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## The Role of Organizational Culture in Mediating the Influence of Digital Leadership and Transformational Leadership on Indonesian National Police Performance

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### ABSTRACT

This research was conducted to analyze the role of organizational culture in mediating the influence of digital leadership styles and transformational leadership on Indonesian National Police Performance. The population in this study were every personnel at the Directorate of Narcotics Criminal Investigation of the National Police and the Directorate of Drug Investigation at the Regional Police. The samples used in this study were 250 personnel from the Directorate of Drug Crime, Bareskrim Indonesian National Police and the Directorate of Narcotics Research at the Regional Police. This study uses the Structural Equation Model (SEM) method with Partial Least Square (SEM-PLS) and uses smartPLS 3 software. The results of this study are that organizational culture can mediate the influence of digital leadership and transformational leadership on Indonesian National Police Performance

## INTRODUCTION

The Indonesian National Police in 2021 will enter phase IV of the 2021-2025 *grand strategy* with the aim of becoming a superior organization. The vision of Indonesian National Police *presisi* can be articulated institutionally through strategies and programs at every level. The Directorate of Narcotics Crimes (Dittipidnarkoba) of the Civic Police is a part that also carries out the main duties of the Precision Police, namely investigating drug crimes in order to maintain public security and order while maintaining human rights. In the digital era 4.0, the implementation of investigation duties at the Dittipidnarkoba Civic Police Department faces significant obstacles. On a practical level, the Dittipidnarkoba Bareskrim Indonesian National Police faces the fact that the sale and circulation of drugs is still a very high event in Indonesia. With the increasing progress of the times and technology today, the pattern of drug circulation is supported by the use of sophisticated technology and an increasingly modern mode. This can be seen in accordance with the 2020 report of the National Narcotics Agency (BNN) which shows that the prevalence rate of drug users in Indonesia continues to rise every year, namely in 2019, by 1.80% (3.41 million people) and 2021 to 1.95% or an increase of 0.15% (3.66 million people). Currently, the perpetrators of drug crime syndicate networks have taken advantage of many technological advances in conducting illicit drug trafficking transactions, so that perpetrators have a high mode and mobility and are increasingly difficult to detect and track. On the other hand, efforts to reduce and minimize the occurrence of these crimes have not been followed by the ability of the resources of the Dittipidnarkoba Civic Police task force in the aspect of optimal investigation and investigation.

As for this can happen due to several key factors as follows, namely the first factor in the organizational field, it was found that the organizational structure of the Directorate of Drug Crimes, Civic Police, in accordance with the Chief of Police Regulation Number 06 of 2017, has not been fully filled according to the DSP; and the lack of a pattern of career coaching for investigators in The organizational structure is the status of the investigator as a functional position. The second factor, in the field of personnel, is the limited number of personnel who have the ability to use information

technology (IT) which is used in investigations for the disclosure of drug crimes. The third factor, in the field of infrastructure (Sarpras), currently the condition of the main tool (Alut) or special tool (Alsus) investigation owned by the Dittipidnarkoba Bareskrim Indonesian National Police to support the implementation of operational tasks gradually needs to be added and adjusted to technological developments so that it can keep pace with the mobility and modus operandi of drug offenders, but in reality has not been balanced with a budget for adequate care; and the fourth factor, in the operational field, it was found that it was still unable in terms of budget to apply information technology on-line from the Dittipidnarkoba Bareskrim Indonesian National Police to the region or vice versa, for mapping a network of drug traffickers; meanwhile, drug crime syndicates that have huge wealth and profit assets and always try to influence drug investigation members to enter their networks, this can open up opportunities for unlawful behavior from drug investigation members in handling drug crime cases (Strategic Plan dittipidnarkoba Bareskrim Indonesian National Police, 2021).

Based on the explanation above, it can be seen that the success of Dittipidnarkoba Bareskrim Indonesian National Police to realize the vision of the Precision Police depends on three key factors, namely: (1) the right and relevant leadership style in the 4.0 era; (2) the implementation of personnel performance, namely the performance of the duties of leaders and members at the Dittipidnarkoba Bareskrim Indonesian National Police and the Directorate of Drug Investigations throughout Indonesia; and (3) organizational culture that exists and is implemented by leaders and members of the Dittipidnarkoba Bareskrim Indonesian National Police and the Directorate of Drug Investigations throughout Indonesia.

