



THE EFFECT OF WORK COMMUNICATION, TEAMWORK, AND WORK DISCIPLINE ON PERSONNEL PERFORMANCE AT THE LUBUK BAJA POLICE SECTION, BARELANG POLICE

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Abstract

This study aims to analyze the influence of work communication, teamwork, and work discipline on the performance of personnel at the Lubuk Baja Police Station, Barelang City Police Station. The approach used is quantitative with a survey method. Respondents in this study amounted to 46 personnel who were all sampled through saturated sampling techniques. The data collection instrument was a questionnaire, while the data analysis technique used SPSS version 19 software. Hypothesis testing was carried out through simple regression analysis and multiple regression, t-test, and F-test. The results showed that work communication had a significant effect on personnel performance with a calculated t value of 10.470 greater than the t table of 1.664. Teamwork also had a significant effect on personnel performance with a calculated t value of 14.483 greater than the t table of 1.664. Furthermore, work discipline was proven to have a significant effect on personnel performance with a calculated t value of 15.757 greater than the t table of 1.664. Simultaneously, work communication, teamwork, and work discipline have a significant effect on personnel performance, as indicated by the calculated F value of 39.798, which is greater than the F table of 2.49. This finding confirms that improving personnel performance can be achieved through strengthening communication, solid teamwork, and consistent work discipline.

Keywords: Work Communication, Teamwork, Work Discipline, Personnel Performance

INTRODUCTION

Management is a process that encompasses planning, organizing, directing, and controlling organizational resources to achieve goals effectively and efficiently. In the context of modern organizations, management focuses not only on achieving targets but also on managing the behavior, attitudes, and competencies of human resources. Human resource management (HRM) plays a crucial role in shaping the character, work ethic, and performance of personnel through ongoing communication, cooperation, and work discipline (Hasan & Nurmala, 2023). Therefore, the success of an organization is largely determined by how the management system is able to manage its people as its primary asset.

Personnel performance is a key indicator of an institution's success, including public institutions like the Indonesian National Police (Polri). The Polri is required to carry out its functions of maintaining security, enforcing the law, protecting, and providing services to the public in a professional, transparent, and accountable manner. The performance of personnel at the Lubuk Baja Police, as part of the Barelang Police, significantly determines the quality of public services experienced by the community. Performance is measured not only by work results but also by the process of carrying out tasks in accordance with organizational standards, ethics, and values (Saputri, 2024).

The Barelang Police Department plays a strategic role in maintaining security and order in its region. As an institution that directly interacts with the community, the Lubuk Baja Police Department

is required to have personnel capable of working quickly, accurately, and professionally. However, high work demands, dynamic social environments, and technological changes require continuous adaptation from personnel. In these conditions, quality communication, teamwork, and work discipline are key factors in maintaining organizational stability and productivity.

Work communication is the primary means of conveying information, instructions, and feedback between superiors and subordinates. Effective communication creates a shared understanding, strengthens coordination, and reduces the potential for internal conflict. Research shows that communication significantly impacts performance by helping personnel clearly understand tasks and reducing errors (Hasan & Nurmala, 2023). Conversely, poor communication can lead to miscommunication, differing perceptions, and disharmony in work relationships. Teamwork is also a crucial foundation in organizations characterized by collective work, such as the police force. Teamwork allows for synergy between individuals, a proportional division of tasks, and mutual support in achieving common goals. A solid team can increase work efficiency, accelerate task completion, and minimize internal conflict (Saputri, 2024). In the police context, teamwork is key to the success of field operations, which require high levels of coordination.

Work discipline is a form of compliance with the rules, procedures, and work ethics applicable within an organization. Discipline reflects the integrity, responsibility, and professionalism of personnel. Strong work discipline encourages personnel to work consistently, on time, and according to operational standards, thus positively impacting both individual and organizational performance (Hasan & Nurmala, 2023).

