Organizational Factors in Investigative Performance

Guntur Harry Syahputra, Mesra B, Kiki Farida Ferine

Abstract

This study aims to analyze the influence of competence, work culture, and work infrastructure on investigative performance, with improving the quality of human resources (HR) as an intervening variable at the Belawan Harbormaster and Main Port Authority Office. The study was conducted at the Belawan Harbormaster and Main Port Authority Office on Jalan Deli, Medan Belawan District, from late June 2025 to August 2025. The study population consisted of 244 employees, and the sample was obtained using the Slovin formula, resulting in 151 respondents. The research method used a quantitative approach and was analyzed using a structural equation model. The results showed that work culture did not significantly influence investigative performance, but significantly influenced the improvement of human resource quality. Competence significantly influenced both investigative performance and human resource quality improvement. Work infrastructure significantly influenced both investigative performance and human resource quality improvement. Furthermore, improving human resource quality proved to be the variable with the most dominant influence on improving investigative performance. Indirectly, work culture, competence, and work infrastructure significantly influenced investigative performance through improving human resource quality, thus all mediation hypotheses were accepted. The research findings confirm that improving human resource quality is a key determinant in optimizing investigative performance, which can be strengthened through adequate technical competency, a conducive work culture, and adequate work infrastructure. This research provides practical implications: maritime investigation organizations need to prioritize human resource development as a primary strategy for improving investigative performance effectiveness.

Keywords: Competency, Work Culture, Work Infrastructure, Human Resource Quality, Investigative Performance, Mediation.

Guntur Harry Syahputra[1]
[1]Management Study Program, Universitas Pembangunan Panca Budi, Indonesia
e-mail g.harry.sy@gmail.com[1]

Mesra B[2], Kiki Farida Ferine[3]
[2,3]Management Study Program, Universitas Pembangunan Panca Budi, Indonesia
e-mail: mesrab@dosen.pancabudi.ac.id[2], kikifaridaferinesyarif@ymail.com[3]

Introduction

In the context of law enforcement in the maritime and port sector, investigators play a vital role in following up on legal violations and ensuring that the investigation process runs according to laws and regulations. However, in practice, investigative performance within the KSOP (Harbormaster and Port Authority Office) environment still faces various challenges, such as slow investigation processes, suboptimal case documentation, and low stakeholder satisfaction with oversight services.

Human resource competence is a fundamental element in supporting the execution of investigative duties. An investigator must have technical ability, strong legal understanding, communication skills, and sensitivity to operational dynamics in the field. Work culture also becomes a factor influencing productivity and performance quality. A positive work culture is characterized by values of discipline, teamwork, commitment, and responsibility in completing tasks. In a bureaucratic environment, work culture is often influenced by rigid organizational structure, weak leadership, and minimal intrinsic motivation. An unhealthy work culture can cause internal conflicts, lack of coordination, and decreased work ethic. Therefore, work culture reform is an important step in creating a work environment that supports improving investigator performance. Work infrastructure contributes significantly to the smoothness of operational tasks, including investigations. Infrastructure includes office facilities, information technology, documentation devices, operational vehicles, and communication access that supports investigator mobility. In some cases, infrastructure limitations cause obstacles in evidence collection, report delays, and reduced data investigation accuracy. The mismatch between workload and available infrastructure will cause inefficiency in task implementation and directly impact investigator work results. In the era of bureaucratic reform demanding transparent, accountable, and professional performance, institutions such as KSOP are required to continuously improve and innovate. Improving service quality and effective law enforcement becomes a primary benchmark in building public trust and realizing competitive port governance. Therefore, this research is important to serve as a basis for strategic decision-making in order to improve investigator performance, while strengthening the role of the Belawan Main KSOP as the frontline in overseeing the national port and maritime sector. An ideal work culture in the investigation process must emphasize discipline, procedural compliance, professionalism, and integrity. Employee perceptions of work culture are not yet homogeneous. There are employees with high work ethic, but some others still show fluctuating discipline, including in terms of timeliness and compliance with investigation SOPs. This condition potentially affects the consistency of investigation quality. Another emerging factor is work infrastructure, both in the form of physical facilities, digital support systems, and technical work tools. Some investigation workspaces and documentation facilities are still not optimally arranged, investigation document archiving systems are not fully digital, and case evidence support devices are inadequate for supporting certain examinations. This infrastructure shortage potentially hinders work effectiveness and slows down the investigation completion process. These phenomena overall impact the quality of human resources (HR) which is a key factor in improving investigative performance at the Belawan KSOP. Good HR quality includes technical abilities, soft skills, and professionalism. However, the existence of disparity in HR quality drives the need for improvement mechanisms through training, coaching, or work system adjustments. This HR quality then becomes a variable suspected to mediate (intervene) the influence of competence, work culture, and work infrastructure on investigative performance.

