

The Effect of Leadership, Motivation, Communication of Personnel Performance in Banten Police Institutions

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ABSTRACT

This study examines the influence of leadership, work motivation, and organizational communication on personnel performance within the Banten Regional Police. Personnel performance is a crucial factor in police institutions because it is directly related to public service quality, law enforcement effectiveness, discipline, and institutional accountability. The study was motivated by several organizational phenomena, including issues of personnel discipline, work commitment, and the need to strengthen police performance in responding to increasing public demands. This research employed a quantitative approach using a survey method. The population consisted of 3,040 personnel of the Banten Regional Police, while the sample was determined using the Slovin formula with a 10% margin of error, resulting in 97 respondents. Primary data were collected through structured questionnaires using a five-point Likert scale, while secondary data were obtained from relevant literature and organizational documents. Data were analyzed using SPSS through reliability testing, classical assumption testing, multiple linear regression analysis, coefficient of determination, and hypothesis testing. The results show that leadership, work motivation, and organizational communication positively influence personnel performance. The regression equation indicates that all independent variables have positive coefficients, with organizational communication showing the strongest effect compared to leadership and work motivation. The coefficient of determination shows that leadership, work motivation, and communication simultaneously explain 65.8% of the variation in personnel performance, while the remaining 34.2% is influenced by other factors outside this study. These findings indicate that improving personnel performance in police institutions requires an integrated human resource management strategy through stronger leadership, increased motivation, and more effective organizational communication.

Keyword: Leadership, Work Motivation, Organizational Communication, Performance



INTRODUCTION

Human resource performance is a fundamental determinant of organizational effectiveness in both private and public sector institutions. In public organizations, personnel

performance is closely related not only to the achievement of internal organizational targets but also to the quality of public service delivery, institutional accountability, and the ability of the organization to respond to public expectations. In the context of police institutions, personnel performance becomes even more strategic because it is directly connected to law enforcement, public order, security maintenance, and the quality of services delivered to the community. Therefore, improving personnel performance should be understood as a crucial part of human resource management and institutional strengthening in police organizations. High-performing personnel can support organizational stability, improve service responsiveness, and strengthen public trust in law enforcement institutions (Alqudah et al., 2022; Hendri, 2025; Al-Suwaidi et al., 2025).

From a human resource management perspective, employee performance is influenced by various organizational and individual factors. Leadership, work motivation, and organizational communication are three important factors that can shape personnel behavior, work discipline, and organizational commitment. These factors contribute to creating a productive and conducive work environment because leadership provides direction, motivation strengthens individual willingness to perform, and communication ensures that organizational instructions and information are properly understood. In public sector organizations, especially those with formal structures and strong chains of command, the interaction among these factors is essential for improving employee performance and institutional effectiveness (Eliyana et al., 2019; Qalati et al., 2022; Pham et al., 2024).

Leadership has a strategic role in shaping the work behavior of organizational members. A leader does not only function as a decision maker but also as a director, motivator, facilitator, and role model for subordinates. In police organizations, which are generally characterized by hierarchical authority and command-based structures, leadership quality can influence discipline, loyalty, responsiveness, and personnel effectiveness in carrying out duties. Effective leadership enables leaders to provide clear direction, encourage responsibility, and build a sense of commitment among personnel. Conversely, weak leadership may cause uncertainty, low morale, ineffective coordination, and declining organizational performance. Thus, leadership is an important organizational variable that can determine the extent to which personnel are able to work professionally and achieve institutional objectives (Ferine et al., 2021; Imam et al., 2025; AL Rawas & Jantan, 2023).

In addition to leadership, work motivation is also an important factor influencing personnel performance. Motivation refers to the internal and external encouragement that drives individuals to carry out their duties optimally and achieve organizational goals. Personnel with high work motivation tend to demonstrate stronger responsibility, discipline, commitment, and willingness to contribute to organizational success. In police institutions, motivation is not only related to financial incentives but also to career development opportunities, recognition of achievement, work environment, organizational support, and satisfaction in providing public services. Therefore, work motivation should be managed as a strategic factor in strengthening personnel performance, especially in institutions that demand discipline, readiness, and high responsibility in daily tasks (Layek & Koodamara, 2024; Ciobanu & Androniceanu, 2015; Park & Rainey, 2012).