Initial survey results at the Lubuk Baja Police Station indicate variations in communication patterns, teamwork levels, and personnel discipline. Some personnel demonstrated difficulty in clearly understanding instructions, lack of coordination between units, and varying levels of compliance with work regulations. These conditions have the potential to impact overall work effectiveness. Therefore, an empirical study is essential to examine the influence of work communication, teamwork, and discipline on the performance of personnel at the Lubuk Baja Police Station, Barelang Police Station, in order to formulate more appropriate and sustainable performance improvement strategies.

Current developments indicate that demands on police performance are increasing in line with high public expectations for professional, transparent, and responsive public services. Lubuk Baja Police personnel are required to work quickly and accurately, while upholding professional ethics in every task they perform. However, amidst the dynamics of social change, technological advancements, and the complexity of societal problems, not all personnel are able to adapt optimally. This phenomenon is evident in differences in productivity levels among personnel, variations in service quality, and differences in the ability to collaborate and communicate effectively. These conditions indicate that performance is influenced not only by technical capabilities but also by aspects of work behavior, communication patterns, team cohesion, and the level of individual discipline within the organization.

Based on observations, several issues were identified that could potentially impact the performance of Lubuk Baja Police personnel. First, communication between superiors and subordinates was not fully effective, resulting in frequent misunderstandings of work instructions, delays in information delivery, and a lack of clear feedback. Second, teamwork was not fully optimal, characterized by persistent sectoral egos, a lack of inter-unit coordination, and a lack of strong trust among team members. Third, work discipline varied among personnel, both in terms of punctuality, adherence to procedures, and responsibility in completing tasks. These issues have the potential to reduce work effectiveness and impact the quality of service to the public if not addressed systematically.

Several studies provide empirical support for the relationship between work communication, teamwork, work discipline, and performance. Hasan & Nurmala (2023) found that interpersonal communication and work discipline significantly influence employee performance in the context of business organizations, indicating that the more effective communication and discipline, the higher the performance achieved. Saputri (2024) in their study on the influence of teamwork, communication, and work discipline on employee performance also showed that these three variables simultaneously contribute positively and significantly to improved performance. In line with this, Nanda et al. (2024) reported that teamwork and effective communication can strengthen internal work coordination and increase organizational workforce productivity. Bagasworo, Mustofa, & Noviyanti (2024) also stated that work discipline plays a crucial role in aligning work behavior so that the performance of organizational members becomes more consistent and measurable. Furthermore, in a broader context, a study by Syifa & Janamarta (2025) showed that effective communication and discipline contribute significantly to the achievement of organizational performance targets, especially when supported by strong teamwork. These studies strengthen the assumption that the variables of work communication, teamwork, and work discipline are important factors that need to be studied in relation to personnel performance in the Lubuk Baja Police, Bareleng Police.

Although various previous studies have demonstrated that workplace communication, teamwork, and discipline significantly influence performance, most of these studies have focused on the private sector, manufacturing, banking, education, and business organizations in general. Research specifically examining the institutional context of the police, particularly at the sectoral police (Polsek) level, is still relatively limited. Furthermore, most previous studies tend to examine these variables partially or within the context of non-public service organizations. This is despite the complexities inherent in police work, such as high work pressure, demands for rapid response, field risks, and adherence to legal regulations and professional ethics. Therefore, a research gap remains regarding the influence of workplace communication, teamwork, and discipline on personnel performance within a police environment with its own command structure, organizational culture, and unique work patterns, particularly at the Lubuk Baja Police Station, Bareleng City Police Station.

The novelty of this research lies in the integration of three main variables, namely work communication, teamwork, and work discipline, in one conceptual model specifically applied to the context of the sector police as a frontline public service unit. This research not only empirically tests the relationship between variables, but also links them to the characteristics of police duties that demand precision, assertiveness, high coordination, and adherence to procedures. In addition, this research positions personnel performance as a representation of the quality of public service, not merely administrative work output. Thus, the results of this research are expected to be able to provide theoretical contributions in the form of strengthening the concept of performance in the context of law enforcement organizations, as well as practical contributions in the form of strategic recommendations for the leadership of the Lubuk Baja Police, Barelang Police, in designing performance improvement policies based on effective communication, solid teamwork, and sustainable work discipline.