Problem Formulation

1. Does Competence have a positive and significant influence on Investigative Performance at the Belawan Harbormaster and Main Port Authority Office?
2. Does Work Culture have a positive and significant influence on Investigative Performance at the Belawan Harbormaster and Main Port Authority Office?

3. Does Work Infrastructure have a positive and significant influence on Investigative Performance at the Belawan Harbormaster and Main Port Authority Office?
4. Does Competence have a positive and significant influence on Improving HR Quality at the Belawan Harbormaster and Main Port Authority Office?
5. Does Work Culture have a positive and significant influence on Improving HR Quality at the Belawan Harbormaster and Main Port Authority Office?
6. Does Work Infrastructure have a positive and significant influence on Improving HR Quality at the Belawan Harbormaster and Main Port Authority Office?
7. Does Improving HR Quality have a positive and significant influence on Investigative Performance at the Belawan Harbormaster and Main Port Authority Office?
8. Does Competence have a positive and significant influence on Investigative Performance through Improving HR Quality at the Belawan Harbormaster and Main Port Authority Office?
9. Does Work Culture have a positive and significant influence on Investigative Performance through Improving HR Quality at the Belawan Harbormaster and Main Port Authority Office?
10. Does Work Infrastructure have a positive and significant influence on Investigative Performance through Improving HR Quality at the Belawan Harbormaster and Main Port Authority Office.

Research Objectives
1. To test and analyze the influence of Competence on Investigative Performance at the Belawan Harbormaster and Main Port Authority Office.
2. To test and analyze the influence of Work Culture on Investigative Performance at the Belawan Harbormaster and Main Port Authority Office.
3. To test and analyze the influence of Work Infrastructure on Investigative Performance at the Belawan Harbormaster and Main Port Authority Office.
4. To test and analyze the influence of Competence on Improving HR Quality at the Belawan Harbormaster and Main Port Authority Office.
5. To test and analyze the influence of Work Culture on Improving HR Quality at the Belawan Harbormaster and Main Port Authority Office.
6. To test and analyze the influence of Work Infrastructure on Improving HR Quality at the Belawan Harbormaster and Main Port Authority Office.
7. To test and analyze the influence of Improving HR Quality on Investigative Performance at the Belawan Harbormaster and Main Port Authority Office.
8. To test and analyze the influence of Competence on Investigative Performance through Improving HR Quality at the Belawan Harbormaster and Main Port Authority Office.
9. To test and analyze the influence of Work Culture on Investigative Performance through Improving HR Quality at the Belawan Harbormaster and Main Port Authority Office.
10. To test and analyze the influence of Work Infrastructure on Investigative Performance through Improving HR Quality at the Belawan Harbormaster and Main Port Authority Office.

Literature Review
Investigative Performance
According to Mathis & Jackson (2020), employee performance is the level of contribution given by employees to achieving organizational goals.

Investigative Performance Indicators
Performance according to Mathis & Jackson (2020), is
1. Number of cases resolved Illustrates the quantity of cases successfully resolved by investigators within a certain period.