Work motivation in public organizations is also closely related to public service orientation. Personnel who have strong motivation are more likely to understand their institutional role as part of public service responsibility. This condition is important in police organizations because personnel are required to balance administrative duties, operational demands, law enforcement responsibilities, and community service functions. When personnel feel that their work has meaning, is supported by the organization, and provides opportunities for personal and professional growth, their willingness to perform better will increase. Therefore, public service motivation, job satisfaction, and person-organization fit are important elements that can strengthen personnel performance in public institutions (Miao et al., 2019; Thuy et al., 2023; Fan & Jia, 2022).

Organizational communication is another crucial factor affecting personnel and institutional performance. Communication refers to the process of delivering information, instructions, ideas, feedback, and coordination among organizational members to achieve common goals. Effective communication can reduce misunderstandings, accelerate task implementation, strengthen cooperation, and improve coordination between leaders and personnel. In contrast, ineffective communication may create information gaps, weaken coordination, delay decision-making, and reduce organizational effectiveness. In police institutions, communication becomes highly important because operational tasks often require fast responses, clear instructions, and coordination across work units. Therefore, effective internal communication is an essential requirement for maintaining organizational performance and personnel effectiveness (Tkalac Verčič & Pološki Vokić, 2017; Motsamai & Onyenankeya, 2025; Silla et al., 2017).

The importance of communication in police organizations can also be seen from the need for trust, openness, and employee voice within the institution. Personnel must be able to receive clear information from leaders, provide feedback, and coordinate with other units in carrying out their duties. Open communication can strengthen organizational trust and create a more responsive work culture. In organizations with strict command structures, communication should not only flow from leaders to subordinates but also allow feedback from personnel to improve decision-making and problem-solving. Therefore, organizational communication has a strategic function in supporting transparency, coordination, and performance improvement in public sector institutions (Iddrisu & Mohammed, 2024; Iddrisu, 2025; Rocker et al., 2025).

In the context of the Banten Regional Police, improving personnel performance has become an increasingly important issue along with growing public demands for professional, transparent, accountable, and responsive police services. Police institutions are expected to maintain public order, enforce the law fairly, and provide services that strengthen public trust. However, several organizational phenomena indicate that challenges remain in improving personnel performance. Problems related to discipline, work commitment, punctuality, and consistency in organizational activities show that personnel performance still needs to be strengthened. These conditions indicate that performance improvement cannot be achieved only through technical capability but must also be supported by leadership quality, motivation, communication, and organizational management systems (Singh, 2016; Abdul Ghani et al., 2016; Jeon & Jeong, 2024).

The phenomenon of personnel performance in police institutions shows that organizational improvement requires an integrated management approach. Leadership is needed to provide direction and strengthen discipline, motivation is needed to encourage responsibility and commitment, while communication is needed to ensure coordination and clarity of tasks. In public sector organizations, performance improvement is also influenced by innovation, empowerment, collaborative culture, and trust within the organization. These factors are relevant to police institutions because personnel performance is shaped not only by individual capacity but also by organizational systems that support effective work behavior. Therefore, institutional efforts to improve performance should be carried out through a comprehensive human resource management strategy (Maqdllyan & Setiawan, 2023; Jo, 2025; Keefer & Vlaicu, 2024).

Several previous studies have examined the relationship between leadership, motivation, communication, and employee performance in public and private organizations. However, most studies have been conducted in general administrative institutions, business organizations, or public sector organizations outside the specific context of regional police institutions. Research that specifically examines the simultaneous influence of leadership, work motivation, and organizational communication on personnel performance at the Regional Police level remains relatively limited. This creates a research gap that needs to be addressed empirically, particularly in the context of the Banten Regional Police. By examining these three

variables together, this study is expected to provide a more comprehensive understanding of the organizational factors that influence police personnel performance (Puspita Dewi et al., 2024; Tarigan et al., 2025; Chen, 2024).