LITERATURE REVIEW

Employee Performance

Employee or personnel performance is the work results achieved by an individual in carrying out tasks according to organizational responsibilities and standards. Research in various organizations has shown that performance is influenced by a combination of internal factors, including internal communication, teamwork, and discipline (Indah, 2024; Umniyyah et al., 2024). Indah (2024) stated that internal communication and teamwork have a positive effect on employee performance in government environments. Similarly, Umniyyah et al. (2024) found that teamwork, communication, and discipline are significantly related to improved employee performance.

Work Communication

Work communication is the process of effectively exchanging information between organizational members, which has a direct impact on performance. Indah (2024) found that internal communication has a positive and significant impact on employee performance in government institutions. Another study by Redo et al. (2024) also showed that communication has a positive and significant effect on employee performance in private companies. This suggests that clear and coordinated work communication helps personnel understand their responsibilities and can improve performance effectiveness.

Teamwork

Teamwork is collaboration between individuals to achieve common organizational goals. Successful teamwork implementation contributes to the quality of organizational output and work effectiveness, as demonstrated by Saputri (2024) and other advocates such as Redo, Haris & Nursito (2024), who found that teamwork has a positive influence on employee performance. Furthermore, Nanda et al. (2024) demonstrated that teamwork is an important variable that simultaneously improves

performance, although its effects can vary contextually by organization type. Good teamwork creates emotional support and coordination in carrying out tasks.

Work Discipline

Work discipline is an individual's adherence to organizational rules, ethics, and procedures. Research by Indah (2024) shows that work discipline has a positive influence on employee performance in government institutions, although in some cases the role of discipline is partial (Indah, 2024). Another study by Bagasworo et al. (2024) also shows that work discipline can improve performance in educational organizations (turn0search8). In general, work discipline helps create order, minimize errors, and increase work effectiveness and individual productivity in the long term.

Thinking Framework

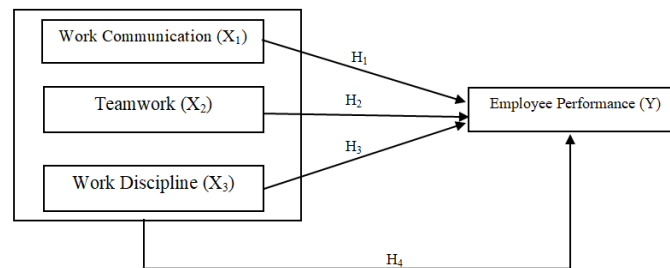


Figure 1 Research Framework

Research Hypothesis

Based on the background description that has been presented previously, the research problem can be formulated as follows:

- H₁: It is suspected that there is an influence of work communication on the performance of personnel at the Lubuk Baja Police, Barelang Police.
- H₂: It is suspected that there is an influence of teamwork on the performance of personnel at the Lubuk Baja Police, Barelang Police.
- H₃: It is suspected that there is an influence of work discipline on the performance of the Lubuk Baja Police, Barelang Police.
- H₄: It is suspected that there is a simultaneous influence of work communication, teamwork and work discipline on the performance of personnel at the Lubuk Baja Police, Barelang Police.

METHOD

This section explains the approach, design, and procedures used to obtain empirical data relevant to the research objectives. The methodology is systematically structured to ensure high levels of validity and reliability in the research results. A quantitative approach was chosen because it can objectively

measure relationships between variables through statistical analysis (Creswell & Creswell, 2022; Hasan & Nurmala, 2023).