2. Investigation success rate Measured from the percentage of cases successfully forwarded to the prosecution stage or declared complete (P21).
3. Average investigation completion time Measures time efficiency in completing a case from the initial stage to completion.
4. Level of compliance with procedures and regulations Indicates the extent to which the investigation process is carried out according to standard operating procedures (SOP), criminal procedural law, and applicable laws and regulations.
5. Number of case files returned by the public prosecutor (P19) Indicates the quality of initial investigation results, including formal and material file completeness.
6. Level of investigator discipline and attendance Measures the personal commitment of investigators to their duties through attendance data and punctuality.
7. Number of public complaints against investigators Reflects aspects of accountability and public satisfaction with the investigation process.
8. Investigator productivity Measured from the number of cases that can be handled by each investigator in a specific unit of time.
9. Efficiency of investigation budget use Assesses the extent to which budgetary resources are used effectively and efficiently in the investigation process.
10. Frequency of investigator training and competency development Shows efforts to improve the quality of human resources in carrying out investigative duties.

Human Resource Competence

According to Sedarmayanti (2019) human resource competence is a blend of intellectual, technical, and emotional abilities used optimally in completing work to achieve superior work results.

Human Resource Competence Indicators

Human Resource Competence Indicators according to Sedarmayanti (2019):
1. Knowledge
2. Skill
3. Work Attitude
4. Motivation
5. Personality
6. Work Ethic

Work Culture

According to Mangkunegara (2018) work culture is a system of values believed in and used as a guideline in attitude and behavior by organizational members in facing organizational problems.

Work Culture Indicators

According to Wibowo (2018), work culture can be measured through several indicators:
1. Work Discipline
2. Responsibility
3. Teamwork
4. Performance Orientation
5. Integrity
6. Creativity and Innovation

Work Infrastructure

According to Hasibuan (2020), work infrastructure is physical facilities used by employees in carrying out their daily duties which aim to support smoothness, comfort, and work safety.

Work Infrastructure Indicators

According to Hasibuan (2020), work infrastructure indicators, as follows:

1. Ability
2. Self-Development
3. Work Spirit
4. Results Achieved
5. Quality
6. Efficiency

Improving Human Resource Quality

According to Wirawan (2015), human resource quality as an integration of physical ability (physical health), and non-physical ability (work professionalism, thinking ability, mental balance, and other skills), with the physical and non-physical abilities possessed, then as an individual will be able to bring out potential, innovate, and work professionally.

Improving HR Quality Indicators

According to Wirawan (2015) are as follows:

1. Health
2. Thinking Ability
3. Skill
4. Knowledge
5. Mental
6. Performance
7. Motivation
8. Involvement
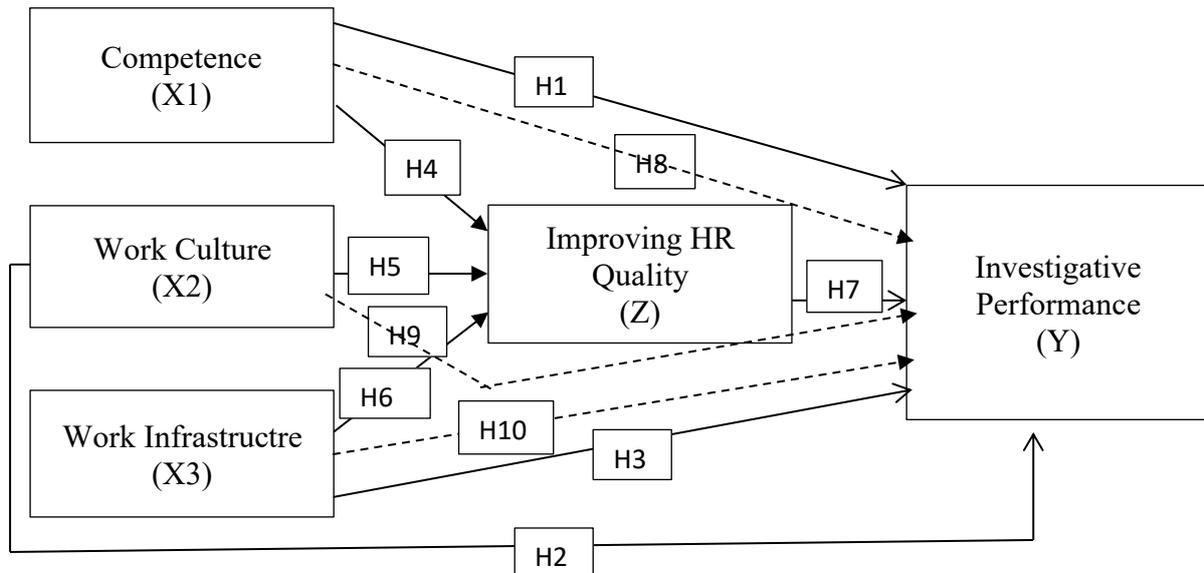9. Work Ethics

Conceptual Framework

Figure 1. Conceptual Framework

Research Hypotheses

1. Competence has a positive and significant influence on Investigative Performance at the Belawan Harbormaster and Main Port Authority Office.

