

Organizational Communication Patterns in the Operational Coordination of Precision City Patrols (A Case Study at the Lampung Regional Police)

Received: 17-07-2026 Revised: 14-09-2026 Accepted: 23-09-2026 DOI: 10.29240/jdk.v11i2.17786

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Keywords: Organizational
Communication Patterns; Team
Coordination; Precision City
Patrol; Directorate of Samapta

ABSTRACT

Purpose – This study aims to describe and analyze the organizational communication patterns employed by personnel of the General Security Sub-Directorate (Subdit Gasum), Directorate of Samapta, Lampung Regional Police, in supporting the operational coordination of Precision City Patrols. Effective communication within police operational teams is a crucial factor in preventing miscommunication that may disrupt public security and order.

Method – This study adopts a descriptive qualitative approach using a case study method. Data were collected through semi-structured interviews with nine informants selected through purposive sampling. The interview data were complemented by non-participant observation and documentation conducted in June 2026 at the General Security Sub-Directorate, Directorate of Samapta, Lampung Regional Police.

Findings – The findings indicate that vertical communication operates through a hierarchical structure, primarily via daily roll calls and the dissemination of leadership directives, with Panit officers serving as the frontline coordinators. Horizontal communication functions effectively through inter-unit coordination supported by informal member networks and dialogic patrols with the community. Diagonal communication emerges situationally during cross-hierarchical emergency conditions. The dominant communication networks include the wheel pattern in formal coordination, the chain pattern in reporting procedures, and the star pattern in field communication through handheld radios (HT). Communication barriers are both technical and non-technical, including radio signal interference that is mitigated by switching to WhatsApp and telephone communication, as well as generational differences that influence interaction within operational teams.

Cite this article: Suprihatin, R., Makmun, F., & Anggraini, S. (2026). Organizational Communication Patterns in the Operational Coordination of Precision City Patrols (A Case Study at the Lampung Regional Police). *Jurnal Dakwah Dan Komunikasi*, 11(2), 570–582. <https://doi.org/10.29240/jdk.v11i2.17786>

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INTRODUCTION

Islam, as a comprehensive religion, provides a foundation emphasizing the importance of conveying entrusted messages accurately and responsibly to those entitled to receive them. Allah SWT states in QS. An-Nisa, verse 58:

﴿٥٨﴾ بِصِيرًا ۖ سَمِيعًا كَانَ اللَّهُ إِنَّ

"Indeed, Allah commands you to deliver the trusts to those entitled to them, and when you judge between people, to judge with justice. Excellent is the instruction Allah gives you. Surely Allah is All-Hearing, All-Seeing."

The verse emphasizes that conveying information accurately to the appropriate recipients constitutes a fundamental obligation, including within the context of organizational communication, which requires accuracy and responsibility in every message conveyed.

The concept of *amanah* is not merely understood as the obligation to safeguard and deliver something entrusted to oneself, but also encompasses responsibility, honesty, integrity, and commitment to carrying out duties in accordance with the authority granted. Within an organizational context, *amanah* serves as an important foundation for building trust, establishing effective coordination, and ensuring that every member performs their role professionally. The value of *amanah* has strong relevance to police duties, particularly in the implementation of Precision City Patrols, which require accurate information, compliance with instructions, and effective coordination among personnel in the field. Through effective organizational communication patterns, information, directives, and reports can be conveyed clearly, thereby supporting coordinated and responsible task implementation. Amid increasingly demanding public service expectations, communication grounded in the value of *amanah* constitutes an important factor in maintaining organizational professionalism and accountability. As emphasized in QS. An-Nisa, verse 58, the command to deliver entrusted responsibilities to those entitled to receive them and to make fair judgments contains values that are consistent with the principles of organizational communication. The verse embodies values relevant to organizational communication within the police environment, namely conveying information accurately, carrying out duties in accordance with responsibilities, and making fair decisions. Therefore, the value of *amanah* can serve as a moral foundation for developing organizational communication patterns that support the operational coordination of Precision City Patrols within the General Security Sub-Directorate (Subdit Gasum), Directorate of Samapta, Lampung Regional Police (Qur, 2026).