## METHODS

### Population and Sample

The population in this study was 35 Work Units consisting of one Task Force of the Directorate of Drug Crimes, Civic Police, and 34 Directorates of Drug Investigation of the Regional Police throughout Indonesia with a total of 2,400 personnel. The samples in this study were obtained as many as 250 people using non-probability sampling techniques

using the accidental sampling method. The technique of determining samples axidentally is carried out based on chance, so that researchers can take samples on anyone encountered without prior planning (Sugiyono, 2018).

#### Data Analysis Techniques

Data analysis in this study used the Partial Least Square (PLS) approach. PLS is a component-based structural equation modeling (SEM) based on components or variants. PLS is an alternative approach that shifts from a covariance-based SEM approach to variant-based. DEMs based on covariance generally test causality/theory whereas PLS is more predictive models. PLS is a powerful

method of analysis because it is not based on many normal distributed assumptions, the sample does not have to be large (Ghozali, 2014).

## RESULTS

### Descriptive Statistics

Descriptive statistics are created to provide an overview of the distribution of respondents' answers on the questionnaire. Statistics descriptive include mean and standard deviation used to clarify the respondent's descriptive. The statistics of descriptive in this study can be seen in the following table:

Table 1. Descriptive Statistics

<b>Variable</b>	<b><i>n</i></b>	<b><i>Mean</i></b>	<b><i>Std. Deviation</i></b>
Digital Leadership (X1)	250	53,80	5,692
Transformational Leadership (X2)	250	53,24	6,644
Organizational Culture (XM)	250	53,53	6,568
Performance of Indonesian National Police Personnel (Y)	250	47,84	6,134
<i>Valid n (listwise)</i>	250		

Source: Data Processed by Researchers with SPSS 26, 2022

The measurement scale of digital leadership variables consists of four dimensions adopted from Gudergan *et al.* (2021) namely the dimensions of *integrity, intent, capability* and *result*. The digital leadership variable statement item consists of 12 statements. The digital leadership variable has an average total answer of 53.80 and a standard deviation of 5.692. For the measurement scale of transformational leadership variables consists of 4 dimensions adopted from Nguyen *et al.* (2022) namely the dimensions of *idealized influence, inspirational motivation, individual stimulation* and

*intellectual consideration*. The statement on this variable consists of 12 statement items. The average value of the answer is 53.24 with a standard deviation of 6.644.. On the scale of measuring organizational culture, it consists of 4 (four) dimensions adopted from Zapata and Gomez (2021), namely the dimensions of *Clan Culture, Adhocracy Culture, Hierarchy Culture* and *Market Culture*. The item of the organizational culture variable statement consists of 12 items of statements. The average value of the answer is 53.53 with a standard deviation of 6.568. For the measurement scale, personnel performance

variables consist of 3 (three) dimensions adopted from Pradhan and Jena (2017), namely *the dimensions of task performance*, *adaptive performance*, *contextual performance*. The statement on this variable consists of 11 statement items. The average value of the answer is 47.84 with a standard deviation of 6.134.

***Evaluation of the Outer Model***

In this study, *the outer model* test will be used for validity tests and reliability tests. Validity tests include *convergent* validity tests and *discriminant*

*validity* tests. Meanwhile, the reliability test will include *composite reliability* test, *cronbach's alpha* and AVE's test.