Based on the research background and empirical phenomena, the research problems are formulated as follows: first, does leadership affect personnel performance within the Banten Regional Police? Second, does work motivation affect personnel performance within the Banten Regional Police? Third, does organizational communication affect personnel performance within the Banten Regional Police? Fourth, do leadership, work motivation, and organizational communication simultaneously affect personnel performance within the Banten Regional Police? These research questions are formulated to clarify the relationship between organizational factors and personnel performance in a police institutional context.

Based on the formulation of the research problems, this study aims to analyze the effect of leadership on personnel performance within the Banten Regional Police, examine the effect of work motivation on personnel performance, analyze the effect of organizational communication on personnel performance, and examine the simultaneous effect of leadership, work motivation, and organizational communication on personnel performance within the Banten Regional Police. Through these objectives, the study is expected to provide empirical understanding of the organizational factors that contribute to improving police personnel performance and institutional effectiveness.

Table 1. Conceptual Summary of Research Variables

No.	Variable	Position in the Study	Focus	Expected Relationship
1	Leadership	Independent variable	Direction, role modeling, discipline, commitment, and organizational control	Leadership is expected to influence personnel performance positively.
2	Work motivation	Independent variable	Internal and external encouragement, responsibility, commitment, and work ethic	Work motivation is expected to improve personnel performance.
3	Organizational communication	Independent variable	Coordination, information flow, task clarity, cooperation, and feedback	Effective communication is expected to support better personnel performance.
4	Personnel performance	Dependent variable	Achievement of duties, discipline, service quality, law enforcement, and institutional effectiveness	Personnel performance is influenced by leadership, work motivation, and organizational communication.

Source: Author, 2026

Based on the formulation of the research problems, this study aims to analyze the effect of leadership on personnel performance within the Banten Regional Police, examine the effect of work motivation on personnel performance, analyze the effect of organizational communication on personnel performance, and examine the simultaneous effect of leadership, work motivation, and organizational communication on personnel performance within the Banten Regional Police. Through these objectives, the study is expected to provide empirical

understanding of the organizational factors that contribute to improving police personnel performance and institutional effectiveness.

RESEARCH METHODS

This study employed a quantitative approach using a survey method to analyze the influence of leadership, work motivation, and organizational communication on personnel performance within the Banten Regional Police institution. A quantitative approach was considered appropriate because this study aimed to empirically examine the relationship between research variables through statistical analysis. The survey method was conducted by collecting data from respondents using a structured questionnaire, allowing the researcher to obtain measurable information regarding respondents' perceptions of the variables examined. Through this approach, the study tested the influence of the independent variables, namely leadership, work motivation, and organizational communication, on the dependent variable, namely personnel performance (Lim, 2025; Kotronoulas et al., 2023; Imron et al., 2024).

The data in this study were collected from two main sources, namely primary and secondary data. Primary data were obtained directly from respondents through the distribution of questionnaires to personnel of the Banten Regional Police. The questionnaire was designed in the form of closed-ended statements measured using a five-point Likert scale, ranging from a score of 1, which indicated strongly disagree, to a score of 5, which indicated strongly agree. Meanwhile, secondary data were obtained through literature studies and documentation relevant to the research topic, including books, scientific journals, and organizational documents related to leadership, work motivation, communication, and personnel performance. In addition, direct observation of the work environment was also conducted to obtain a broader understanding of organizational conditions that supported the interpretation of the research findings.

The population in this study consisted of all personnel within the Banten Regional Police institution, totaling 3,040 personnel. Since the population was relatively large, the sample size was determined using the Slovin formula with a margin of error of 10%. Based on the calculation using the formula $n = N / (1 + N(e^2))$, with $N = 3,040$ and $e = 0.10$, the sample size obtained was 96.8, which was rounded to 97 respondents. Therefore, this study involved 97 respondents as the research sample. The sample was then distributed proportionally to each work unit within the Banten Regional Police to ensure that the characteristics of the research population were adequately represented (Ludwig et al., 2022; Jia et al., 2023).

This study consisted of four research variables, namely three independent variables and one dependent variable. The first independent variable was leadership (X1), which refers to the ability of a leader to influence, direct, and motivate members of an organization to achieve common goals. In this study, leadership was reflected through several indicators, including the ability to provide direction, become a role model, motivate subordinates, make decisions, and build effective working relationships. These indicators were used to assess the extent to which leadership practices within the organization contributed to personnel performance (Yukl, 2020; Robbins & Judge, 2020).