Communication is a fundamental activity in organizational life that requires coordination and synergy among members to achieve common goals. In every organization, the successful implementation of duties depends heavily on the effectiveness of established communication flows, whether vertical, horizontal, or diagonal. Without clear and structured communication patterns, coordination among members may be hindered, ultimately affecting overall organizational performance (Muspawi et al., 2023).

Within police institutions, communication issues have a more critical dimension than in organizations generally because they are directly related to the safety of personnel and the public. Smooth coordination among patrol personnel under normal conditions does not necessarily reflect the actual effectiveness of communication. Miscommunication is particularly likely to occur when personnel face high operational pressure, sudden changes in circumstances, or increased workloads in the field. A single instance of miscommunication can result in inappropriate actions, delayed responses, and even threats to the safety of personnel and the public (Rizki, 2025). This issue is

particularly critical in patrol activities, which are dynamic, dispersed across multiple locations, and require rapid coordination among commanders, unit controllers, and field personnel.

The Directorate of Samapta (Ditsamapta) of the Lampung Regional Police, as a unit responsible for regulation, security, escort, and patrol duties (*Turjanali*), requires solid teamwork as well as rapid and accurate communication (Aprianty et al., 2023). One of the flagship programs implemented by the General Security Sub-Directorate (Subdit Gasum), Directorate of Samapta, is the Precision City Patrol, a routine preventive patrol activity conducted every day, both in the morning and at night, involving 26 personnel divided into four teams. The structure consists of the Head of the General Security Sub-Directorate (Kasubdit Gasum) as the commander, four Unit Officers (*Pewira Unit/Panit*) as controllers, and 21 operational personnel. The scale of the operation, involving numerous personnel with high mobility, combined with the nature of the duties requiring rapid responses to changing field situations, makes the General Security Sub-Directorate of the Directorate of Samapta, Lampung Regional Police, a relevant locus for examining organizational communication patterns under dynamic working conditions. This context differs from the relatively static bureaucratic organizations that have been the focus of much previous research.

Studies on organizational communication in various institutional contexts have been widely conducted. Research indicates that vertical, horizontal, and diagonal communication patterns play important roles in improving employee performance effectiveness within governmental bureaucratic environments. However, such studies have generally focused on relatively static organizations at the village administrative level (Salsabilah Siregar, 2024). In addition, structured communication conducted through clear hierarchical channels between leaders and subordinates has been shown to contribute to successful task implementation within village government environments (Fauzan Ahmad Siregar & Lailatul Usriyah, 2021). Other research has also demonstrated that flexibility in applying communication patterns is an important factor in enhancing teamwork effectiveness, as organizations capable of adapting their communication patterns to situational needs tend to achieve more effective performance (Wijaya et al., 2022). Meanwhile, within the context of security institutions, the effectiveness of operational communication among security personnel is supported by a clear command structure, the utilization of modern communication technology, and strong cohesion among personnel. Nevertheless, such research has placed greater emphasis on external communication with the public and has not specifically examined coordination in preventive patrol operations (Nurrahmat H.A., 2025).

This study draws upon four complementary theoretical frameworks to understand organizational communication patterns in operational coordination. First, communication network theory developed by Fred C. Lunenburg identifies five patterns of information flow within organizations: the chain, wheel, circle, Y, and all-channel patterns. In hierarchical structures, the chain and wheel patterns tend to slow information flow because messages must pass through several stages, whereas the all-channel pattern facilitates more inclusive and open communication (Yudiyanto & Kholil, 2024). Second, organizational coordination theory views coordination as an indicator of organizational success that requires collaboration among different organizational units, with communication serving as an essential complementary process for conveying ideas among organizational personnel (Ulfatul Jannah et al., 2024). Third, group communication theory explains that interaction within small groups is dialogic and involves the exchange of information and resources among members to achieve common goals, with individual behavior influenced by the norms and interactions occurring within the group (Saputra et al., 2023). Fourth, the concept of command communication and operational coordination within police institutions emphasizes the importance of a clear command structure and inter-unit coordination in implementing preventive duties in the field, as demonstrated in the implementation of the Precision Pioneer Patrol (*Patroli*