2. Work Culture has a positive and significant influence on Investigative Performance at the Belawan Harbormaster and Main Port Authority Office.
3. Work Infrastructure has a positive and significant influence on Investigative Performance at the Belawan Harbormaster and Main Port Authority Office.
4. Competence has a positive and significant influence on Improving HR Quality at the Belawan Harbormaster and Main Port Authority Office.
5. Work Culture has a positive and significant influence on Improving HR Quality at the Belawan Harbormaster and Main Port Authority Office.
6. Work Infrastructure has a positive and significant influence on Improving HR Quality at the Belawan Harbormaster and Main Port Authority Office.
7. Improving HR Quality has a positive and significant influence on Investigative Performance at the Belawan Harbormaster and Main Port Authority Office.
8. Competence has a positive and significant influence on Investigative Performance through Improving HR Quality at the Belawan Harbormaster and Main Port Authority Office.
9. Work Culture has a positive and significant influence on Investigative Performance through Improving HR Quality at the Belawan Harbormaster and Main Port Authority Office.
10. Work Infrastructure has a positive and significant influence on Investigative Performance through Improving HR Quality at the Belawan Harbormaster and Main Port Authority Office.

Research Approach
According to Sugiyono (2018). In this study, the exogenous variables are Competence (X1), Work Culture (X2), Work Infrastructure (X3). While the endogenous variables are Investigative Performance (Y) and the Intervening Variable is Improving HR Quality (Z).

Research Location and Time
Research Location
 Belawan Harbormaster and Main Port Authority Office, Jalan Deli, Medan Belawan District, Postal Code 20411

Research Time
This research is conducted from the end of November 2025 to December 2025.

Population and Sample
Population
  According to several experts, one of them according to Sugiyono (2018), population is a generalization area consisting of objects/subjects that have certain qualities and characteristics determined by the researcher to be studied and then conclusions are drawn. The population used is 244 employees.

Sample
  The sample used is through the Slovin formula, the Slovin formula is as follows:
n= $244/(1 + 244 \times 0,05^2)$
n= $244/(1 + 244 \times 0,0025)$
n= $244/(1 + 0,61)$
n= $244/ 1,61$
n= $151,552$
 This means the sample to be used is 151 employees.

Table 1. Number of Samples

Section	Number of Respondents
1. Administration	33

2. Supervision and Enforcement	57
3. Sea Transportation Traffic	40
4. Shipping and Seafaring	21
Total	151

Source : Processed Data (2025)

Data Analysis Technique

The data analysis technique used in this study is quantitative data analysis method. Data analysis in this study uses Structural Equation Modeling (SEM) based on Partial Least Square (PLS) using SmartPLS 3.3.3 software run on a computer.

Measurement Model (Outer Model)

Procedures in testing the measurement model consist of validity test and reliability test.
1. Validity Test
2. Reliability Test

Structural Model (Inner Model)

This test is conducted to determine the relationship between exogenous and endogenous constructs that have been hypothesized in this study (Hair et al., 2017). To produce inner model testing values, steps in SmartPLS are done using the bootstrapping method. The structural model is evaluated using R-square for dependent variables, Stone-Geisser Q-square test for predictive relevance and t-test as well as the significance of the structural path coefficient parameters with explanations as follows:
1. Coeficient of Determination / R Square (R2)
2. Predictive Relevance (Q2)
3. t-Statistic
4. Path Coeficient
5. Model Fit

Results and Discussion
Outer Model Analysis
Convergent Validity

This test is seen from the loading factor with a threshold value of 0.7, and the threshold value..Average..Variance..Extracted. (AVE) is 0.5, if above that value it is said to be valid. This means the value for an indicator is said to be valid, if the indicator explains its variable construct with a value > 0.7. The structural model used in this study is shown in the figure below:

Table 2. Outer Loadings

	Work Culture_(X2)	Investigative Performance_(Y)	Competence _(X1)	Improving HR Quality_(Z)	Work Infrastructre_(X3)
X1.1			0,832		
X1.2			0,848		
X1.3			0,745		
X1.4			0,786		
X1.5			0,849		

X1.6			0,845		
X2.1	0,855				
X2.2	0,845				
X2.3	0,820				
X2.4	0,818				
X2.5	0,893				
X2.6	0,827				
X3.1					0,868
X3.2					0,867
X3.3					0,895
X3.4					0,824
X3.5					0,836
Y.1		0,888			
Y.2		0,902			
Y.3		0,814			
Z.1				0,788	
Z.2				0,847	
Z.3				0,844	
Z.4				0,872	
Z.5				0,877	
Z.6				0,856	

Source : Smart PLS 3.3.3

Overall, in the second stage all indicators have shown strong convergent validity and are able to optimally represent their respective constructs.
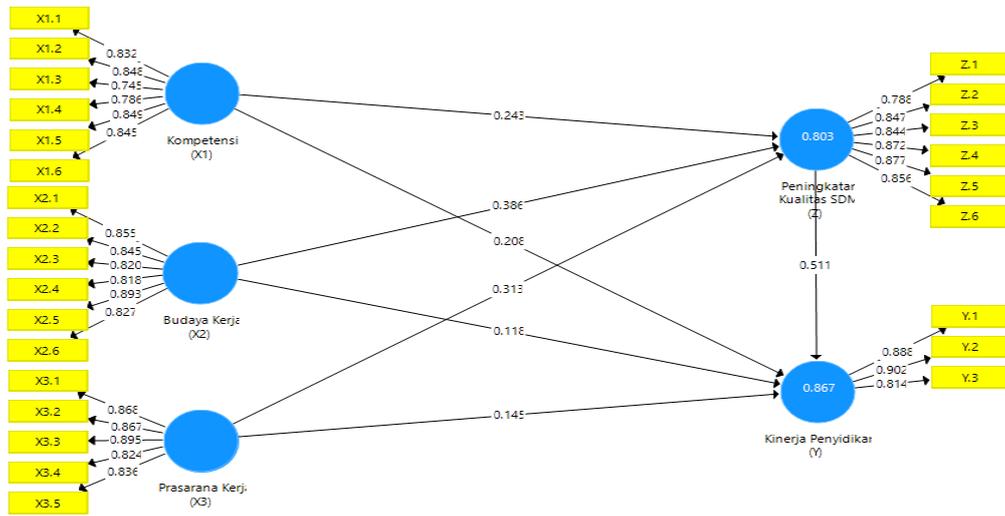
Figure 2. Outer Model

Source : Smart PLS 3.3.3

The Smart PLS output for loading factor provides results in the following table: Outer Loadings In this study there are equations and those equations consist of two substructures for substructure 1

$Z = b1X1 + b2X2 + b3X3 + e1$

$Z = 0,243 + 0,386 + 0,313 \ e1$

For substructure 2

$Y = b2X1 + b3X2 + b4X3 + b5Z + e2$

$Y = 0,208 + 0,118 + 0,145 + 0,511 \ e2$

Discriminat Validity

The next step is to understand valid data in terms of its discriminant validity, with the aim of knowing whether the crossloading value is greater compared to other variables, to determine which indicator has a higher correlation with the variable construction. Table. The crossloading results of the validity test are as follows:

Table 3. Discriminant Validity

	Work Culture_(X2)	Investigative Performance_(Y)	Competence_(X1)	Improving HR Quality_(Z)	Work Infrastructre_(X3)
X1.1	0,652	0,688	0,832	0,649	0,658
X1.2	0,664	0,735	0,848	0,703	0,719
X1.3	0,620	0,657	0,745	0,627	0,607
X1.4	0,734	0,706	0,786	0,683	0,688
X1.5	0,772	0,687	0,849	0,676	0,677
X1.6	0,720	0,694	0,845	0,720	0,681
X2.1	0,855	0,785	0,759	0,790	0,818
X2.2	0,845	0,714	0,685	0,724	0,709