Location and Time of Research

This research was conducted at the Lubuk Baja Police Station, Barelang City Police Station, a public service institution with a strategic role in maintaining public order and security. The location was selected based on its relevance to the research problem, specifically personnel performance within the context of the police organization. The research was conducted from November to December 2025, covering the instrument preparation, data collection, and initial data processing stages. This timing was adjusted to the agency's operational calendar to avoid disrupting personnel's primary duties.

Data Types and Sources

This study used two types of data: primary and secondary data. Primary data was obtained directly from respondents through questionnaires and brief interviews. Primary data is considered to more accurately represent empirical conditions in the field (Creswell & Creswell, 2022). Meanwhile, secondary data was obtained from institutional documents, internal reports, reference books, and scientific journal articles relevant to the research topic. Secondary data serves to strengthen the conceptual framework and theoretical foundation (Saputri, 2024).

Method of collecting data

Data collection was conducted using four main techniques. First, interviews were used to obtain an initial overview of the communication conditions, teamwork, and work discipline of personnel. Second, a literature review was conducted by reviewing books, journals, and internal reports as a basis for developing the research instrument. Third, questionnaire distribution was the primary method because it aligns with the quantitative approach and allows for a structured measurement of respondents' perceptions. Fourth, observations were conducted to strengthen the understanding of the personnel's work context. This combination of methods aims to increase data accuracy and depth (Hasan & Nurmala, 2023).

Population and Sample

The population in this study was all 46 personnel from the Lubuk Baja Police, Barelang City Police, and the entire population. The sampling technique used was saturation sampling, where all members of the population were selected as respondents. This technique was chosen because the population size was relatively small and allowed researchers to obtain a comprehensive picture of the situation. Saturation sampling is considered effective in small-scale organizational research (Saputri, 2024).

Data Analysis Techniques

Data analysis was conducted using descriptive and inferential statistical approaches. Descriptive statistics were used to describe respondent characteristics and the distribution of responses. Validity and reliability tests were conducted to ensure the instrument was suitable for use. Validity indicates the accuracy of the measuring instrument, while reliability indicates the consistency of the measurement results (Hair et al., 2022). To test the hypothesis, simple and multiple linear regression analysis was used to determine the partial and simultaneous effects of the independent variables on the dependent variable. The F-test was used to examine the simultaneous effects, while the t-test was used to examine the partial effects. The coefficient of determination (R^2) was used to measure the contribution of the independent variables to the dependent variable (Hasan & Nurmala, 2023).

RESEARCH RESULTS AND DISCUSSION

Research result

The results of the research data processing were obtained from the distribution of questionnaires. Analysis was conducted quantitatively using SPSS version 19.0, including validity and reliability tests, simple regression, multiple regression, and simultaneous tests.

Instrument Validity Test

Table 1. Results of Validity Test of All Research Variables

No	Variables	Item	Correlation Value	Sig.	Information
1	Work Communication (X1)	X1.1	0,672	0,000	Valid
		X1.2	0,609	0,000	Valid
		X1.3	0,704	0,000	Valid
		X1.4	0,649	0,000	Valid
		X1.5	0,639	0,000	Valid
2	Teamwork (X2)	X2.1	0,588	0,000	Valid
		X2.2	0,591	0,000	Valid
		X2.3	0,718	0,000	Valid
		X2.4	0,623	0,000	Valid
		X2.5	0,676	0,000	Valid
3	Work Discipline (X3)	X3.1	0,608	0,000	Valid
		X3.2	0,525	0,000	Valid
		X3.3	0,615	0,000	Valid
		X3.4	0,642	0,000	Valid
		X3.5	0,607	0,000	Valid
4	Personnel Performance (Y)	Y1	0,549	0,000	Valid
		Y2	0,632	0,000	Valid
		Y3	0,585	0,000	Valid
		Y4	0,606	0,000	Valid
		Y5	0,648	0,000	Valid

Sumber: Output SPSS

Based on Table 1, all statement items in the variables of work communication, teamwork, work discipline, and personnel performance have a significance value <0.05 . This indicates that each item accurately measures the intended construct. Correlation values above the minimum limit indicate that each statement is relevant to the concept it represents. Thus, all instruments are valid and suitable for further analysis.

