

The Influence of Digital Competency and Leader Member Exchange on Performance Through organizational Commitment (Study on It Personnel of Sultra Regional Police)

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ABSTRACT

This study aims to analyze the influence of Digital Competence and Leader Member Exchange (LMX) on performance through organizational commitment in IT personnel of Polda Sultra. As the object of research, 137 IT personnel of Polda Sultra were involved to gain deeper insight into the dynamics of their performance. The analysis method used is SEM-PLS (Structural Equation Modeling - Partial Least Squares), which allows testing the relationship between variables simultaneously. The main findings in this study indicate that Digital Competence has a significant positive influence on organizational commitment. This indicates that the higher the level of Digital Competence possessed by IT personnel of Polda Sultra, the stronger their commitment to the organization. Knowledge and skills in the digital field, such as the use of sophisticated hardware and software, play a key role in increasing personnel engagement with the mission and goals of the organization. Furthermore, Leader Member Exchange (LMX) was also found to have a positive influence on organizational commitment, which in turn improves performance. Effective communication and positive working relationships between leaders and team members have been shown to play an important role in creating mutual trust and job satisfaction. Overall, this study shows that strengthening Digital Competence and the quality of LMX relationships can strengthen organizational commitment, which ultimately contributes to improving the performance of IT personnel at Polda Sultra. This study suggests that leaders need to focus on improving digital competence and building better relationships between leaders and members to achieve organizational goals optimally.

Keyword: Digital Competence, LMX, Organizational Commitment, Performance

1. INTRODUCTION

Human resources are an important component that must be maintained by an organization to answer challenges and to improve performance. Therefore, the main step of the organization is to maintain quality human resources. According to Sedarmayanti (2009), human resource management is the art of planning, organizing, directing, supervising human resource activities, in order to achieve organizational goals.

An organization wants human resources to work hard according to their abilities to achieve good work results; without good performance from all employees it will be difficult to achieve goals, according to Klaas et al. (2021). Organizational goals can be measured and assessed with a tool known as organizational performance. Performance, according to Afandi (2018:83), is the work results that can be achieved by individuals or groups of people in a company according to their respective authorities and responsibilities to achieve organizational goals legally, without violating the law, and without conflicting with morals and ethics.

Performance can also be interpreted as a form of work achievement or work results (output) both in quality and quantity achieved by a person per unit period of time in carrying out his work duties according to the responsibilities given to him (Zulkarnaen and Suwarna, 2017). According to Vuorikari et al. (2016) in Faris Dwi Munstashir et al. (2021), digital competence has been used for various purposes, especially in education and training, lifelong learning, and employment. However, according to Perifanou and Economides (2019), digital competence is the knowledge, skills, and attitudes that a person has to effectively access, use, create, and share digital resources.

According to connectivity theory (Corbett & Joint, 2020). A set of knowledge, skills, and attitudes that a person has is called competence. In this context, digital competence refers to a collection of knowledge, skills, and attitudes related to digital technology or the digital environment. Therefore, digital skills are included in one of the eight key competencies required.

for lifelong learning. which must be developed by university teachers at basic, secondary, and advanced levels if they want to be consolidated in a good higher education framework (Huaman et al., 2021). The concept called digital competence, also known as e-skills competence, refers to skills related to technology. According to Suradji (2004), there are three components that influence performance: individual competence, job demands, and the environment in which a person works. Individual competence can be digital competence, which means the ability to perform tasks on Information and Communication Technology

The mutually influential relationship between superiors and subordinates is known as leader member exchange (LMX), where superiors provide different types of relationships to their subordinates individually (Asdani and Handayawati, 2019). leader member exchange (LMX) can improve the quality of better relationships between supervisors and employees to help improve the performance of both (Prisetyadi, 2011). However, in reality, there are two types of relationships between employees and superiors that can be grouped into good (or bad) relationships. A good relationship will foster trust, positive attitudes, and loyalty to subordinates, while a bad relationship has the opposite effect (Hasan et al., 2021).