Perintis Presisi) program, which requires rapid and coordinated responses among personnel to prevent disturbances to public security and order (Anugrah et al., 2023).

Based on the aforementioned previous studies, a research gap remains to be addressed. Research on organizational communication within police field operational units, particularly dynamic preventive patrol units that require rapid responses, remains limited. Previous studies have generally focused on relatively static bureaucratic organizations, such as village administrative offices and village governments, or on the external communication of security personnel with the public. Meanwhile, internal communication patterns in dynamic field operational coordination have received limited scholarly attention. Furthermore, no study has specifically analyzed communication patterns within the Precision City Patrol program as a recent innovation in the Indonesian National Police's preventive strategy. The novelty of this study lies in its focus on organizational communication patterns in field operational coordination within the General Security Sub-Directorate (Subdit Gasum), Directorate of Samapta, Lampung Regional Police, a context that has not previously been examined.

METHODS

This study employs a descriptive qualitative approach using a case study method. This type of research constitutes field research aimed at understanding the phenomenon of organizational communication patterns in depth, comprehensively, and contextually, in accordance with the natural conditions occurring in the field (Sugiyono, 2019). The nature of the research is descriptive, namely, describing and analyzing communication patterns occurring in the operational coordination of patrol teams without manipulating the variables under investigation. The research was conducted in June 2026 at the General Security Sub-Directorate (Subdit Gasum), Directorate of Samapta, located at the Lampung Regional Police Headquarters (Mako Polda Lampung), Bandar Lampung.

The data sources in this study consist of primary and secondary data. Primary data were obtained directly from informants selected using purposive sampling, namely, the selection of informants based on criteria relevant to the focus of the study (Subagyo & Kristian, 2023). The criteria included personnel who held strategic roles within the Precision City Patrol team and had a minimum of two years of service. Based on these criteria, nine informants were selected, consisting of the Head of the General Security Sub-Directorate (Kasubdit Gasum) of the Lampung Regional Police, four Unit Officers (Panit), and four field personnel directly involved in patrol activities. Secondary data were obtained from books, journal articles, and organizational documents relevant to the research problem.

Data collection involved three complementary methods. First, semi-structured interviews were conducted with the nine selected informants using a prepared interview guide while maintaining sufficient flexibility to explore more in-depth information according to the development of the conversation. Second, non-participant observation was conducted through direct observation of Precision City Patrol activities without the researcher actively participating in those activities. Third, documentation involved collecting data in the form of photographs, administrative archives, and organizational documents

related to the implementation of Precision City Patrol activities.

Data analysis employed the interactive analysis model of Miles and Huberman, consisting of three stages. The first stage was data reduction, which involved selecting, focusing, and simplifying the raw data obtained from interviews, observations, and documentation according to the research focus. The second stage was data presentation in the form of descriptive narratives illustrating the communication patterns identified in the field. The third stage was conclusion drawing, which involved identifying patterns, connecting the findings with the theories of organizational communication patterns proposed by DeVito and Robbins, and formulating answers to the research questions. Data validity was assessed through source triangulation by comparing and cross-checking information obtained from different informants and through different data collection techniques (Sugiyono, 2019).