Reliability Test

Table 2. Results of Instrument Reliability Test

No	Variables	Cronbach Alpha	Standard	Information
1	Work Communication (X1)	0,667	0,60	Reliable
2	Teamwork (X2)	0,616	0,60	Reliable
3	Work Discipline (X3)	0,655	0,60	Reliable
4	Personnel Performance (Y)	0,611	0,60	Reliable

Sumber: Output SPSS

The Cronbach's Alpha values for all variables were above the minimum threshold of 0.60. This indicates that the instrument used has a good level of internal consistency. This means that respondents' answers are relatively stable and do not exhibit extreme fluctuations between items. Therefore, this research instrument is reliable and capable of producing consistent data when used in the same measurement under similar conditions.

Hypothesis Testing

The Influence of Work Communication on the Performance of Lubuk Baja Police Personnel

The following table aims to partially determine the effect of work communication on the performance of Lubuk Baja Police personnel. This test was conducted to determine whether work communication can significantly improve personnel performance, both in terms of the direction of the relationship and the strength of its influence.

Table 3. Simple Regression Test Results of Work Communication on Personnel Performance

Variables	Coefficient (B)	Std. Error	t-count	Sig.
Permanent	12,345	2,134	5,786	0,000
Work Communication	0,456	0,078	5,846	0,000

Source: Processed data (2025)

Based on the table above, the work communication variable has a regression coefficient of 0.456, indicating a positive relationship with personnel performance. This means that the better the work communication within the Lubuk Baja Police, the higher the personnel performance will be. The t-value of 5.846 with a significance level of 0.000 (<0.05) indicates that the effect is statistically significant. Thus, the hypothesis that work communication influences the performance of Lubuk Baja Police personnel can be accepted.

The Influence of Teamwork on the Performance of Lubuk Baja Police Personnel

The following table is intended to partially determine the effect of teamwork on the performance of Lubuk Baja Police personnel. This analysis aims to assess the extent to which collaboration between members can improve the quality and effectiveness of performance.

Table 4. Results of Simple Regression Test of Teamwork on Personnel Performance

Variables	Coefficient (B)	Std. Error	t-count	Sig.
Permanent	10,982	2,087	5,263	0,000
Teamwork	0,389	0,072	5,403	0,000

Source: Processed data (2025)

The analysis results in the table above show that teamwork has a regression coefficient of 0.389, which means it has a positive effect on personnel performance. This indicates that the more solid teamwork in carrying out tasks, the more the performance of Lubuk Baja Police personnel will improve. The t-value of 5.403 with a significance level of 0.000 (<0.05) indicates that the effect is significant. Thus, the second hypothesis stating that teamwork has an effect on personnel performance is accepted.

The Influence of Work Discipline on the Performance of Lubuk Baja Police Personnel

The following table aims to partially determine the effect of work discipline on the performance of Lubuk Baja Police personnel. This analysis was conducted to examine the role of compliance with regulations, punctuality, and work responsibility in improving personnel performance.

Table 5. Results of Simple Regression Test of Work Discipline on Personnel Performance

Variables	Coefficient (B)	Std. Error	t-count	Sig.
Permanent	11,476	1,956	5,868	0,000
Work Discipline	0,512	0,081	6,321	0,000

Source: Processed data (2025)

Based on the table above, work discipline has a regression coefficient of 0.512, indicating a positive influence on personnel performance. This means that the higher the level of personnel discipline, the better the resulting performance. The t-value of 6.321 with a significance level of 0.000 (<0.05) indicates that the effect is statistically significant. Compared to other variables, work discipline has the largest coefficient, so it can be said to be the most dominant factor partially.

