

Key Drivers of Police Performance (Personnel Teaching Staff Coordinator): Leadership, Work Discipline, Personal Competence, and Interpersonal Communication

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ABSTRACT

This study aims to determine the effect of leadership, work discipline, personality competence and interpersonal communication on the performance of members of the Polri teaching staff coordinator (Coorgadik) of Riau State Police School. The population of this study was 50 members of the Polri teaching staff coordinator (Coorgadik) of Riau State Police School. The total population of the Polri teaching staff coordinator (Coorgadik) of Riau State Police School is 50 people, the sample is taken by census technique. The results of this study prove the results of the regression in the regression equation that leadership, work discipline, interpersonal communication have a positive effect and personality competence has a negative effect. The result of the t test shows that partially the independent variable has a significant effect on the dependent variable. The result of the F test shows that the independent variable simultaneously has a significant effect on the dependent variable.

Keywords: *Leadership, Work Discipline, Personality Competence, Interpersonal Communication*

1. Introduction

Human resources have an important role in an organization. Human resource management is defined as a process of planning, organizing, staffing, mobilizing, and supervising the procurement, development, compensation, integration, maintenance, and separation of the workforce to achieve organizational goals. (Bangun, 2012). Human resources are related to the management of people through organizational activities and operational functions. In human resource management, employee performance is important as a result of employee work performance in carrying out the duties and responsibilities assigned to them.

The Indonesian National Police School is a police education institution established to produce professional, modern and reliable police personnel candidates. Not only educated with learning materials but also trained physically, mentally and skills in fulfilling their duties and responsibilities as members of the police. In addition, the Indonesian National Police School is also a police training center in developing police personnel resources to better understand police duties in carrying out their duties and responsibilities in the field.

In carrying out its duties and responsibilities, the Indonesian National Police School is supervised by the Indonesian National Police Education and Training Institute (Lemdiklat) and operates under the responsibility of the Regional Police (Polda). The State Police School is not only located in one place, but throughout Indonesia. Each Regional Police (Polda) has its own education and training institution. Performance plays an important role in achieving teaching objectives, so that they are maximally achieved. However, it is often found that there are still

educators who teach not according to their field or ability, so that the mastery of teaching activities is considered lacking. (Vernando & Kaharudin, 2020).

Based on the performance assessment of teaching staff, it shows that the average value of the performance of SPN Poldar Riau teaching staff in 2015/2016 the average value of teaching staff is 86, decreased in 2016/2017 to 85, in 2017/2018 increased with an average value of 87, and in 2018/2019 decreased again to 81. The average value of the performance of teaching staff at SPN Poldar Riau in 2015/2016 is 86 which means good, in 2016/2017 with an average value of 85 which means good, in 2017/2018 with an average value of 87 which means good and in 2018/2019 with an average value of 81 which means good.

It also shows that the best performance condition of SPN Poldar Riau educators was in 2017/2018, because good and good assessments have increased, moderate assessments have decreased and there are no educators who get less grades. In 2018/2019, it shows that the working conditions of SPN Poldar Riau educators are not good, although educators who get good grades have not decreased or increased, and there has been a decrease in moderate grades, but educators who get good grades have decreased and there are educators who get less grades. An increase in employee performance will bring progress to the organization. In improving employee performance is the most serious challenge because success in achieving goals depends on the quality of human resource performance in it. (Bentar et al., 2017).

The results of the conclusions of several previous researchers related to the influence of leadership, work discipline, personality competence, and interpersonal communication on employee performance found some inconsistencies in the results of the study, there are differences in the results of research on the influence of leadership on performance with positive and significant results. Alfian & Afrial (2018), Sabilla & Hariyanti (2013) and a negative and insignificant effect (Marjaya & Fajar, 2019). There are differences in the results of research on the effect of work discipline on performance with positive and significant results. Effendi & Marnisah (2019), Nainggolan & Hendry (2020) and has no positive and significant effect (Sari, 2014). There are differences in the results of research on the effect of personality competence on performance with positive and significant results. Ningrum (2016), Sopandi (2019) and a positive but insignificant effect (Salimah & Ceacilia Sri, 2017). There are differences in the results of research on the effect of interpersonal communication on performance with positive and significant results. Irfal (2017), Butarbutar et al. (2021) and has a significant effect (Yulianti & Suriyanti, 2019).