RESULTS AND DISCUSSION

Vertical Communication Patterns in the Operational Coordination of Precision City Patrols

The research findings indicate that vertical communication serves as the backbone of operational coordination for Precision City Patrols within the General Security Sub-Directorate, Directorate of Samapta, Lampung Regional Police. Downward communication takes place through a hierarchical structure, namely from the Director of Samapta to the Head of the General Security Sub-Directorate (Kasubdit Gasum), then to the Unit Officers (Panit), and subsequently to field personnel. As stated by the Head of the General Security Sub-Directorate:

"Obviously, it would not be possible for the Director to communicate directly with the grassroots. He must go through his assistants, namely the Head of the Sub-Directorate. The Head of the Sub-Directorate is further assisted by the Unit Officers. Thus, whatever policies or orders are issued by the Director are conveyed through his assistants." (AKBP Nelson, interview, June 2026)

The Unit Officers (Panit) serve as the frontline of downward communication because they interact directly with personnel on a daily basis. The primary mechanism for conveying instructions is the pre-patrol briefing, during which the Panit delivers the Leadership Guidance and Instructions (*Araban Petunjuk Pimpinan*—APP), covering patrol targets, vulnerable areas prioritized for security, and matters requiring attention during duty. Aipda Koko, Panit 2, explained the content of the APP delivered to personnel as follows:

"The APP is basically about giving instructions. First is the safety of the personnel themselves. Then the targets. What are the targets of this patrol? For example, right now it is the MBG period. Then densely populated residential areas suspected to be vulnerable, with many cases of theft, motorcycle theft, and robbery. Also vulnerable and deserted locations." (Aipda Koko, interview, June 2026)

Aipda Elan, serving as Acting Panit and a member of Unit 3, added that orders may be

issued formally through a written order (*surat perintah*—sprin) or verbally and directly by the leadership, and that all such instructions are subsequently conveyed to personnel during the briefing. This finding is consistent with the concept of downward communication proposed by Banjarnahor et al. (2022), which states that communication from superiors to subordinates generally contains policies, commands, instructions, and general information intended to support task implementation.

An interesting finding from the interviews, which was corroborated through field observation, is that the Panit do not routinely participate directly in regular patrol operations. Instead, they remain on standby at the office to monitor activities and provide instructions. The Panit only go into the field when a specific written order (*sprint*) requires their presence. This condition makes remote communication through WhatsApp and telephone an essential means of coordination between the Panit and personnel operating in the field. A senior member confirmed this:

"When a particular situation occurs, it is easy to communicate with the Panit. If not through the radio, we can call directly via WhatsApp. In the work context, there is no hesitation in communicating with the Panit. The Panit's response is also good, and if there is a mistake, we are informed and given direction." (Briptu Firman, interview, June 2026)

Under incidental conditions requiring immediate action, vertical communication patterns become more flexible. The Head of the Sub-Directorate may directly convey instructions to field personnel without going through the Panit, as occurred during preparations for security arrangements for a state visit. When the field situation is considered highly critical, the Head of the Sub-Directorate first seeks direct guidance from the Director of Samapta before conveying the decision to the lower organizational level. This flexibility reflects the adaptation of vertical communication within an operational organization that prioritizes rapid response.

The Hierarchical Reporting Flow of Precision City Patrols Report Format: 3 photographs + 1 video + location + time