Another factor that contributes positively to performance is commitment Fitriastuti, (2013). Kaswan (2017) organizational commitment is a measure of employee willingness to stay with a company in the future. Commitment often reflects employee trust in the mission and goals of the organization, willingness to make efforts to complete work and the desire to continue working there. According to Prihantoro, (2015) performance cannot be improved if there is no commitment. Organizational commitment is most often defined as a strong desire to remain a member of a particular organization, a willingness to exert high levels of effort on behalf of the organization; and a definite belief in, and acceptance of, the values and goals of the organization (Yusuf and Syarif, 2018) then task commitment is also interpreted as a strong desire from human resources to carry out the responsibilities and work given.

The author also found that there were still inconsistencies in findings in previous studies such as the influence of Digital competence on Organizational Commitment, where Nurhayati Lika, (2023) found that digital competence had a positive effect on Organizational Commitment, but Pallapati Babu and Esther Suneela., (2023) found that digital competence had a positive and significant effect on Organizational Commitment. Leader member exchange on organizational commitment, Safarila et al., (2021) and Hardiyana et al., (2021) found significant but Wijaya and Siswoyo, (2020) were not significant.

Masias-Fernandez et al., (2023) found that digital competence has a positive and significant effect on performance, but Fendi Hidayat et al., (2023) found that digital competence has a positive but insignificant effect on performance. Ula and Suhariadi, (2019) and Sari and Kistyanto, (2020) found that Leader member exchange is significant on performance, Utama and Goenawan, (2017) found that Leader member exchange is not significant on performance.

The Southeast Sulawesi Regional Police (Polda Sultra) is a law enforcement organization/institution tasked with maintaining public order and security and has members in each field to carry out various tasks in order to achieve organizational goals. Polda Sultra is the executor of police duties in the Southeast Sulawesi Province classified as a type A police in the Polri body.

As a direct extension of the National Police Headquarters in carrying out police duties at the provincial level, the Southeast Sulawesi Regional Police has the main task of maintaining security and order, enforcing the law, providing protection, shelter and service to the community throughout its jurisdiction in the province of Southeast Sulawesi. Based on this, to conduct an evaluation of the performance of the members. The phenomenon regarding the variables to be studied can be explained as follows:

Based on an interview with the Head of Information Technology and Communications of the Southeast Sulawesi Regional Police, H. Hendrik Widyana in 2023, digital competence is very important and necessary for every police personnel, not only with general competence but also equipping police personnel with the ability and understanding of digitalization or Technology and Information.

According to the Head of Public Relations (Humas) Ferry Walitunkan that police personnel currently must be equipped with Digital Competence in addition to increasing their abilities but also improving their performance in carrying out daily tasks because currently both in terms of Administration, Field Tasks and also reports on the results of task implementation require personnel to be able to master E-skills So that the results obtained can be maximized. The problem regarding digital competence is that not all members of the Polri Sultra are able and master the digital competence aspect to answer all challenges and problems that exist both operationally or administratively even though in each Work Unit within the Polda Sultra some of them have good technological mastery skills. So in terms of knowledge and skills it still needs to be improved, this is a problem within the organization and a weakness in the digital competence aspect.

He and Zhu, (2017) divided the components in digital competence, namely; Technical Skills, Cognitive Skills and Ethical Knowledge. Technical skills include how an IT personnel of the Southeast Sulawesi Regional Police manages and operates existing technology such as Computer Devices, Police Communication Tools, Technology in services, cyber and others in handling a problem. Based on interviews with several members, sometimes the relationship between leaders and members

can sometimes cause problems within the organization. Members feel unhappy or uncomfortable getting a leader who according to members is not right for the position, because they treat members carelessly and do not appreciate the work of members where sometimes leaders give directions that are not their responsibility and give workloads to members who do not have the task. A bad working atmosphere between leaders and members will have an indirect impact on the tasks given. Problems regarding organizational commitment can be seen in violations committed by personnel such as leaving the Southeast Sulawesi Regional Police without permission from the leader, less than optimal completion of tasks, sometimes going home without permission, it was also found that personnel rarely attend roll calls, this shows that there are still problems in the realm of commitment owned by the personnel.

Departing from the gap research and empirical phenomena above, it provides an opportunity for researchers to propose a hypothesis by presenting Leader Member Exchange as a new variable that is suspected of influencing Organizational Commitment and performance. It is also known that there are still quite few studies with a model of two independent variables, namely digital competence and leader member exchange on performance using Organizational Empowerment mediation.