2. Literature Review

Performance

Performance is an activity carried out by each individual to achieve predetermined goals. Performance needs to be considered by all management, both in small and large organizations. The work results achieved are a form of accountability for the tasks assigned. According to Moehariono (2012) performance is a description of the level of achievement of the implementation of an activity program or policy in realizing the goals, objectives, vision and mission of the organization. According to Hasibuan (2017) performance is a result of the work achieved by a person in carrying out the tasks assigned to him based on skills, experience and seriousness and time. According to Mangkunegara (2013) performance is the result of work in quality and quantity that can be achieved by an employee in carrying out duties in accordance with the responsibilities given to him. According to Indonesian Law Number 20 of 2003, educators are educational personnel who qualify as teachers, lecturers, counselors, learning assistants, tutors, instructors, facilitators and other designations in accordance with their specialties, educators are professional personnel who are tasked with planning and implementing the learning process, assessing learning outcomes, conducting guidance and training.

According to Barnawi & Arifin (2012) teachers are educators whose main tasks are to educate, teach, guide, direct, train assess and evaluate student learning. According to Supardi

(2014) teacher performance is a condition that shows the ability of a teacher to carry out tasks at school and describes the existence of a teacher's actions during learning activities. According to Wahyudi (2012) teacher performance is the real work results in quality and quantity achieved by a teacher in carrying out his duties in accordance with the responsibilities given to him including preparing learning programs, implementing learning, conducting evaluations and analyzing evaluations. Based on the opinions of the experts above, it can be concluded that teacher performance is an achievement of the work results of teaching activities carried out by a teacher. Achievement of performance results is used as a comparison of teacher work results with predetermined work standards.

To measure the level of results of an activity, indicators are used as tools or instructions for measuring the achievement of an activity implementation. Indicators that measure the performance of teaching staff in this study are designing lesson plans, implementing learning, evaluating learning outcomes, and mastering teaching materials. (Regulation Ministerial

Influence between Leadership on Member Performance

Leadership is a process of influencing people who are led in the form of guidance, direction and motivation so that these people can carry out their duties and responsibilities and not deviate from their respective main tasks. (Juned et al., 2020). Leadership is an important factor in influencing performance, because leadership is the main activity related to achieving goals in the organization. (Isvandiar & Idris, 2018).

The results of research conducted by Alfian & Afrial (2018) and Sabilla & Hariyanti (2013) there is a positive and significant influence between leadership and employee performance, the better the leader in leading a company, the impact on performance will be good. Meanwhile, the results of research conducted by Marjaya & Fajar (2019), leadership has a negative and insignificant effect on performance, leadership does not affect employee performance, even employee performance tends to increase even though leadership does not increase.

H₁: Leadership has a positive and significant effect on Member Performance

The influence between Work Discipline on Member Performance

Work discipline is one aspect of the work system that must be considered by an organization / agency to improve the performance of an organization. (Effendi & Marnisah, 2019). Work discipline must be owned by every employee to support the achievement of organizational goals because it is a form of compliance with work rules and as a self-responsibility to the company.

The results of research conducted by Nainggolan & Hendry (2020) and Effendi & Marnisah (2019) there is a positive and significant influence between work discipline and employee performance. Meanwhile, the results of research conducted by Sari (2014) work discipline does not have a positive and significant influence on employee performance. Work discipline factors which include complying with all company regulations, responsibility in work and duties and attendance rates do not necessarily affect employee performance.

H₂: Work Discipline has a positive and significant effect on Member Performance.

The influence between Personality Competence on Member Performance

Personality competence is awareness, understanding and behavior that supports values and norms, legal, social, honest, noble, authoritative, has a high work ethic and pride in the profession. (Novauli, 2021). Competence refers to the knowledge, abilities, skills and personality that directly affect their performance. (Rivai & Sagala, 2011). Indicators that are part of personality competence are continuous self-development to support implementation in carrying out their duties and functions. If personality competence is low, it will affect low performance and vice versa if high personality competence will affect high performance (Agung, 2014).