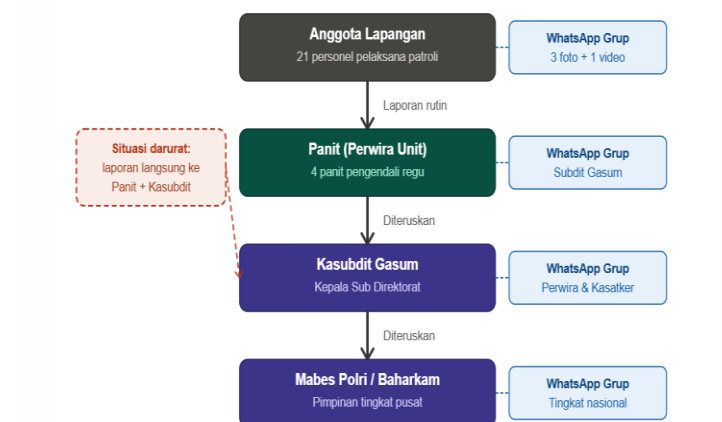


Figure 1. Hierarchical Reporting Flow

Upward communication is carried out through a hierarchical reporting system using a WhatsApp group. Each patrol team is required to submit an activity report consisting of three photographs and one video, accompanied by information on the location, route, and time of implementation, using an application equipped with a timestamp feature. This standardized reporting format was consistently confirmed by all informants. Bripda Khadafi explained the function of the report:

"Every day, we are required to prepare a patrol activity report. The report consists of three photographs and one video corresponding to the patrol location or route and the time of implementation. The report serves as evidence that the patrol activity has been carried out in accordance with the assigned duties." (Bripda Khadafi, interview, June 2026).

Ipda Doniyal, serving as Panit 3, added that reports from the Panit are forwarded hierarchically through the WhatsApp group for officers and unit commanders, and ultimately to the Indonesian National Police Headquarters through Baharkam (Ipda Doniyal, interview, June 2026). In emergency situations, personnel are required to report simultaneously to both the Panit and the Head of the Sub-Directorate without waiting for the hierarchical reporting chain, in order to ensure a rapid and appropriate response.

Horizontal Communication Patterns in the Operational Coordination of Precision City Patrols

Horizontal communication within the Precision City Patrol team takes place among Panit officers and among personnel holding equivalent positions. Inter-unit coordination becomes particularly active when one unit is unable to handle an incident independently and requires assistance from the nearest unit. Aiptu Eka, serving as Panit 1, described the coordination mechanism as follows:

"When there is a situation such as illegal street racing, sometimes one vehicle is not enough to disperse the crowd. We coordinate through the radio. The vehicle contacts Kijang Tombak and asks them to come immediately because we need assistance. They then quickly move to the location and provide backup." (Aipda Eka, interview, June 2026).

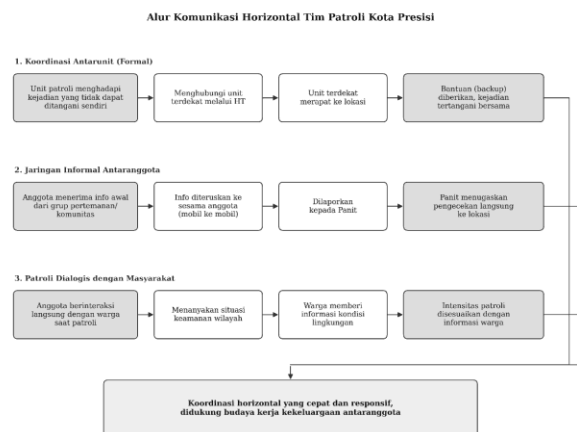


Figure 2. Horizontal Communication Flow of the Precision City Patrol Team

In addition to formal channels, horizontal communication also utilizes informal networks. Aipda Elan revealed that personnel often receive initial information regarding

potential disturbances to public security and order through community or friendship chat groups. This information is then shared with fellow personnel and reported to the Panit for further follow-up:

"From one vehicle to another, they usually share information. For example, when there is an increase in street fights or illegal street racing. Usually, personnel have groups, such as high school friendship groups, where they receive information. Then one member informs another member, who subsequently informs us. We then check the location to verify whether a street fight or illegal street racing is actually taking place." (Aipda Elan, interview, June 2026)

Although informal in nature, this channel has been found to strengthen the early detection system in the field. Horizontal coordination is also evident in the implementation of dialogic patrols, during which personnel interact directly with residents to obtain information about the security situation in the area. Briptu Fiki explained the function of this dialogic interaction:

"We ask about the situation in the surrounding area and whether it is safe. If residents complain about an unsafe situation, it means that patrols in that area need to be increased." (Briptu Fiki, interview, June 2026)

This pattern demonstrates that horizontal coordination occurs not only within the team but also involves the community as an active source of external information. A family-oriented work culture also supports the smooth functioning of horizontal communication. Panit 2 stated that colleagues are regarded as part of the family, allowing communication among personnel to take place in an open and mutually supportive atmosphere (Aipda Koko, interview, June 2026). This finding is consistent with the view of Brahmana and Sitepu (2020) that horizontal communication accelerates coordination processes and enables more responsive action.