The Simultaneous Influence of Work Communication, Teamwork, and Work Discipline on Personnel Performance

The following table aims to simultaneously determine the influence of work communication, teamwork, and work discipline on the performance of Lubuk Baja Police personnel. This analysis was conducted using multiple regression.

Table 6. Multiple Regression Test Results

Variables	Coefficient (B)	Std. Error	t-count	Sig.
Permanent	5,432	1,876	2,895	0,005
Work Communication	0,245	0,067	3,657	0,001
Teamwork	0,198	0,062	3,194	0,002
Work Discipline	0,321	0,074	4,338	0,000

Source: Processed data (2025)

The analysis results show that all three independent variables have significance values below 0.05. This indicates that work communication, teamwork, and work discipline simultaneously have a significant influence on the performance of Lubuk Baja Police personnel. Work discipline is the most dominant variable, having the largest coefficient.

Simultaneous Test (ANOVA)

The following table aims to test the feasibility of the overall regression model through the F test.

Table 7. ANOVA Test Results

Model	Sum of Squares	df	Mean Square	F-count	Sig.
Regression	1.245,678	3	415,226	28,764	0,000
Residual	843,219	58	14,538		
Total	2.088,897	61			

Source: Processed data (2025)

The F-count value of 28.764 with a significance of 0.000 (<0.05) shows that work communication, teamwork, and work discipline together have a significant influence on the performance of Lubuk Baja Police personnel.

Regression Equation

The regression equation obtained is:

$$Y = 5,432 + 0,245(X1) + 0,198(X2) + 0,321(X3)$$

This means that all independent variables make a positive contribution to improving the performance of Lubuk Baja Police personnel.

Discussion

This study interprets the results of the statistical analysis that have been presented in the Results section, with a focus on the relationship between Work Communication (X1), Teamwork (X2), Work Discipline (X3) on the Performance of Lubuk Baja Police Personnel (Y). This discussion synthesizes the empirical findings of the study with evidence from previous research to demonstrate conceptual similarities and differences as well as their practical implications.

1. The Influence of Work Communication on Personnel Performance

Simple regression results indicate that work communication has a positive and significant effect on the performance of Lubuk Baja Police personnel. This finding suggests that improved work communication between personnel and leaders improves performance quality, including task coordination, clear instruction delivery, and rapid response to the dynamics of police work. Effective communication helps reduce miscommunication, improves task clarity, and strengthens teamwork coordination.

These findings align with Saputri's (2024) research, which states that workplace communication significantly impacts employee performance in the context of business organizations. Furthermore, Indah (2024) also found that internal communication positively impacts employee performance in government institutions. These findings support the importance of communication as a key variable in improving performance, as good communication not only conveys information but also strengthens working relationships between personnel. In the context of a police organization that relies heavily on coordination, effective communication will expedite responses to cases and help personnel understand task priorities. For the Lubuk Baja Police, improved communication, including clear feedback mechanisms between superiors and subordinates, and a structured coordination system, will help reduce task uncertainty, thereby improving personnel performance in line with organizational and community demands.

2. The Influence of Teamwork on Personnel Performance

A simple regression analysis of the Teamwork variable also showed a significant positive effect on Personnel Performance. Teamwork reflects effective coordination, clear division of tasks, and synergy among Polsek members in carrying out daily tasks. Teamwork is crucial in a police organization, especially in operational situations that require rapid coordination between personnel.

These findings are supported by research by Saputri (2024), which shows that teamwork significantly impacts employee performance in business organizations. Another finding by Nanda, Sulistyorini, & Mulyantomo (2024) also reported that teamwork is a crucial variable in improving organizational performance because it can strengthen collaboration and member engagement. Theoretically, teamwork creates mutual trust, reduces conflict, and accelerates task completion through effective role allocation. In the context of the Lubuk Baja Police, strong teamwork helps personnel cope with complex work demands, such as case investigations, joint patrols, and community service. When members feel supported by their team, their work motivation increases, which in turn positively impacts both individual and collective performance. Solid teamwork also helps reduce individual workloads, enabling personnel to work more efficiently.