2. LITERATUR REVIEW

HUMAN RESOURCE MANAGEMENT

The definition of human resource management (HRM) is the science and art of managing the relationship and role of the workforce to effectively and efficiently help realize the goals of the company, employees, and society. Human Resource Management is also interpreted as the science and art of managing the relationship and role of the workforce to effectively and efficiently help realize the goals of the company, employees and society (Ichsan et al., 2021). Human resource management is a recognition of the importance of an organization's workforce as a very important human resource in contributing to organizational goals and using several functions and activities to ensure that these human resources are used fairly for the interests of individuals, organizations and society (Riniwati, 2016). Human Resource Management is a planning, organizing, directing, and supervising the procurement, development, compensation, integration, maintenance and termination of employment with the aim of achieving the goals of the company's organization in an integrated manner (Setiawan, 2016). Based on the description above, it can be seen that human resource management is defined as planning, organizing, directing and supervising the procurement, development, compensation, integration, maintenance and termination of employment with the aim of achieving the company's organizational goals in an integrated manner.

DIGITAL COMPETENCE

Digital literacy is the knowledge and skills to use digital media, communication tools or networks in finding, evaluating, using, creating information, and utilizing it in a healthy, wise, intelligent, careful, precise, and lawful manner in order to foster communication and interaction in everyday life. Meanwhile, according to Bryn Mawr, digital competence is a collection of digital skills categorized into five focus areas, namely Digital Survival Skills, Digital Communication, Data Management and Preservation, Data Analysis and Presentation and Critical Making, Design and Development. Digital Competence according to Martin & Grudziecki (2006:255), has 3 stages of development, namely level 1, which is in the form of development for basic competencies (skills, knowledge, attitude), level 2 is for the professional level, while level 3 is digital transformation, where the ability is already in creativity and innovation. Based on the description above, the meaning of digital competence contains a deep personality part and is inherent in a person with predictable behavior in various circumstances and work tasks. Predictions of who performs well and who does not perform well can be measured from the criteria or standards used. Digital competency analysis is compiled mostly for career development, but determining the level of competence is needed to determine the effectiveness of the expected level of performance.

LEADER MEMBER EXCHANGE

Leader member exchange (LMX) focuses on two-way relationships between leaders and employees, with the aim of maximizing the company's success by building positive interactions between leaders and employees. LMX also describes the process of role-making between a superior and each of his subordinates and is an exchange relationship that will continue to develop (Luthfitasari, 2018). LMX is an increase in the quality of the relationship between superiors and subordinates that can improve the work of both. The existence of good relationships and bad relationships divides LMX into two groups. Trust, positive attitudes, and loyalty will be created from good relationships, but the opposite effect will be created in bad relationships (Wijaya and Siswoyo, 2020). In an organization, it is possible for superiors and subordinates to have different relationships. The level of closeness of this relationship is usually called leader member exchange (LMX). This leader member exchange theory emphasizes the concept of relationships that are the basis for assessing whether or not leader member exchange occurs. In every organizational environment, the leader member exchange that occurs will lead to a relationship between the leader and the employees who become followers (Luthfitasari, 2018).

ORGANIZATIONAL COMMITMENT

Organizational commitment is a feeling of psychological and physical attachment or attachment of employees to the organization where they work or the organization of which they are members. Psychological attachment means that employees feel happy and proud to work for or be members of the organization. This attachment or attachment has three forms of complying with the norms, values and regulations of the organization, identifying themselves with the organization and internalizing the norms, values and regulations of the organization. In other words, this is an attitude that reflects employee loyalty to the organization and an ongoing process in which members of the organization express their concern for the organization and its continued success and progress. Robbins (2015:47) states that organizational commitment means that an employee identifies an organization, its goals and hopes to remain a member. Most research has focused on emotional involvement in the organization and belief in its values as the 'gold standard' for employee commitment. Colquitt, et al. (in Wibowo 2016:430) define organizational commitment as the desire of some employees to remain members of the organization. Wibowo (2016:430) explains that organizational commitment influences whether employees remain as members of the organization or leave the organization to look for new jobs. According to Robbins (2008:100) organizational commitment is a condition in which an employee sides with a particular organization and its goals and desires to maintain membership in the organization. Based on the description above, it can be concluded that organizational commitment is a condition in which an employee has loyalty to the organization where he works so that the employee can identify himself as part of the organization and exert all efforts to achieve the company's goals.