Diagonal Communication Patterns in the Operational Coordination of Precision City Patrols

Although diagonal communication does not occur routinely, it plays a strategic role in situations requiring cross-hierarchical responses. This pattern occurs when the Head of the General Security Sub-Directorate communicates directly with field personnel by bypassing the Panit level, or vice versa. The Head of the General Security Sub-Directorate explained the mechanism:

"Suddenly, the leadership at the Regional Police Headquarters may issue an instruction, for example, regarding the arrival of President Jokowi. This is situational. The Director calls me, and I directly give instructions to the personnel who will be involved in the activity." (AKBP Nelson, interview, June 2026).

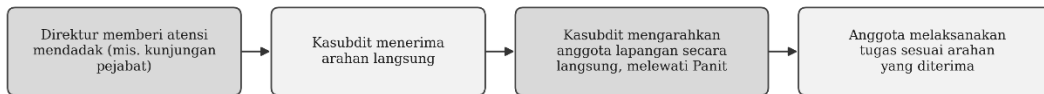
Field findings indicate that there are no significant psychological barriers preventing personnel from communicating across hierarchical levels because of the open and

conducive communication climate. Nevertheless, Aipda Elan noted that potential barriers may instead arise at the middle management level:

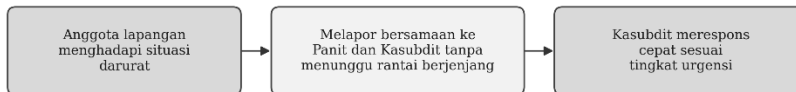
"There may be an instruction from the Director to the Head of the Sub-Directorate, but perhaps the Head of the Sub-Directorate forgets it or does not pass it down to the lower level. That can happen, or sometimes the information simply gets blocked at that point."
(Aipda Elan, interview, June 2026).

Alur Komunikasi Diagonal Tim Patroli Kota Presisi

A. Arah Atas ke Bawah — Situasi Mendesak



B. Arah Bawah ke Atas — Kondisi Darurat



Catatan evaluatif: Tidak ada hambatan psikologis bagi anggota untuk berkomunikasi lintas hierarki karena iklim komunikasi yang terbuka. Namun demikian, efektivitas komunikasi diagonal tetap bergantung pada kedisiplinan Panit selaku jenjang menengah untuk meneruskan informasi — apabila tidak diteruskan, arus informasi berpotensi tersumbat di tingkat menengah.

Figure 3. Diagonal Communication Flow of the Precision City Patrol Team

This finding is important as an evaluative note that the effectiveness of diagonal communication depends not only on the willingness to communicate across hierarchical levels but also on the discipline of every organizational level to ensure that the flow of information does not become interrupted. This pattern is consistent with the explanation provided by Banjarnahor et al. (2022), who state that diagonal communication becomes particularly important when organizational members cannot communicate effectively through the available vertical or horizontal channels.

Dominant Communication Networks: An Analysis of DeVito and Robbins' Patterns

Based on the overall findings from interviews and observations, three communication networks operate complementarily in the operational coordination of Precision City Patrols. First, the wheel pattern dominates formal communication in the flow of instructions and reporting. The Head of the Sub-Directorate and each Panit serve as control centers within their respective hierarchical scopes, with information

flows passing through these central positions (Banjarnahor et al., 2022). This is evident in the briefing mechanism, the delivery of APP, and the WhatsApp group reporting system, all of which are centered on the Panit or Head of the Sub-Directorate. Panit Eka described the position of the Panit as the coordination center within the unit:

"Within each unit, there is a Panit. Under the Panit are senior personnel. Each vehicle has a senior member, and the team is also coordinated by the Panit."
(Aipda Eka, interview, June 2026).