The results of research conducted by Sopandi (2019) and Ningrum (2016) personality competence has a positive and significant effect on performance. Competence can be conveyed and can be received well influenced by personality. Personality has a psychological influence that makes personality have a big effect on performance. Meanwhile, the results of research conducted

by Salimah & Ceacilia Sri (2017) personality competence has a positive but insignificant effect on performance.

The theoretical foundation above produces the following hypothesis:

H₃: Personality Competence has a positive and significant effect on Member Performance.

The influence between Interpersonal Communication on Member Performance

Interpersonal communication is the most effective communication process, because each individual can continuously adjust to each other. The interpersonal communication relationship that is established will be more harmonious due to mutual understanding, thus creating a sense of comfort and being able to improve performance. (Faidha, 2020). Interpersonal communication is inevitable in every organizational function because interpersonal communication is something that is important for achieving the success of an organization. (Mariatin & Pasaribu, 2019).

The results of research conducted by Irfal (2017) and Butarbutar et al. (2021) interpersonal communication has a positive and significant effect on performance, good communication will be able to obtain and develop the tasks it carries out, so that performance gets better. Conversely, if there is poor communication, there will be indifference and differences of opinion or conflict, so that it will have an impact on performance results that are not maximized. Meanwhile, the results of research conducted by Yulianti & Suriyanti (2019) interpersonal communication has a significant effect on performance

H₄: Interpersonal Communication has a positive and significant effect on Member Performance.

3. Research Method

Population and Sample

According to Arikunto (2013) population is the entire research subject. The population in this study were all personnel of the sub-section of the coordinator of educators of the Riau Police State Police School, namely 50 people.

According to Arikunto (2013) the sample is part or representative of the population to be studied. The sample of this study is to determine the number of samples needed in the study. In this study, the withdrawal of samples using the census method. Which means that from the existing population, the whole will be used as a research sample, namely 50 educators. The sampling technique used is Non Probability sampling technique or what is called non-random technique. Where sampling is carried out directly in place at the Riau Police State Police School.

Data Type and Source

The type of data in this study is quantitative data, namely information data that can be measured in the form of numbers or numbers. The data source in this study is primary data data, namely data obtained from direct research into the field, such as respondents' answers about leadership, personality competence, discipline and organizational culture. Secondary data is data and information in finished form that has been owned by the organization, such as data on the number of workers, attendance data, and member performance.

Analysis of Respondent Characteristics

To determine the analysis of the influence of Leadership, Work Discipline, Personality Competence and Interpersonal Communication on the performance of police officers in the coordinator section of the Riau Police State Police School educators. Where respondents will be divided based on characteristics, namely gender, age, length of work, and last education.

Validity Test

Testing is done statistically, which is done manually or with SPSS tools to test the validity of the instrument in this study using SPSS assistance. The questionnaire results are said to be valid if the significant level is > 0.03 and if the significant level < 0.03 then it is said that the data is invalid. (Ghozali, 2012).

Reliability Test

A questionnaire is said to be reliable / reliable if a person's answer to a statement is consistent / stable over time. The questionnaire results are said to be reliable / reliable if Cronbach alpha > 0.06 and said to be unreliable if Cronbach alpha < 0.06 . (Ghozali, 2012).

F Test/Simultaneous Test

The F statistical test in this study uses a significance level or confidence level of 0.05. If the research is less than 0.5 or F count is stated to be greater than F table, then all independent variables simultaneously have a significant effect on the dependent variable. (Ghozali, 2012).

Coefficient of Determination (R^2)

The coefficient of determination (R^2) is a tool to measure how far the model's ability to explain the dependent variables. The coefficient of determination is between zero or one. A small R^2 value means that the ability of the independent variables to explain the variation in the dependent variable is very limited and vice versa, if the value is close to 1, it means that the independent variables provide almost all the information needed to predict the dependent variables. (Ghozali, 2012).