The second independent variable was work motivation (X2), which refers to internal and external encouragement that influences individuals to perform their work optimally in order to achieve organizational goals. Work motivation in this study was measured through indicators related to achievement needs, performance rewards, career development opportunities, responsibility in carrying out duties, and job satisfaction. These indicators were used to understand how motivational factors encouraged personnel to demonstrate commitment, discipline, and productivity in performing their organizational responsibilities (Robbins & Judge, 2020).

The third independent variable was organizational communication (X3), which refers to the process of delivering information, ideas, instructions, and feedback among

organizational members to create effective work coordination. In this study, organizational communication was measured through indicators such as clarity of information delivery, smoothness of information flow, openness in communication, coordination among personnel, and communication feedback. These indicators were used to evaluate whether the communication process within the organization supported task implementation and strengthened cooperation among personnel (Lussier & Achua, 2020).

The dependent variable in this study was personnel performance (Y), which refers to the work results achieved by individuals in carrying out duties and responsibilities assigned by the organization. Personnel performance was measured through several indicators, including work quality, work quantity, punctuality, job responsibility, and the ability to cooperate with others. All indicators in this study were measured using a five-point Likert scale to transform respondents' perceptions into quantitative data that could be processed and analyzed statistically (Mangkunegara, 2019; Halevi Hochwald et al., 2023; South et al., 2022).

The data analysis technique in this study was conducted using SPSS statistical software through several stages of analysis. The first stage was the research instrument test, which consisted of validity and reliability tests. The validity test was conducted to determine whether each statement item in the questionnaire was able to measure the research variables accurately. The test was carried out using product moment correlation, in which a statement item was considered valid if the correlation value was greater than the r-table value. Meanwhile, the reliability test was conducted to determine the consistency of the research instrument, with the instrument considered reliable if the Cronbach's Alpha value was greater than 0.60 (Sangwan et al., 2021; Ghozali, 2021).

Before conducting regression analysis, the study also performed classical assumption tests to ensure that the data met the requirements for multiple linear regression analysis. The normality test was conducted to determine whether the data were normally distributed using the Kolmogorov–Smirnov test. The multicollinearity test was used to examine whether there was a correlation among the independent variables by observing the tolerance and Variance Inflation Factor values. Furthermore, the heteroscedasticity test was conducted to determine whether unequal residual variance occurred in the regression model through scatterplot analysis (Ghozali, 2021).

Multiple linear regression analysis was used to examine the influence of leadership, work motivation, and organizational communication on personnel performance. The regression model used in this study was formulated as $Y = a + b_1X_1 + b_2X_2 + b_3X_3 + e$, where Y represents personnel performance, X1 represents leadership, X2 represents work motivation, X3 represents organizational communication, a represents the constant, b represents the regression coefficient, and e represents the error term. This model was used to identify the extent to which each independent variable contributed to changes in personnel performance.

The coefficient of determination was used to determine the extent to which the independent variables were able to explain variations in the dependent variable. Through the R² value, the study could identify how much leadership, work motivation, and organizational communication collectively contributed to personnel performance. A higher coefficient of determination indicates that the independent variables have a stronger ability to explain variations in personnel performance (Xu et al., 2022).

Hypothesis testing was carried out using partial and simultaneous tests. The t-test was used to determine the partial influence of each independent variable on personnel performance, namely the influence of leadership, work motivation, and organizational communication individually. Meanwhile, the F-test was used to examine the simultaneous influence of leadership, work motivation, and organizational communication on personnel performance. Through these tests, the study was able to determine whether the proposed research hypotheses were statistically supported.

RESULTS AND DISCUSSION

1. Respondent Characteristics and Organizational Profile

This study involved 97 respondents who were personnel of the Banten Regional Police. Respondent characteristics were analyzed based on age and gender to provide a general profile of the research participants. The age distribution is important because it reflects the maturity, work experience, mobility, and potential level of adaptability of personnel in carrying out organizational duties. In the context of police institutions, age composition can also indicate the extent to which personnel are in productive working periods and able to respond to operational demands that require discipline, physical readiness, and psychological resilience.