***Convergent Validity***

An individual reflective measure is said to be high if it correlates more than 0.70 with the construct to be measured. Nevertheless, for the early stage research of the development of a scale of measurement the *loading* value of 0.60 is considered sufficient (Ghozali, 2014). Here is the *outer loading* test table:

Table 2. Outer Loading Testing

Variable	Indicator	Outer Loading Value	Decision
Digital Leadership (X1)	DLI1	0,561	Tidak Valid
	DLI2	0,656	Valid
	DLI3	0,759	Valid
	DLIN1	0,831	Valid
	DLIN2	0,799	Valid
	DLIN3	0,669	Valid
	DLC1	0,778	Valid
	DLC2	0,782	Valid
	DLC3	0,773	Valid
	DLR1	0,607	Valid
	DLR2	0,855	Valid
	DLR3	0,882	Valid
Transformational Leadership (X2)	TLII1	0,864	Valid
	TLII2	0,774	Valid
	TLII3	0,885	Valid

	TLIM1	0,782	Valid
	TLIM2	0,819	Valid
	TLIM3	0,859	Valid
	TLIS1	0,792	Valid
	TLIS2	0,834	Valid
	TLIS3	0,783	Valid
	TLIC1	0,861	Valid
	TLIC2	0,862	Valid
	TLIC3	0,761	Valid
Organizational Culture (XM)	CC1	0,841	Valid
	CC2	0,815	Valid
	CC3	0,838	Valid
	AC1	0,784	Valid
	AC2	0,788	Valid
	AC3	0,875	Valid
	HC1	0,893	Valid
	HC2	0,777	Valid
	HC3	0,871	Valid
	MC1	0,854	Valid
	MC2	0,784	Valid
	MC3	0,806	Valid

Performance of Indonesian National Police Personnel (Y)	TP1	0,642	Valid
	TP2	0,800	Valid
	TP3	0,741	Valid
	AP1	0,905	Valid
	AP2	0,890	Valid
	AP3	0,813	Valid
	CP1	0,797	Valid
	CP2	0,656	Valid
	CP3	0,854	Valid
	CP4	0,508	Tidak Valid
	CP5	0,843	Valid
	CP6	0,818	Valid

Source: Data Processed by Researchers with SmartPLS 3, 2022

Based on the table of research results above, there are 2 indicators that obtain a *loading factor* value of < 0.6, namely the digital leadership variable on the DLI1 indicator and the personnel performance variable on the CP 4 indicator. Therefore, it was decided to carry out data reduction and *drop out* on such invalid indicators. The test results after reducing the data can be seen in the following table:

Table 3. *Outer Loading* Testing After Reduction.

Variable	Indicator	<i>Outer Loading</i> Value	Decision
Digital Leadership (X1)	DLI2	0,638	Valid
	DLI3	0,757	Valid
	DLIN1	0,833	Valid
	DLIN2	0,804	Valid
	DLIN3	0,673	Valid

	DLC1	0,781	Valid
	DLC2	0,789	Valid
	DLC3	0,778	Valid
	DLR1	0,614	Valid
	DLR2	0,857	Valid
	DLR3	0,883	Valid
Transformational Leadership (X2)	TLII1	0,865	Valid
	TLII2	0,774	Valid
	TLII3	0,885	Valid
	TLIM1	0,782	Valid
	TLIM2	0,819	Valid
	TLIM3	0,859	Valid
	TLIS1	0,792	Valid
	TLIS2	0,834	Valid
	TLIS3	0,783	Valid
	TLIC1	0,861	Valid
	TLIC2	0,862	Valid
	TLIC3	0,761	Valid
Organizational Culture (XM)	CC1	0,841	Valid
	CC2	0,816	Valid
	CC3	0,838	Valid
	AC1	0,783	Valid
	AC2	0,788	Valid
	AC3	0,875	Valid

	HC1	0,893	Valid
	HC2	0,777	Valid
	HC3	0,871	Valid
	MC1	0,855	Valid
	MC2	0,784	Valid
	MC3	0,806	Valid
Performance of Indonesian National Police Personnel (Y)	TP1	0,644	Valid
	TP2	0,807	Valid
	TP3	0,738	Valid
	AP1	0,908	Valid
	AP2	0,893	Valid
	AP3	0,812	Valid
	CP1	0,795	Valid
	CP2	0,654	Valid
	CP3	0,857	Valid
	CP5	0,844	Valid
	CP6	0,822	Valid

Source: Data Processed by Researchers with Smartpls 3, 2022

After reducing and *dropping out*, according to the table above, it is known that all indicators in the research variables have obtained *loading factor* values greater than 0.6 0 so that the data is declared significant and meets the *convergent validity requirements* .