Multiple Linear Regression Analysis

Multiple linear regression analysis is an analysis that measures the influence between independent variables on the dependent variable. If this influence involves one independent variable, namely Leadership (X_1), Work Discipline (X_2), Personality Competence (X_3) and Interpersonal Communication (X_4) on the dependent variable, namely Employee Performance (Y). To test the model, multiple linear regression analysis is used with the following formula:

$$Y = a + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + e$$

Partial Test / t test

The t test is used to test the significance of the effect of variable X on variable Y. In this study, whether the variables of Leadership, Work Discipline, Personality Competence and Interpersonal Communication affect the Performance variable separately or partially. Partial tests in this research data use a significance level of 0.05 (Ghozali, 2012).

4. Results and Discussion

General Characteristics of Respondents

The characteristics of the respondents used in this study include gender, age, length of work and latest education. In this study there were 50 respondents, where the results of this study were known from the results of distributing questionnaires. The identities of the respondents who have been obtained in this study are as follows:

Table 1. Respondent Profile

Characteristics	Category	Number (Person)	Percentage
Gender	Male	34	68%
	Female	16	32%
Age	<25 Years	1	2%
	26-35 Years	11	22%
	36-45 Years	2	4%
	>45 Years	36	72%
Length of Service	<1 Year	-	-
	1-3 Years	9	18%
	4-5 Years	10	20%
	>6 Years	31	62%
Last Education	SD	-	-
	SMP	-	-
	High School	28	56%
	Diploma	1	2%
	S1	19	38%
	S2	2	4%

Source: SPSS Processed Data, 2022

Table 1 shows that, based on gender, the highest characteristics are male, namely 34 or 68%, based on the highest age is > 45 years, namely 36 or 72%, based on the highest length of work is > 6 years, namely 31 or 62%, and based on the highest last education is SMA, namely 28 or 56%.

PRELIMINARY TEST

Validity and Reliability Test

To test the questionnaire as a research instrument, validity and reliability tests were used. An instrument is said to be valid if it is able to measure what is desired and can reveal data from the variables studied permanently. Meanwhile, the test results from the reliability test are used to determine whether the research instruments used can be used multiple times at different times. The results of the validity and reliability tests using SPSS version 21 Windows can be seen in the attachment. According to Ghazali (2012) instrument testing both in terms of its validity and reliability on 50 respondents obtained from the research results used where the correlation value (r) is greater than 0.3 and the reliability coefficient value (Alpha Cronbach) is greater than 0.6.

In this study, the variables of leadership, work discipline, personality competence and interpersonal communication were declared valid and reliable because the CIT'C value was greater than 0.3 and the coefficient value was greater than 0.6.

F Test/Simultaneous Test

Table 2. F Test Results / Simultaneous Tests

Model	Fcount	Ftable	Sig	α	Description
X1, X2, X3, X4	66,384	2,81	0,000	0,05	X1, X2, X3, X4 have an effect on Y with a Sig value < α = 0.05

Source: SPSS Processed Data, 2021

It is known that $df = 4; 46$ and $\alpha = 0.05$, then the Ftable value is 2.81. From the results of simultaneous testing (F test), the results obtained Fhitung = 66.384 with a significant value of 0.000. Because Fhitung 66,384 > Ftable 2.81 and a significance value of 0.000 < 0.05. So that H1

is accepted and H0 is rejected, which means that together leadership, work discipline, personality competence and interpersonal communication simultaneously have a significant effect on the performance of police officers in the teaching staff coordinator section of the Riau Police State Police School.

Coefficient of Determination (R^2)

Table 3. Determination Coefficient Test Results

Variables	R	R Square	Adjusted R Square	Std Error of the Estimate
Leadership (X1) Work Discipline (X2) Personality Competence (X3) Interpersonal Communication (X4)	0,925	0,855	0,842	1,45866

Source: SPSS Processed Data, 2021

Based on the determination test results in table 4 above, it can be explained that the value used to show the correlation between variables is Adjusted R Square because the variables used in this study are more than one variable. Thus it can be explained that in model one shows the coefficient of determination of 0.842 which means that 84.2% of the variation in performance value as the dependent variable can be explained by the independent variables (Leadership, Work Discipline, Personality Competence and Interpersonal Communication), the remaining 15.8% is influenced by other variables outside the variables studied.