3. PERFORMANCE

If an organization or company wants to progress or develop, it is required to have quality employees. A quality employee is someone whose performance can meet the targets or goals set by the company. To obtain employees who have good performance, performance implementation is needed. Employee performance is the result of work in terms of quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him (Muhammad, 2018). Based on a review of various existing indicators and seen from the object of the study, the author adopts based on the Regulation of the Republic of Indonesia National Police Number 2 of (2018) where in this study the organizational commitment indicator is used as a variable (mediation) to focus the study and eliminate data bias in the study. So the conclusion is that only nine indicators were adopted in this study, namely leadership, service orientation, communication, emotional control, integrity, empathy, initiative, discipline and cooperation.

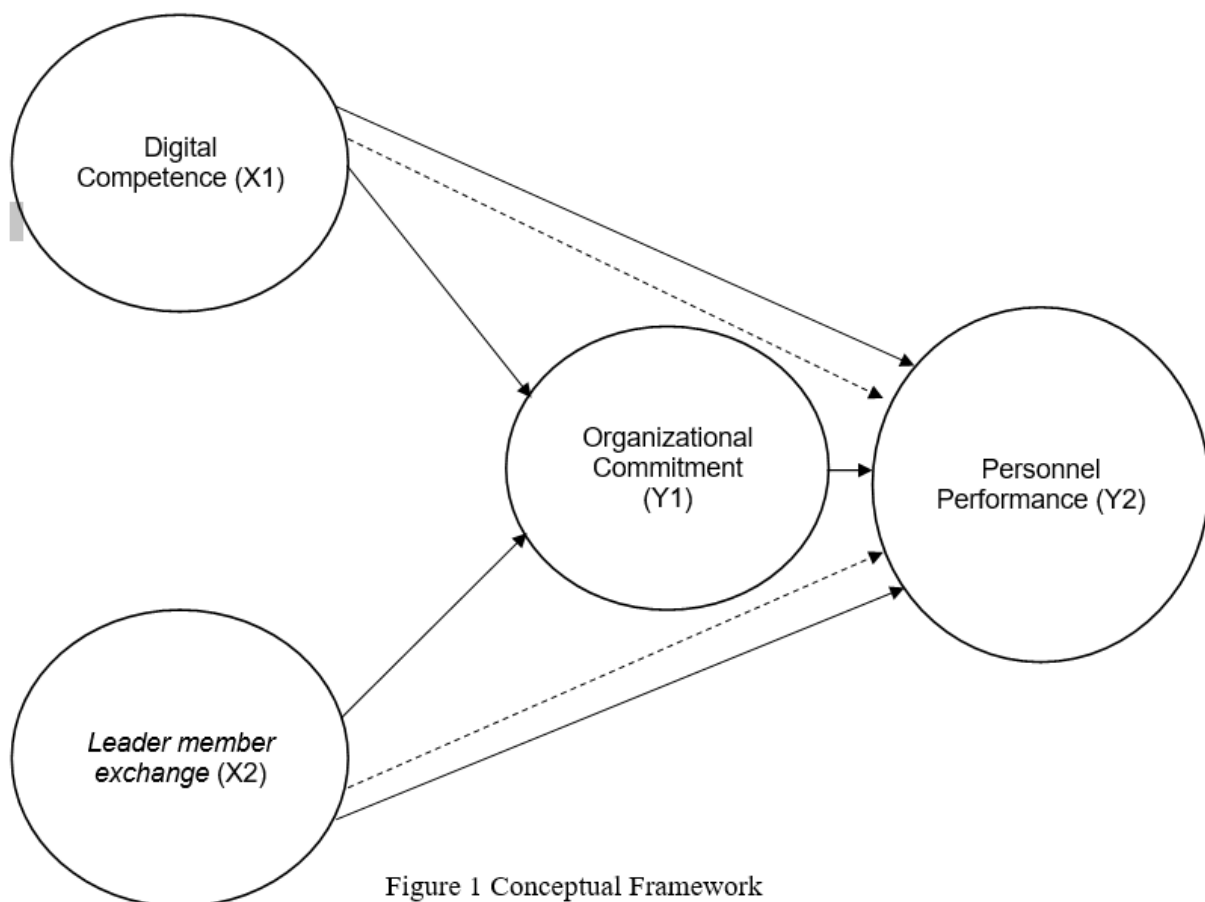


Figure 1 Conceptual Framework

Research Hypothesis

H1: Digital Competence Has A Positive And Significant Effect On Organizational Commitment