Table 2. Characteristics of Respondents by Age

Respondent Age	Quantity	Percentage
< 20 years	35	36%
21–30 years	38	39%
31–40 years	7	7%
41–50 years	13	14%
> 50 years	4	4%
Total	97	100%

Source: Primary data processed, 2025.

Based on Table 2, the majority of respondents were in the age group of 21–30 years, totaling 38 respondents or 39%. This was followed by respondents under 20 years of age, totaling 35 respondents or 36%. Respondents aged 41–50 years amounted to 13 people or 14%, while respondents aged 31–40 years amounted to 7 people or 7%. The smallest group was respondents aged over 50 years, totaling 4 people or 4%. This distribution indicates that most respondents were in the productive age category, which is generally associated with a high level of mobility, adaptability, and work activity.

In addition to age, respondent characteristics were also analyzed based on gender. Gender composition is relevant because police organizations are commonly characterized by work structures that are still dominated by male personnel, especially in operational and field-based functions. However, the presence of female personnel also indicates the importance of gender inclusion in supporting administrative, service, and operational roles within police institutions.

Table 3. Characteristics of Respondents by Gender

Gender	Quantity	Percentage
Male	90	93%
Female	7	7%
Total	97	100%

Source: Primary data processed, 2025.

Table 3 shows that most respondents were male, totaling 90 people or 93%, while female respondents amounted to 7 people or 7%. This composition indicates that the personnel structure in this study was dominated by men, which is a common characteristic of police organizations. This gender distribution also reflects the organizational reality of police institutions, where operational duties, command structures, and field responsibilities are still largely filled by male personnel. Nevertheless, the involvement of female personnel remains important in strengthening the diversity of organizational roles, especially in public service delivery, administrative functions, and community-oriented policing.

2. Instrument Testing and Feasibility of Research Data

Before conducting further statistical analysis, the research instrument was tested to ensure that the questionnaire was feasible as a data collection tool. Instrument testing is an essential stage in quantitative research because the accuracy of research findings depends on the quality of the measurement instrument. In this study, the reliability test was conducted to determine the consistency of each variable measurement. A research instrument is considered reliable when the Cronbach’s Alpha value is greater than 0.60. This criterion indicates that the statement items used in the questionnaire have sufficient internal consistency and can be used to measure the intended variables.

Table 4. Instrument Reliability Test Results

Variable	Cronbach’s Alpha	Remarks
Leadership (X1)	> 0.60	Reliable
Work Motivation (X2)	> 0.60	Reliable
Communication (X3)	> 0.60	Reliable
Personnel Performance (Y)	> 0.60	Reliable

Source: SPSS Output, 2025.

Based on Table 4, all research variables had Cronbach’s Alpha values greater than 0.60. Therefore, the instruments used to measure leadership, work motivation, communication, and personnel performance were declared reliable. This means that all questionnaire items had acceptable consistency and could be used for further analysis. The reliability of the instrument also strengthens the credibility of the research findings because the data collected from respondents were obtained through measurement tools that were statistically consistent.

After the instrument test, classical assumption testing was conducted to ensure that the data met the requirements for multiple linear regression analysis. The first test was the normality test, which aimed to determine whether the research data were normally distributed. A normally distributed dataset is important because it supports the use of parametric statistical analysis and increases the validity of regression estimation.

Table 5. Normality Test Results

Test Method	Significance Value	Criteria	Conclusion
Kolmogorov–Smirnov	0.083	> 0.05	Normally distributed

Source: SPSS Output, 2025.

Table 5 shows that the significance value of the Kolmogorov–Smirnov test was 0.083, which is greater than 0.05. Therefore, the research data were normally distributed and suitable for regression analysis. This result indicates that the data pattern did not deviate significantly from the normal distribution, allowing the regression model to be interpreted more appropriately. The second classical assumption test was the multicollinearity test. This test was conducted to determine whether there was a strong correlation among the independent variables.

Table 6. Multicollinearity Test Results

Variable	Tolerance	VIF	Remarks
Leadership	> 0.10	< 10	No multicollinearity
Work Motivation	> 0.10	< 10	No multicollinearity
Communication	> 0.10	< 10	No multicollinearity

Source: SPSS Output, 2025.