#### ***Discriminant Validity***

Another criterion for achieving *discriminant validity* is to look at the correlation value of one constr u k

with another konstruk. The reference value of each construct is the square root of the AVE value of the construct. *The discriminant validity* in this penelitian is to use the Fornell-Larcker criterion where the value of the square root of the AVE of a constr u k must be greater than its correlation value with the other constr u k-konstruk. The following table is a summary of the Fornell-Larcker criteria in question.

Table 5. *Composite Reliability* Testing

Variable	<i>Cronbach's Alpha</i>	<i>rho_A</i>	<i>Composite Reliability</i>	<i>Average Variance Extracted (AVE)</i>
Digital Leadership (X1)	0,929	0,937	0,940	0,591
Transformational Leadership (X2)	0,957	0,959	0,962	0,679
Organizational Culture (XM)	0,958	0,960	0,963	0,686
Performance of Indonesian National Police Personnel (Y)	0,943	0,950	0,951	0,643

Source: Data Processed by Researchers with Smartpls 3, 2022

Based on the table above, it can be explained according to the provisions of composite reliability, it can be concluded that the entire construct studied has met the criteria for *composite reliability*. Thus, each construct is capable of being positioned as a research variable. This indicates that compositeically all variables have sufficient internal consistency in measuring the measured latent variables / constructs so that they can be used in subsequent analysis.

***Inner Model Evaluation***

To assess the model using PLS, then the step that needs to be started is to look

at the R-Square for each dependent latent variable. Changes in the value of R-Square can be used to assess the influence of certain independent latent variables on whether they have a substantntive influence. For endogenous latent variables in structural models that have an R<sup>2</sup> yield of 0.67, it indicates that the model is "good". If the R<sup>2</sup> result of 0.33 indicates that the model is "moderate" and if R<sup>2</sup> is 0.19 then it indicates that the model is "weak " (Ghozali, 2014). The value of R-Square in this study can be seen as follows:

Table 6. R-Square Values

Variable	<i>R Square</i>
Organizational Culture (XM)	0,719
Performance of Indonesian National Police Personnel (Y)	0,654

Source: Data Processed by Researchers with Smartpls 3, 2022

Based on the table above, the variables of digital leadership and transformational leadership that affect the variables of organizational culture in the structural model have an  $R^{\text{value}}$  of 2 of 0.719 which indicates that the model is "good". Meanwhile, the variables of digital leadership, transformational leadership and organizational culture that affect the personnel performance variables in the structural model have an  $R^{\text{value}}$  of 2 of 0.654 which indicates the research model is "good". In addition, the value of  $R^2$  in the personnel performance variable which shows a value of 0.654 can be interpreted to mean that 65.4% of the variable can be explained by the variables studied in this study. The other 34.6% were explained by other factors not explained in the study.

**Q- Square**

In the PLS model, the *assessment of the goodness of fit* is known from the value of  $Q^2$ . The value of  $Q^2$  has the same meaning as the coefficient of determination (R-Square) in regression analysis, where the higher the R-Square, the more fit the model can be said to fit the data. The suitability of the structural model can be seen from  $Q^2$ , as follows:

$$\begin{aligned}
 Q^2 &= 1 - [(1 - R1) (1 - R2)] \\
 &= 1 - [(1 - 0,719) (1 - 0,654)] \\
 &= 1 - [(0,281) (0,346)] \\
 &= 1 - [0,097] \\
 Q^2 &= 0,903
 \end{aligned}$$

The  $Q^2$  result achieved is 0.903, meaning that the value of  $Q^2$  is above 0.19 where this research model is considered to have a relevant *predictive* value