X2.3	0,820	0,657	0,669	0,643	0,653
X2.4	0,818	0,720	0,722	0,756	0,673
X2.5	0,893	0,806	0,768	0,782	0,818
X2.6	0,827	0,680	0,678	0,679	0,776
X3.1	0,764	0,784	0,726	0,744	0,868
X3.2	0,762	0,792	0,735	0,753	0,867
X3.3	0,881	0,794	0,792	0,785	0,895
X3.4	0,667	0,640	0,605	0,684	0,824
X3.5	0,692	0,640	0,655	0,685	0,836
Y.1	0,805	0,888	0,729	0,852	0,784
Y.2	0,799	0,902	0,743	0,831	0,801
Y.3	0,640	0,814	0,750	0,674	0,634
Z.1	0,686	0,702	0,706	0,788	0,698
Z.2	0,710	0,769	0,731	0,847	0,740
Z.3	0,710	0,697	0,659	0,844	0,693
Z.4	0,816	0,871	0,748	0,872	0,794
Z.5	0,738	0,816	0,721	0,877	0,727
Z.6	0,745	0,751	0,638	0,856	0,677

Source : Smart PLS 3.3.3

The discriminant validity table shows that each indicator has a higher loading value on its own variable construct compared to other variables. These results indicate that the indicators are able to differentiate well between constructs, so there is no overlapping measurement. Thus, the model has met the discriminant validity criteria, and the research variables are considered to have the ability to clearly differentiate concepts from one another.

Composite reliability

In composite reliability research, each variable's reliability level is compared, and if the reliability level is greater than 0.60 then the research is considered reliable; if the reliability level is between 0.60 and 0.7, the research is considered unreliable. There are several blocks to determine whether the research is reliable or not, valid or not.

Table 4. Construct Reliability and Validity

	Cronbach's Alpha	Composite Reliability	Average Variance Extracted (AVE)
Work Culture_(X2)	0,919	0,937	0,711
Investigative Performance_(Y)	0,838	0,902	0,755
Competence _(X1)	0,901	0,924	0,670
Improving HR Quality_(Z)	0,922	0,939	0,719

| Work Infrastructre_(X3) | 0,911 | 0,933 | 0,737 |

Source : Smart PLS 3.3.3

The results of construct reliability and validity testing show that all variables have Cronbach's Alpha and Composite Reliability values above the minimum threshold of 0.70, so it can be concluded that all variables in the research model are declared to meet construct reliability and validity criteria.

Inner Model Analysis

Evaluation of the structural model (inner model) is carried out to ensure that the basic model created is robust and appropriate. The examination stages carried out in the primary model assessment are seen from several markers, namely:

Coefficient of Determination (R2)

Based on data analysis conducted using the SmartPLS 3.0 program, the following R Square values were obtained:

Table 5. R Square Results

	R Square	Adjusted R Square
Investigative Performance_(Y)	0,867	0,863
Improving HR Quality_(Z)	0,803	0,798

Source : Smart PLS 3.3.3

The R Square value shows that the independent variables have a strong contribution in explaining the dependent variable. The Investigative Performance (Y) variable has an R Square value of 0.867, which means 86.7% of the variation in investigative performance can be explained by the variables that influence it in the model, while the rest is explained by other factors outside the model. Meanwhile, the Improving HR Quality (Z) variable has an R Square value of 0.803, indicating that 80.3% of its variation can be explained by the constructs that influence it.

Hypothesis Testing

After determining the inner model, the next step is to determine the relationship between variables and hypotheses in this case. Speculation in this review is done by looking at T-Statistics and P-Values. The testing determines whether T-Statistics > 1.96 and P-Values < 0.05. Here are the results of the Direct Impact Path Coefficient.