Based on Table 6, all independent variables had tolerance values greater than 0.10 and VIF values below 10. This means that the regression model was free from multicollinearity problems. In other words, leadership, work motivation, and communication were statistically independent enough to be analyzed as separate predictors of personnel performance. The third classical assumption test was the heteroscedasticity test, which aimed to determine whether there was inequality of residual variance in the regression model. A good regression model should not experience heteroscedasticity because unequal residual variance can affect the accuracy of the estimated regression coefficients.

Table 7. Heteroscedasticity Test Results

Variable	Significance Value	Criteria	Conclusion
Leadership	> 0.05	Insignificant	No heteroscedasticity
Work Motivation	> 0.05	Insignificant	No heteroscedasticity
Communication	> 0.05	Insignificant	No heteroscedasticity

Source: SPSS Output, 2025.

Table 7 shows that all variables had significance values greater than 0.05. Therefore, the regression model did not experience heteroscedasticity. These results indicate that the residual variance was relatively stable, allowing the regression model to be used to examine the influence of leadership, work motivation, and communication on personnel performance.

3. Multiple Linear Regression Results and Model Contribution

Multiple linear regression analysis was used to determine the influence of leadership, work motivation, and communication on personnel performance. This analysis was conducted to identify the direction and magnitude of the effect of each independent variable on the dependent variable. In this study, personnel performance was positioned as the dependent variable, while leadership, work motivation, and communication were positioned as independent variables. The regression results provide an empirical basis for understanding how organizational factors contribute to personnel performance within the Banten Regional Police.

Table 8. Multiple Linear Regression Analysis Results

Variable	Regression Coefficient
Constant	1.387
Leadership (X1)	0.040
Work Motivation (X2)	0.111
Communication (X3)	0.978

Source: SPSS Output, 2025.

Based on Table 7, the regression equation obtained in this study is as follows:

$$Y = 1.387 + 0.040X_1 + 0.111X_2 + 0.978X_3 + e$$

The equation shows that all independent variables had positive regression coefficients. This means that improvements in leadership, work motivation, and communication tend to be followed by improvements in personnel performance. The constant value of 1.387 indicates the baseline level of personnel performance when the independent variables are assumed to be constant. The leadership coefficient of 0.040 indicates that an increase in leadership quality can improve personnel performance, although the effect is relatively smaller than the other variables. The work motivation coefficient of 0.111 also shows a positive contribution to

personnel performance. Meanwhile, the communication coefficient of 0.978 indicates the strongest influence among the three independent variables.

The coefficient of determination was used to identify the extent to which the independent variables could explain variations in personnel performance. This analysis is important because it shows the explanatory power of leadership, work motivation, and communication in the research model.

Table 9. Coefficient of Determination

Variable Relationship	R Square	Contribution
Leadership → Performance	0.423	42.3%
Work Motivation → Performance	0.438	43.8%
Communication → Performance	0.655	65.5%
Leadership, Work Motivation, and Communication → Performance	0.658	65.8%

Source: SPSS Output, 2025.

Based on Table 9, leadership, work motivation, and communication simultaneously explained 65.8% of the variation in personnel performance. Meanwhile, the remaining 34.2% was influenced by other variables outside this research model. This finding indicates that the three independent variables have a strong contribution to personnel performance within the Banten Regional Police. Among the three variables, communication had the highest individual contribution, with an R Square value of 0.655 or 65.5%. This result shows that communication is a highly influential factor in shaping personnel performance, especially in an organization that depends heavily on coordination, command clarity, and operational responsiveness.

4. Influence of Leadership, Work Motivation, and Communication on Personnel Performance

The results of this study show that leadership has a positive effect on personnel performance. This is indicated by the positive regression coefficient, which means that better leadership quality tends to improve personnel performance. In the context of police organizations, leadership is not only related to formal authority but also to the ability of leaders to provide direction, become role models, motivate subordinates, make decisions, and build effective working relationships. Effective leadership can strengthen discipline, increase organizational commitment, and encourage personnel to carry out their duties more professionally. This finding is consistent with the view that leadership is an important factor in improving employee performance through motivation, coordination, and organizational commitment.

