading value in the ICT Literacy variable is the ability to analyze information, while in the HR Performance variable, the lowest indicator is the quantity of work output. These results indicate that although its contribution is relatively lower compared to other indicators, the ability to analyze information still plays a significant role in driving increased work output. The better an individual is at processing, interpreting, and utilizing information appropriately, the greater the potential for increased work productivity. This means that analytical skills in ICT literacy serve as a cognitive foundation that supports work efficiency, accurate decision-making, and speed in completing tasks, which ultimately impacts the quantity of work output. Therefore, despite its lowest position in the indicator structure, strengthening the ability to analyze information remains a strategic aspect in efforts to continuously improve HR performance.

5) The influence of teamwork skills on performance will be stronger if HR has good ICT literacy.

The results of this study indicate that ICT literacy significantly moderates the influence of teamwork skills on HR performance. With the increasing adoption of ICT, communication becomes more efficient and facilitated, enabling team members to collaborate more effectively. (Kumar, 2019).

ICT Literacy in this study it was measured from four indicators, namely Understanding the use of ICT tools, Ability to analyze information, Collaboration skills, Ethics in a digital environment, and Teamwork skills. In this study it was measured from six indicators namely indicators Understanding shared contributions and responsibilities, mutual support and respect, coordination, collaborative problem-solving, trust, and a shared understanding of goals and vision. These six indicators have been proven to improve HR performance. In this study it was measured from the reflection of five indicators namely indicators Quality; Quantity; Timeliness; Cost Effectiveness; Need for Supervision; Interpersonal Impact.

The results of the measurement analysis show that in the ICT Literacy variable, the indicator with the highest outer loading value is collaboration skills. This finding indicates that an individual's ability to work together effectively through the use of information and communication technology is the strongest representation of ICT literacy in this study. Furthermore, in the teamwork skill variable, the indicator with the highest contribution is the behavior of mutual support and respect among team members. This indicates that the relational aspect of teamwork, especially the attitude of mutual respect and support, is a key element in forming effective teamwork. In the HR performance variable, the indicator of co-worker relationships (interpersonal impact) has the highest outer loading value, which

confirms that the quality of interpersonal relationships in the work environment is the most dominant reflection of human resource performance.

The relationship between these three findings indicates that the better an individual's collaboration skills, the stronger the influence of supportive and respectful behavior within the team on the quality of coworker relationships. In other words, ICT literacy, reflected in collaboration skills, not only functions as a technical competency but also acts as a reinforcement of social dynamics within the work team. This condition has an impact on the creation of more harmonious, open, and productive work relationships, thereby encouraging improved human resource performance from an interpersonal aspect. This means that ICT mastery balanced with the ability to collaborate effectively will increase the opportunity to build a conducive work climate through healthy interactions between individuals.

Conversely, the indicator with the lowest outer loading value in the ICT Literacy variable is the ability to analyze information. In the teamwork skills variable, the lowest indicator is understanding shared goals and vision, while in the HR performance variable, the lowest indicator is quantity of work results. These findings indicate that the cognitive aspect, namely information analysis, and the conceptual aspect, namely understanding shared vision and goals, are not yet the primary representations of each variable, and their contribution to performance is also relatively lower compared to other indicators.

Nevertheless, the ability to analyze information and collaborative skills still play a crucial role in strengthening the influence of understanding shared goals and vision on the quantity of work output. This means that when individuals are able to process and understand information appropriately and supported by effective collaboration, gaps in understanding shared vision can be minimized, thereby still driving increased work productivity. In other words, good ICT literacy can function as a compensatory factor that helps teams achieve performance targets even if alignment with goals and vision is not yet fully optimal. This finding implies that strengthening aspects of information analysis and internalizing shared vision need to be a focus of human resource development so that performance not only excels in interpersonal relations, but also increases in the quantity of work output.

4. Conclusion

This study concludes that ICT literacy, teamwork skills, and human resource performance are closely related and mutually reinforcing in shaping the quality of human resources. The results of the hypothesis verification prove that: The quality of interpersonal communication has been proven to have a positive and significant impact on HR performance. This means that the better the quality of communication between individuals within an organization, the higher the resulting HR performance. Effective interpersonal communication, characterized by clear feedback, openness, and mutual understanding, can create harmonious working relationships, reduce misunderstandings, and increase trust between personnel. This condition encourages employees to work more optimally because they feel appreciated, supported, and understood, thus directly impacting the quality of work results and working

relationships between employees. The quality of interpersonal communication has been proven to have a positive and significant impact on teamwork skills. This means that high-quality interpersonal communication will strengthen an individual's ability to work as a team. Open, clear communication, accompanied by constructive feedback, fosters mutual respect, support, and trust within the team. Therefore, the better the communication between team members, the stronger the teamwork skills developed, resulting in a more cohesive, cooperative, and effective teamwork. *Teamwork skills* has been shown to have a positive and significant impact on HR performance. This means that the ability to work together in a team plays a crucial role in improving HR performance. Teams with a high level of cooperation, characterized by mutual support, respect, and understanding of roles, will create a conducive and productive work environment. Effective teamwork helps accelerate work completion, reduce conflict, and improve the quality of work relationships, thus optimizing individual and overall organizational performance. ICT literacy has been proven to have a positive and significant impact on HR performance. This means that the higher an employee's ICT literacy, the better their performance. Mastery of information technology not only makes it easier for employees to complete work more quickly and accurately but also improves the quality of communication and collaboration. ICT literacy enables employees to access, manage, and utilize information effectively, which results in increased productivity and work efficiency. ICT literacy significantly moderates the influence of teamwork skills on HR performance. This means that the level of ICT literacy strengthens or weakens the influence of teamwork skills on HR performance. The better an individual's ICT literacy, the greater the influence of teamwork skills in improving performance. ICT literacy serves as a reinforcing factor that makes teamwork more effective through the use of technology, for example in coordination, information exchange, and work collaboration. In other words, teamwork skills will have a greater impact on performance when supported by adequate ICT mastery.

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