Hypothesis Test

Table 4. Hypothesis Test Results

Model	Unstandardized Coefficients	Standardized Coefficients	Table	Thitung	Hip	Sig	Description
Leadership (X1)	0,691	0,702	2,014	9,492	+	0,000	Significant
Work Discipline (X2)	0,366	0,496	2,014	4,691	+	0,000	Significant
Personality Competence (X3)	-0,209	-0,245	2,014	-2,188	+	0,034	Significant
Interpersonal Communication (X4)	0,099	0,148	2,014	2,474	+	0,017	Significant

Source: SPSS Processed Data, 2021

From table 5, the partial test results can be explained as follows: (1) Partial test results show that the Thitung value for the Leadership variable of 9.492 is greater than the Ttable 2.014 or the significance of 0.000 is less than 0.05, which means H0 is rejected and H1 is accepted. It can be said partially that Leadership has a positive effect on member performance. (2) Partial test results show that the Thitung value for the Work Discipline variable is 4.691 greater than the Ttable 2.014 or the significance of 0.000 is less than 0.05, which means H0 is rejected and H1 is accepted. It can be said partially that Work Discipline has a positive effect on member performance. (3) The partial test results show that the Thitung value for the Personality Competence variable of -2.188 is greater than the Ttable 2.014 or the significance of 0.034 is smaller than 0.05, which means H0 is rejected and H1 is accepted. It can be said partially that Personality Competence has a negative effect on member performance. (4) Partial test results show that the Thitung value for the Interpersonal Communication variable of 2.474 is greater than the Ttable 2.014 or the significance of 0.017 is smaller than 0.05, which means H0 is rejected and H1 is accepted. It can be said partially that Interpersonal Communication has a positive effect on member performance

Effect of Leadership on Performance

Leadership is an ability within a person to lead and influence others in terms of work, the goal is to achieve predetermined targets. The success of an organization or agency in achieving predetermined goals certainly cannot be separated from the influence of how leadership occurs in an organization or agency.

In partial testing (t test) and simultaneous testing (f test) shows that the leadership variable has a significant effect. Seeing from the high response of respondents to the leadership variable with an average level of 4.23, and declared a very high variable. With the existence of a hierarchical culture in the police, of course, leadership plays a very important role in the success of members in carrying out the duties and responsibilities assigned to them. Therefore, leadership is an important role for members in doing the work given. This is also due to the support of the length of work of educators, the majority of which are more than 6 years, which means that educators have been able to recognize and follow the leadership's work style well.

The results of this study are in line with the results of previous research conducted by Alfian & Afrial (2018) and SSabilla & Hariyanti (2013) which states that leadership has a positive and significant effect on performance.

Effect of Work Discipline on Performance

Discipline is the sixth operative function in human resource management. Discipline is the most important function because the better the discipline, the higher the work performance that can be achieved. Discipline is the attitude, behavior, and actions to obey and obey the rules, ethics and norms that apply so that no one commits violations and is responsible for the tasks assigned.

In partial testing (t test) and simultaneous testing (f test) shows that the work discipline variable has a significant effect. Seeing from the high response of respondents to the work discipline variable with an average level of 4.18 and declared a high variable. Discipline is an important factor in the police. Police discipline is regulated in government regulation No. 2 of 2003. So that discipline in carrying out duties and responsibilities plays an important role in the police. This is also due to the support of the age of the teaching staff, the majority of whom are more than 45 years old, so they know more about the regulations and are accustomed to the culture of police discipline.

The results of this study are in line with the results of previous research conducted by Effendi & Marnisah (2019) and Nainggolan & Hendry (2020) which states that work discipline has a positive and significant effect on performance.