The positive influence of leadership is particularly relevant in police institutions because these organizations have a strong hierarchical and command-based structure. In such institutions, leadership plays a central role in directing the behavior of personnel, maintaining discipline, and ensuring that organizational goals are achieved effectively. Leaders who are able to provide clear instructions, communicate expectations, and support personnel development can create a conducive work environment. As a result, personnel are more likely to demonstrate responsibility, loyalty, and professionalism in carrying out their duties. Therefore, leadership quality remains an important foundation for improving personnel performance within the Banten Regional Police.

Work motivation also has a positive effect on personnel performance. This means that higher work motivation tends to improve the performance of personnel in carrying out their duties and responsibilities. Motivation is a psychological factor that drives individuals to work optimally, achieve targets, and maintain commitment to organizational goals. In police organizations, motivation is highly important because police duties require responsibility, discipline, readiness, and the ability to face complex situations. Personnel with high motivation

are more likely to show strong work commitment, discipline, and persistence in completing assigned tasks.

The findings of this study indicate that work motivation can be strengthened through fair rewards, career development opportunities, recognition of achievement, job satisfaction, and organizational support. When personnel feel that their work is appreciated and that they have opportunities for professional development, their motivation to perform better will increase. This is in line with motivation theory, which explains that individuals are encouraged to work optimally when their needs, achievements, responsibilities, and self-development opportunities are fulfilled. Therefore, strengthening motivation is an important strategy for improving personnel performance in police institutions.

Communication was found to have the strongest effect on personnel performance compared to leadership and work motivation. This is shown by the communication regression coefficient, which was higher than the coefficients of the other independent variables. These results indicate that effective communication is the most dominant factor in improving personnel performance within the Banten Regional Police. Communication enables the exchange of information between leaders and personnel, strengthens coordination, accelerates decision-making, and reduces errors in task implementation. In police organizations, where operational activities often require speed, accuracy, and coordination across units, communication becomes a crucial factor in maintaining institutional effectiveness.

The importance of communication in this study can be understood through the nature of police work, which requires clear instructions, quick responses, and coordinated action. Ineffective communication can cause misinformation, delays in decision-making, weak coordination, and reduced task effectiveness. Conversely, effective communication allows personnel to understand their duties, receive clear instructions, provide feedback, and coordinate with other units more efficiently. Therefore, improving communication systems within the Banten Regional Police is essential for strengthening personnel performance. This finding supports the view that organizational communication is one of the main functions in achieving organizational goals effectively and efficiently.

CONCLUSION

This study concludes that leadership, work motivation, and organizational communication have a positive influence on personnel performance within the Banten Regional Police. The findings show that better leadership practices can improve personnel discipline, commitment, and work effectiveness because leaders play an important role in providing direction, strengthening coordination, and motivating personnel to carry out their duties professionally. Work motivation also contributes to performance improvement, as motivated personnel tend to demonstrate higher responsibility, stronger work commitment, and better readiness in completing organizational tasks. Therefore, personnel performance in police institutions is not only determined by technical competence but also by organizational factors that shape work behavior, discipline, and institutional commitment.

The results of the regression analysis indicate that organizational communication has the strongest influence on personnel performance compared to leadership and work motivation. This finding confirms that communication is a crucial factor in police organizations because operational tasks require clarity of information, fast coordination, accurate instruction, and effective feedback between leaders and personnel. The simultaneous contribution of leadership, work motivation, and communication explains 65.8% of the variation in personnel performance, while the remaining 34.2% is influenced by other factors outside this study. Thus, improving personnel performance within the Banten Regional Police requires an integrated strategy that strengthens leadership quality, increases work motivation, and improves internal communication systems.

Practically, this study recommends that the Banten Regional Police pay greater attention to human resource management policies that support performance improvement. Leadership development can be strengthened through continuous training, supervision, mentoring, and evaluation of leadership effectiveness. Work motivation can be improved through fair reward systems, career development opportunities, recognition of achievement, and a supportive work environment. Meanwhile, organizational communication can be enhanced by establishing clearer communication channels, encouraging openness between leaders and personnel, and strengthening coordination among work units. Through these efforts, the Banten Regional Police can improve personnel professionalism, institutional effectiveness, and the quality of public service delivery.

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