**Collinierity Testing (VIF)**

Table 7. Vif

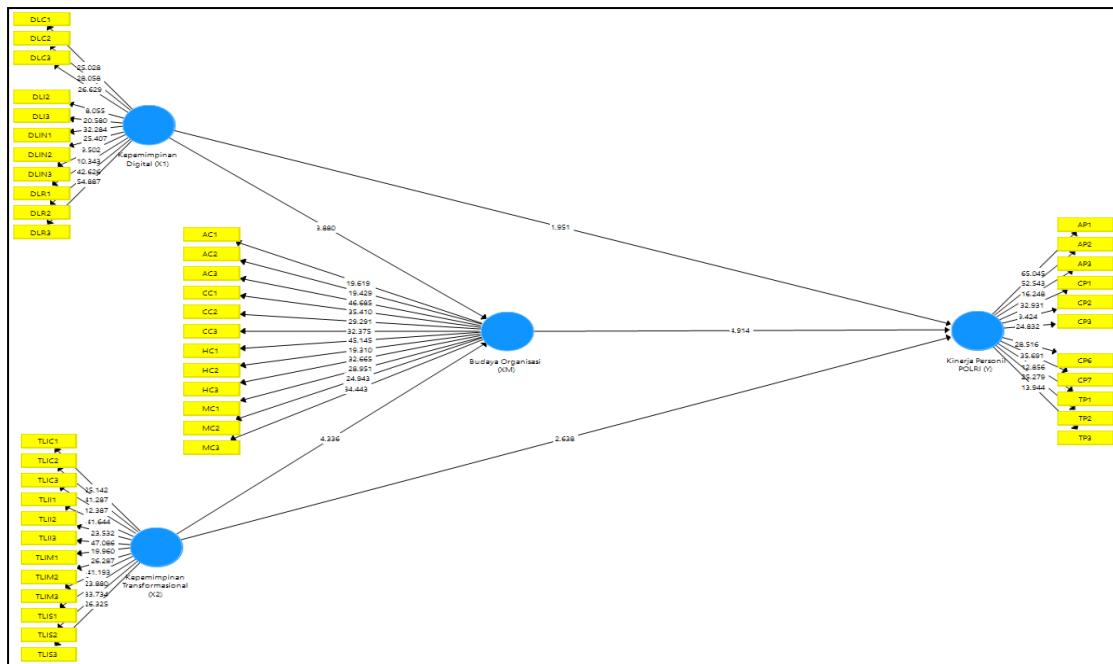
Variable	Nilai VIF
Digital Leadership (X1)	3,492
Transformational Leadership (X2)	3,710
Organizational Culture (XM)	3,556

Source: Data Processed by Researchers with Smartpls 3, 2022

In accordance with the results of the *Collinearity Statistics* (VIF) analysis shown in the table above, the VIF value of all indicator items on the variables of digital leadership, transformational leadership, and overall organizational culture has a value under 5 (Hair *et al*, 2017), it can be concluded that all indicator items on the variables of digital leadership, transformational leadership, and multicholinerity-free organizational culture.

**Hypothesis Testing**

When the evaluation stage of the outer model and *inner model* has been carried out, the next stage is *bootstrapping* to test the hypothesis. The results of *bootstrapping* can be seen from the following image:



Source: Data Processed by Researchers with smartPLS 3, 2022

To answer the research hypothesis, it can be seen from the following table:

Table 8. Hypothesis Testing

Constructs	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (  O/STDEV)	P Values	Decision
Digital Leadership (X1)-> Organizational Culture (XM)	0,411	0,406	0,106	3,892	0,000	Hypothesis Supported
Digital Leadership (X1) -> Performance of Indonesian National Police Personnel (Y)	0,189	0,178	0,100	1,890	0,030	Hypothesis Supported
Transformational Leadership (X2)-> Organizational Culture (XM)	0,480	0,491	0,112	4,298	0,000	Hypothesis Supported

Transformational Leadership (X2) -> Performance of Indonesian National Police Personnel (Y)	0,238	0,243	0,086	2,784	0,003	Hypothesis Supported
Organizational Culture (XM) -> Performance of Indonesian National Police Personnel (Y)	0,435	0,444	0,091	4,783	0,000	Hypothesis Supported
Digital Leadership (X1) -> Organizational Culture (XM) -> Performance of Indonesian National Police Personnel (Y)	0,179	0,179	0,057	3,150	0,001	Hypothesis Supported
Transformational Leadership (X2)-> Organizational Culture (XM) -> Performance of Indonesian National Police Personnel (Y)	0,209	0,219	0,071	2,940	0,002	Hypothesis Supported