Table 6. Path Coefficients (Direct Effects)

	Original Sample (O)	T Statistics (| O/STDEV |)	P Values	Results
Work Culture_(X2) -> Investigative Performance_(Y)	0,118	1,388	0,083	Rejected
Work Culture_(X2) -> Improving HR Quality_(Z)	0,386	4,065	0,000	Accepted
Competence _(X1) -> Investigative Performance_(Y)	0,208	3,242	0,001	Accepted
Competence _(X1) -> Improving HR Quality_(Z)	0,243	3,591	0,000	Accepted
Improving HR Quality_(Z) -> Investigative Performance_(Y)	0,511	6,463	0,000	Accepted

Work Infrastructre_(X3) -> Investigative Performance_(Y)	0,145	2,157	**0,016**	**Accepted**
Work Infrastructre_(X3) -> Improving HR Quality_(Z)	0,313	3,699	**0,000**	**Accepted**

Source : Smart PLS 3.3.3

1. Hypothesis of Work Culture on Investigative Performance: Work culture has a positive but not significant influence on investigative performance with a coefficient value of 0.118, T-statistic 1.388 and p-value 0.083, so the hypothesis is stated as rejected.
2. Hypothesis of Work Culture on Improving HR Quality: Work culture has a positive and significant influence on improving HR quality with a coefficient of 0.386, T-statistic 4.065 and p-value 0.000, so the hypothesis is accepted.
3. Hypothesis of Competence on Investigative Performance: Competence is proven to have a positive and significant influence on investigative performance with a coefficient of 0.208, T-statistic 3.242 and p-value 0.001, so the hypothesis is accepted.
4. Hypothesis of Competence on Improving HR Quality: Competence has a positive and significant influence on improving HR quality with a coefficient of 0.243, T-statistic 3.591 and p-value 0.000, so the hypothesis is accepted.
5. Hypothesis of Improving HR Quality on Investigative Performance: Improving HR quality provides a positive and most dominant influence on investigative performance with a coefficient of 0.511, T-statistic 6.463 and p-value 0.000, so the hypothesis is accepted.
6. Hypothesis of Work Infrastructure on Investigative Performance: Work infrastructure has a positive and significant influence on investigative performance with a coefficient of 0.145, T-statistic 2.157 and p-value 0.016, so the hypothesis is accepted.
7. Hypothesis of Work Infrastructure on Improving HR Quality: Work infrastructure has a positive and significant influence on improving HR quality with a coefficient of 0.313, T-statistic 3.699 and p-value 0.000, so the hypothesis is accepted.

Table 7. Path Coefficients (Indirect Effects)

	Original Sample (O)	T Statistics (| O/STDEV |)	P Values	Results
Work Culture_(X2) -> Improving HR Quality_(Z) -> Investigative Performance_(Y)	0,197	3,304	**0,001**	**Accepted**
Competence _(X1) -> Improving HR Quality_(Z) -> Investigative Performance_(Y)	0,124	3,293	**0,001**	**Accepted**
Work Infrastructre_(X3) -> Improving HR Quality_(Z) -> Investigative Performance_(Y)	0,160	3,068	**0,001**	**Accepted**

Source : Smart PLS 3.3.3

8. Hypothesis of Work Culture through Improving HR Quality on Investigative Performance: Work culture is proven to have a positive and significant influence on investigative performance through improving HR quality as an intervening variable, with a coefficient of 0.197, T-statistic 3.304 and p-value 0.001, so the hypothesis is accepted.
9. Hypothesis of Competence through Improving HR Quality on Investigative Performance: Competence also has a positive and significant influence on investigative performance through improving HR quality, indicated by a coefficient of 0.124, T-statistic 3.293 and p-value 0.001, so the hypothesis is accepted.

10. Hypothesis of Work Infrastructure through Improving HR Quality on Investigative Performance: Work infrastructure has a positive and significant influence on investigative performance through improving HR quality, with a coefficient of 0.160, T-statistic 3.068 and p-value 0.001, so the hypothesis is accepted.

Conclusion
1. Work culture does not significantly influence investigative performance, so the hypothesis is rejected.
2. Work culture has a significant influence in improving HR quality, so the hypothesis is accepted.
3. Competence has a significant influence in improving investigative performance, so the hypothesis is accepted.
4. Competence is proven able to significantly improve HR quality, so the hypothesis is accepted.
5. Improving HR quality has the strongest and most significant influence on investigative performance, so the hypothesis is accepted.
6. Work infrastructure has a positive and significant influence on investigative performance, so the hypothesis is accepted.
7. Work infrastructure has a significant contribution in improving HR quality, so the hypothesis is accepted.
8. Work culture is proven able to improve investigative performance if mediated by improving HR quality, so the hypothesis is accepted.
9. Competence has a significant influence on investigative performance through improving HR quality, so the hypothesis is accepted.
10. Work infrastructure is also proven able to improve investigative performance through improving HR quality, so the hypothesis is accepted.