Second, the chain pattern is evident in the hierarchical reporting flow and the escalation mechanism for decision-making. Reports flow linearly from personnel → Panit → Head of the Sub-Directorate → Director of Samapta, while operational decisions are made incrementally according to the severity of the situation encountered. Third, the star or all-channel pattern emerges situationally through the use of handheld radios (HT) in the field. Aipda Eka described the communication characteristics of HT use, which enable all parties to be connected simultaneously:

"Through the radio, we report situations directly. Whether the situation is safe or unsafe, we report it. All the leaders and personnel can hear everything."
(Aipda Eka, interview, June 2026).

Organizational Communication Patterns of the Precision City Patrol Team
General Security Sub-Directorate (Subdit Gasum), Directorate of Samapta, Lampung Regional Police

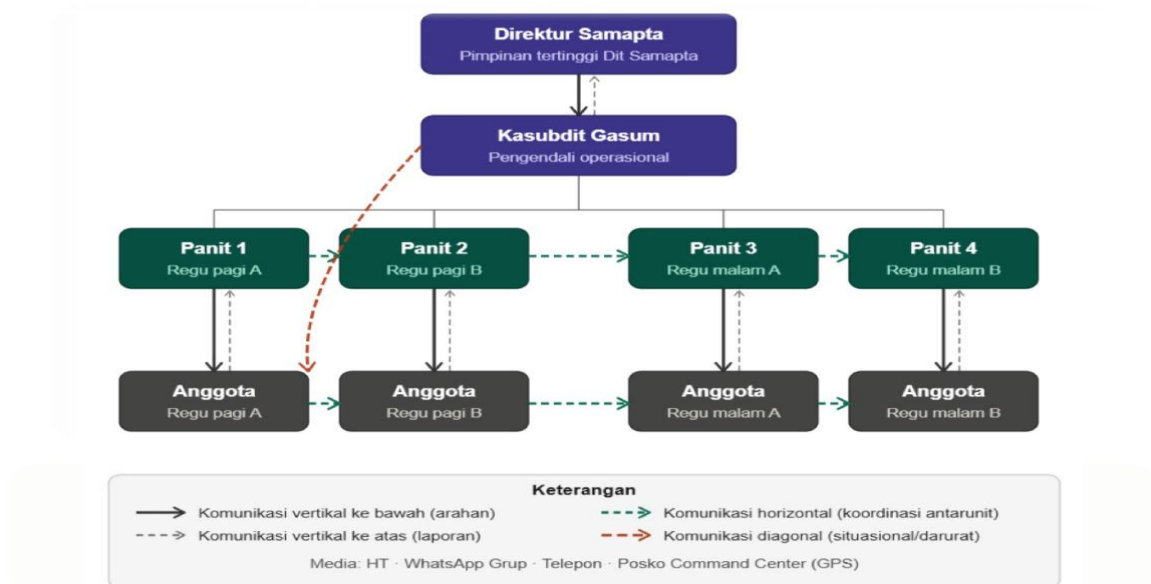


Figure 4. Organizational Communication Pattern Flow of the Precision City Patrol Team

The existence of these three complementary patterns demonstrates that the police

organization is able to dynamically adapt its communication networks according to the operational demands of the situations encountered.