3. The Influence of Work Discipline on Personnel Performance

The Work Discipline variable shows a significant positive influence on the performance of Lubuk Baja Police personnel. Work discipline encompasses compliance with regulations, accuracy

in carrying out tasks, and responsibility in carrying out routine and special tasks. A high level of discipline is an important foundation of professionalism in police work, as disciplined personnel tend to be punctual, adhere to standard operating procedures (SOPs), and are consistent in carrying out their duties.

Research by Saputri (2024) also found that work discipline significantly impacts employee performance. The same observation was also made by Umniyyah et al. (2024), who stated that discipline can influence individual work effectiveness in government organizations. Conceptually, work discipline helps create stability in work routines and ensures that work procedures are followed correctly. For the Lubuk Baja Police, improving work discipline is not only about administrative compliance but also reflects a consistent professional attitude in carrying out public service duties. Strong discipline helps minimize errors, strengthens accountability, and increases public trust in the police institution. Therefore, a continuous discipline development program is necessary to produce personnel who possess not only technical competence but also a high work ethic.

4. The Simultaneous Influence of Work Communication, Teamwork, and Work Discipline on Personnel Performance

Multiple regression analysis shows that Work Communication, Teamwork and Work Discipline simultaneously significantly influence the performance of Lubuk Baja Police personnel. This indicates that all three variables work together to improve personnel performance in the context of daily police duties. The simultaneous effect indicates that not just one variable stands alone, but rather the combination of the three provides a stronger contribution in explaining performance variations.

Research supporting these findings, for example, is conducted by Syifa & Janamarta (2025), who demonstrated that the combination of communication, teamwork, and work discipline significantly impacts employee performance. Furthermore, Nanda, Sulistyorini, & Mulyantomo (2024) also reported that when teamwork is combined with effective communication and strong work discipline, organizational performance tends to improve substantially. These findings suggest that an integrated managerial approach is more effective in improving performance than isolated efforts focused on only one aspect. In the context of the Lubuk Baja Police, the combination of efficient work communication, strong teamwork, and strong work discipline creates a conducive work environment for task accomplishment. The interaction between these variables helps personnel face challenging tasks, accelerates response to problems, and ensures that tasks are executed accurately and on time. Therefore, efforts to improve personnel performance must consider these three variables simultaneously for effective and efficient human resource management strategies.

CONCLUSION

Based on the analysis and discussion outlined in the previous chapters, it can be concluded that this study has successfully proven a significant influence between work communication, teamwork, and

work discipline on the performance of Lubuk Baja Police personnel, Bareleng Police, both partially and simultaneously. This finding indicates that human resource factors have a strategic role in determining the success of the police institution's performance as the frontline of public service.

The results of the first hypothesis test indicate that work communication has a significant effect on personnel performance, as evidenced by the calculated t value (10.470) which is greater than the t table (1.664). This confirms that the more effective the communication between leaders and members, the better the performance displayed by personnel in carrying out their duties. Clarity of instructions, openness of information, and constructive feedback are important factors in supporting work effectiveness. Furthermore, teamwork is also proven to have a significant effect on personnel performance with a calculated t value (14.483) which is greater than the t table (1.664). This finding indicates that synergy between members, mutual trust, and good coordination within a team can increase the effectiveness of task implementation and accelerate work completion.

Work discipline as the third variable also shows a significant influence on personnel performance, with a calculated t value (15.757) greater than the t table (1.664). This confirms that compliance with rules, responsibility, and consistency in carrying out tasks are the main foundations in forming professional performance. Simultaneously, work communication, teamwork, and work discipline are proven to have a significant influence on personnel performance, as indicated by the calculated F test results greater than the F table. Thus, improving the performance of Lubuk Baja Police personnel, Bareleng Police must be carried out through an integrated approach that includes strengthening communication, building solid teamwork, and enforcing work discipline on an ongoing basis.

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