Source: Data Processed by Researchers with SmartPLS 3, 2022

Based on the above hypothesis testing table, it can be explained that:

1. Digital leadership affects organizational culture (*p-values*  $0.000 < 0.05$ ) and the direction of positive relationships with t-statistics of  $3,892 > 1.96$  so that it can be stated that hypothesis 1 is supported.
2. Digital leadership affects personnel performance (*p-values*  $0.030 < 0.05$ ) and positive relationship direction although t-
3. Transformational leadership affects organizational culture (*p-values*  $0.000 < 0.05$ ) and the direction of positive relationships with t-statistics of  $4,298 > 1.96$  so that it can be stated that hypothesis 3 is supported.
4. Transformational leadership affects personnel performance (*p-values*  $0.003 < 0.05$ ) and the direction of positive

relationships with t-statistics of  $2.784 > 1.96$  so that it can be stated that hypothesis 4 is supported.

5. Organizational culture affects personnel performance (*p-values*  $0.000 < 0.05$ ) and the direction of positive relationships with t-statistics of  $4.783 > 1.96$  so that it can be stated that hypothesis 5 is supported.
6. Organizational culture mediates the influence of digital leadership on personnel performance (*p-values*  $0.001 < 0.05$ ) and the direction of positive relationships with t-statistics of  $3,150 > 1.96$  so that it can be stated that hypothesis 6 supported.

Organizational culture mediates the influence of transformational leadership on personnel

performance (*p-values*  $0.002 < 0.05$ ) and the direction of positive relationships with t-statistics of  $2,940 > 1.96$  so that it can be stated that the hypothesis 7 supported.

#### Mediation Effect Testing

Testing of mediation variables can also be seen from the VAF value of each mediator variable. If the VAF value is obtained above 80%, it indicates the role of the mediation variable as a *full mediation*. If the VAF value ranges from 20% to 80% then it is categorized as partial mediator and if the VAF value is less than 20% it can be concluded that there is almost no mediating effect (Hair *et al*, 2017).

Table 9. Mediation Effect Testing

Constructs	Mediation Variables	Direct Influence	Indirect Influence	Total Influence	VAF value %	Mediation Description
Digital Leadership (X1) --> Performance of Indonesian National Police Personnel (Y)	Organizational Culture	0,189	0,179	0,367	49%	Partial
Transformational Leadership (X2) -> Performance of Indonesian National Police Personnel (Y)	Organizational Culture	0,238	0,209	0,447	47%	Partial

Source: Data Processed By Researchers With Smartpls 3, 2022

Based on the mediation testing table above, it is known that organizational culture variables that are mediation variables have partial mediation influences.

## DISCUSSION

Based on the results of the hypothesis testing that has been described earlier, it is known that the entire hypothesis can be proved and declared accepted. Thus, this research is in line with research conducted by Araujo *et al* (2021) which reveals the importance of digital leadership to improve performance. This research also supports research conducted by Djaya (2022) which states that transformational leadership can influence work culture in accordance with the organizational culture of the institution. In addition, this research is also in line with the research conducted by Soomro *et al.* (2019) which states that organizational culture improves employee performance in the company as well as research by Gencer *et al* (2021) which found that organizational culture has a positive and significant impact on performance. This study aims to analyze several key factors relevant to Indonesian National Police transformation management, namely: (1) leadership factors that focus on two leadership styles, namely digital leadership and transformational leadership; (2) organizational cultural factors that are run and practiced by each Indonesian National Police personnel, especially in the Directorate of Drug Crimes, Civic Police; and (3) personnel performance factors achieved by National Police personnel.

## CONCLUSION

Based on the analysis that has been carried out, several conclusions can be drawn, including:

1. Digital leadership positively influences organizational culture.
2. Digital leadership has a positive effect on Indonesian National Police Performance.
3. Transformational leadership positively affects organizational culture.
4. Transformational leadership positively affects Indonesian National Police

Performance.

5. Organizational culture positively affects Indonesian National Police Performance.
6. Organizational culture mediates the influence of digital leadership on Indonesian National Police Performance.
7. Organizational culture mediates the influence of transformational leadership on Indonesian National Police Performance.

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