Suggestions
1. Work culture does not directly impact investigative performance; results show work culture significantly impacts improving HR quality. Therefore, organizations need to strengthen work culture values through habituation, socialization, and enforcement of work behavior standards so that its effects are increasingly felt in operational performance.
2. Competence is proven to influence HR quality and investigative performance, so institutions need to expand training based on task needs, technical investigation certifications, and continuous learning so that employees can keep up with regulatory developments, technology, and operational dynamics.
3. HR Quality is the variable most strongly influencing investigative performance. This shows the importance of a more structured HR development strategy through training, coaching, performance evaluation, talent management, to a reward system that encourages increased employee professionalism.
4. Work infrastructure significantly influences improving HR quality and investigative performance. Therefore, it is necessary to modernize work facilities, provide investigation support tools, information access, technology systems, and routine maintenance so that the investigation process runs effectively and efficiently.
5. Improving HR Quality is proven to be an important intervening variable, so HR development programs need to be directly linked to operational investigation needs, including SOP updates, performance monitoring systems, and competency standard improvements.
6. Organizations are advised to create a long-term performance improvement roadmap that combines aspects of work culture, competence, work infrastructure, and HR development, so that performance improvement is not only temporary but sustainable.

References

[1]   Goetsch, D. L., & Davis, S. B. (2017). *Quality management for organizational excellence: Introduction to total quality* (8th ed.). Pearson Education.

[2]   Ghozali, I. (2015). *Structural equation modeling: Metode alternatif dengan partial least squares (PLS)*. Badan Penerbit Universitas Diponegoro.

[3]   Hair, J. F., Hult, G. T. M., Ringle, C., & Sarstedt, M. (2017). *A primer on partial least squares structural equation modeling (PLS-SEM)* (2nd ed.). SAGE Publications.

[4]   Hasibuan, M. S. P. (2020). *Manajemen Source daya manusia*. Bumi Aksara.

[5]   Kusuma, R. D. (2020). *Manajemen Source daya manusia: Teori dan praktik*. Graha Ilmu.

[6]   Latan, H., & Ghozali, I. (2015). *Partial least square: Konsep, teknik dan aplikasi menggunakan program SmartPLS 2.0 M3*. Badan Penerbit Universitas Diponegoro.

[7]   Mangkunegara, A. A. P. (2018). *Manajemen Source daya manusia perusahaan*. PT Remaja Rosdakarya.

[8]   Mathis, R. L., & Jackson, J. H. (2020). *Human resource management* (15th ed.). Cengage Learning.

[9]   Moekijat. (2018). *Manajemen perkantoran modern*. Mandar Maju.

[10]   Robbins, S. P., & Judge, T. A. (2019). *Organizational behavior* (18th ed.). Pearson Education.

[11]   Sedarmayanti. (2019). *Manajemen Source daya manusia: Reformasi birokrasi dan manajemen pegawai negeri sipil*. Refika Aditama.

[12]   Sekaran, U. (2015). *Research methods for business: A skill-building approach* (6th ed.). Wiley.

[13]   Sugiyono. (2018). *Metode penelitian kuantitatif, kualitatif, dan R&D*. Alfabeta.

[14]   Tjiptono, F., & Diana, A. (2017). *Total quality management*. Andi.

[15]   Wibowo. (2018). *Budaya organisasi*. Rajawali Pers.

[16]   W Pranoto, B Mesra(2024), The Influence of Work Motivation and Leadership Style On Employee Performance Through Job Satisfaction as A Mediating Variable at The Employment BPJS Sumbagut Regional Office

[17]   Y Anwar, KF Ferine, NS Sihombing, (2020) Competency of human resources and customer trust on customer satisfaction and its consequence on customer retention in the hospitality industry north sumatra, Journal of Environmental Management & Tourism