Communication Media and Operational Constraints

The implementation of Precision City Patrols utilizes four complementary communication media. The handheld radio (HT) serves as a real-time field communication medium that is open to and monitored by the entire organizational structure; however, its use is strictly regulated for official purposes. The Head of the General Security Sub-Directorate explained this regulation:

"As for the HT, communication through the HT cannot be used casually because it is monitored by all levels of the organization. Joking is not allowed on the HT. Communication must concern official duties and be conducted properly. When using a mobile phone, people can talk more freely."
(AKBP Nelson, interview, June 2026)

WhatsApp groups function as a documented medium for routine reporting, telephone communication is used as a backup channel, and the command center is equipped with a GPS system to monitor the movements of all units in real time. Field observations confirmed that during the research period, the Sabhara HT system could not be used due to a damaged repeater. Consequently, all operational communication was conducted through WhatsApp and telephone communication. Aipda Elan explained the situation and the solution implemented:

"The HT sometimes has problems because of its use. When the Sabhara HT was damaged, the network was also affected. We used the Polresta channel instead, so we received information through the Polresta network. The Dit Samapta repeater was experiencing problems."
(Aipda Elan, interview, June 2026)

The technical constraint was consistently addressed by switching to alternative communication media and therefore did not significantly affect the continuity of coordination. The only case of miscommunication identified was a misunderstanding of an instruction that resulted in an incorrect patrol route, as explained by Briptu Firman:

"Miscommunication does happen, once or twice, but rarely. For example, sometimes an instruction has already been given but is misheard, and as a result, the patrol goes somewhere different from where it was supposed to go. It is just a technical issue like that." (Briptu Firman, interview, June 2026)

In addition to technical constraints, non-technical challenges related to generational dynamics were also identified. Aipda Elan stated that Generation Z personnel require more intensive supervision than previous generations, who tended to carry out their duties independently after receiving instructions. On the other hand, Bripta Faul and Bripta Khadafi acknowledged that the adaptation process was relatively easy because the instructions provided during briefings were considered clear and structured (interviews, June 2026). This finding indicates that the existing communication mechanisms are sufficiently

effective in accommodating new personnel, although active supervision by the Panit remains necessary. This finding is consistent with Wijaya et al. (2022), who emphasize that communication and teamwork are interrelated factors that influence the effectiveness of work-group performance.

CONCLUSION

Based on the research findings and discussion, it can be concluded that organizational communication patterns in the operational coordination of the Precision City Patrol Team within the General Security Sub-Directorate, Directorate of Samapta, Lampung Regional Police, operate through three complementary dimensions of communication.

Vertical communication takes place hierarchically through daily briefings and the delivery of Leadership Guidance and Instructions (*Arabab Petunjuk Pimpinan*—APP), with the Panit serving as the frontline coordinator. Upward reporting is conducted through WhatsApp groups using a standardized format consisting of three photographs and one video, which are subsequently forwarded through the hierarchical structure to the Indonesian National Police Headquarters. In emergency situations, communication becomes more flexible, allowing direct communication that bypasses the normal hierarchical levels to ensure an efficient response.

Horizontal communication operates through inter-unit coordination using HT, WhatsApp, and telephone communication. It is further supported by informal personnel networks that function as an early detection mechanism and by dialogic patrols involving the community as an external source of information. A family-oriented culture within the team supports the development of an open and mutually supportive communication climate. Meanwhile, diagonal communication occurs situationally during cross-hierarchical emergencies without significant psychological barriers among personnel, although it may be disrupted at the middle-management level when information is not consistently passed on. The dominant communication networks consist of the wheel pattern in formal coordination, the chain pattern in hierarchical reporting, and the star/all-channel pattern in the use of HT in the field.

Communication constraints are primarily technical, particularly HT disruptions, which can be addressed by switching to WhatsApp and telephone communication, demonstrating the team's capacity to adapt. Non-technical challenges involving differences in Generation Z characteristics require Panit officers to engage in more active monitoring of task implementation in the field.

This study is limited by the condition of the HT system, which was not functioning during the observation period. Future research is recommended to examine communication patterns under conditions in which all communication media function optimally, expand the analysis to other police operational units for comparative purposes, and further investigate

the effects of generational differences on communication patterns within police organizations.

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