Effect of Personality Competence on Performance

Competence basically refers to the underlying characteristics of behavior, personality (characteristics), self-concept, values, knowledge and expertise of a person who performs excellently in the workplace. Personality competence is an ability that must be possessed by someone, to make that person able to do his job and duties well.

In partial testing (t test) and simultaneous testing (f test) shows that the personality competence variable has a significant effect. Seeing from the high response of respondents to the personality competence variable with an average level of 4.17 and declared a high variable. As educators, personality competence is the basic thing before doing work. But it is not required for all educators to have good personality competence because the main task of the police is not to become an educator. But formed to be able to become an educator who can educate prospective new police officers.

In the multiple linear regression test results, personality competence has a negative effect. In Law Number 14 of 2005 Article 9 concerning "academic qualifications obtained through higher education in undergraduate programs or four diploma programs" from the results of the characteristics of respondents based on their last education, the majority of educators have a high school education.

The results of this study do not support research conducted by Salimah & Ceacilia Sri (2017) which states that personality competence has a positive but insignificant effect on performance.

Effect of Interpersonal Communication on Performance

As a living being, communication is an important element in human life. Communication activities occur when a human interacts with other humans. Communication is inseparable from human life, either as individuals or groups.

Interpersonal communication generally occurs between two or more people. Interpersonal communication has a great effect in influencing others, especially individuals, because interpersonal communication is carried out directly, without media in delivering messages. By communicating directly, you can find out the response given, and reduce the level of dishonesty when communication is happening. (Suranto, 2011).

In partial testing (t test) and simultaneous testing (f test) shows that the interpersonal communication variable has a significant effect. Seeing from the high response of respondents to the interpersonal communication variable with an average level of 4.23 and declared a high variable. For SPN Polda Riau educators, communication is very important because in carrying out the tasks and responsibilities given, good and clear communication is needed so that the work being done can run as desired. And there is no misunderstanding between educators in teaching and learning activities. This is also due to the support of the age of the respondents, where the majority are over 45 years old, communication by people of productive age tends to be better, because they are more able to control emotions and communication is good enough to support the effect of interpersonal communication on performance.

The results of this study are in line with the results of previous research conducted by Irfal (2017) and Butarbutar et al (2021) which states that interpersonal communication has a positive and significant effect on performance.

5. Conclusions

This study aims to determine the effect of leadership, work discipline, personality competence, and interpersonal communication on the performance of police officers in the educator coordinator section of the Riau Police State Police School.

The conclusions that can be drawn from the results of the research that has been done include: (1) There is a significant influence between leadership variables on performance at the Riau Police State Police School. This means that if the leader can maintain or improve a good way of working and can provide direction to his subordinates, the performance of members will also experience a positive increase. (2) There is a significant influence between work discipline variables on performance at the Riau Police State Police School. This means that if members are disciplined towards their work, member performance will also experience a positive increase. (3) There is a significant influence between personality competence variables on performance at the Riau Police State Police School. This means that if the personality competence of the educators is good, the performance will also increase in a positive direction. (4) There is a significant influence between interpersonal communication variables on performance at the Riau Police State Police School.

This means that if the interpersonal communication that occurs goes well, the performance of members will also experience a positive increase. By looking at some of the conclusions above, there are several suggestions that are expected to be useful for certain parties, namely: Riau Police State Police School (1) For the Leadership variable, it is hoped that the leadership in the teaching staff coordinator can maintain or improve the indicators that support the improvement of the performance of teaching staff coordinator members. (2) For the Work Discipline variable, it is hoped that members of the teaching staff coordinator can maintain work discipline not only because it is regulated in law but do it on self-awareness and in order to be an

example to students. (3) For the Personality Competence variable, it is expected that educators who will teach have at least a bachelor's degree or have done or have teaching certification. (4) For the Interpersonal Communication variable, it is expected that educators can further improve and improve how to communicate between coworkers or leaders so that there is no miscommunication in carrying out the tasks ordered. (5) For readers and further researchers who will conduct research in the same field, it is expected to change or add these variables with other variables to find out what influences can affect the performance of members of the Riau Police State Police School educator coordinator.

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