H2: Leader Member Exchange Has A Positive And Significant Effect On Organizational Commitment

H3: Digital Competence Has A Positive And Significant Effect On Performance

H4: Leader Member Exchange Has A Positive And Significant Effect On Performance

H5: Organizational Commitment Has A Positive And Significant Effect On Performance

H6: Digital Competence Has A Positive And Significant Effect On Performance Mediated By Organizational Commitment

H7: Leader Member Exchange Has A Positive And Significant Effect On Performance Mediated By Organizational Commitment

RESEARCH METHODS

This research will be conducted at the Directorate of Special Criminal Investigation, Public Relations Division and ICT Division of the Southeast Sulawesi Regional Police. The population is the entire object of the study. The population in this study were all IT Personnel in Three Southeast Sulawesi Regional Police Work Units, namely 209 people. As for determining the sample size in each work unit proportionally as presented below

4. RESEARCH RESULT

Direct and Indirect Hypothesis Testing:

Table 2 Hypothesis Test of Direct and Indirect Effects

	Original sample	P-values
Digital_Competence -> Organizational Commitment	0,459	0,000
Leader Member _Exchange -> Organizational Commitment	0,247	0,001
Organizational Commitment -> Personnel Performance	0,316	0,000
Leader Member _Exchange -> Personnel Performance	0,243	0,000
Digital_Competence -> Personnel Performance	0,410	0,000
Digital_Competence -> Organizational Commitment -> Personnel Performance	0,145	0,000
Leader Member _Exchange -> Organizational Commitment -> Personnel Performance	0,078	0,007

Source: Southeast Sulawesi Regional Police, (2024)

5. DISCUSSION

Digital Competence towards Organizational Commitment

Digital competence has a significant influence on organizational commitment, a finding that is very relevant in the context of the Southeast Sulawesi Regional Police, where technological dynamics continue to develop and influence the way its personnel work. This study shows that the higher an individual's digital competence, the greater their commitment to the organization. This is because better digital skills enable individuals to work more efficiently, adapt quickly to technological changes, and be better prepared to face challenges in a work environment that is now highly dependent on the use of technology. In the Southeast Sulawesi Regional Police, where many personnel are involved in managing data and information through digital systems, mastery of digital competence is one of the main factors influencing their involvement in the organization. Personnel who have higher digital competence tend to be more confident in using technology to complete their tasks. They feel more capable of contributing maximally to achieving the goals of the Regional Police, and this increases their sense of belonging to the organization. This sense of belonging encourages individuals to be more disciplined and more dedicated in carrying out the tasks given, as well as more committed to achieving common goals. This creates a more productive and harmonious work atmosphere. This finding is in line with the Career Cycle Theory proposed by Smart and Peterson (1997). According to this theory, individuals aged 34-41 years are generally in the middle stage of their career, where they have developed skills and gained enough experience to face greater challenges. The dominant age group of 34-41 years indicates that IT personnel of Polda Sultra tend to be at this stage, with in-depth experience and ready to take on

greater responsibilities. The ability to adapt to ever-evolving technology, as well as increasing work efficiency, is greatly influenced by the experience of this age group. As age and experience increase, individuals tend to have a higher commitment to the organization because they are better prepared to face the various challenges that arise in a technology-based work environment. The characteristics of digital competence based on gender show the gender imbalance that exists in the work environment, where the majority of respondents are male. This may affect their involvement in developing digital skills. However, despite this imbalance, the digital competence possessed by men can have a direct impact on their commitment to the organization, because these skills give them the ability to work more efficiently and adapt quickly to new technologies. As a result, men tend to show a greater commitment to the organization, thanks to the better utilization of digital skills in their work. Previous studies have consistently shown that mastery of competencies, including digital competencies, can increase individual commitment to the organization. For example, a study by Nurshilasari and Rijanti (2021) showed that competency in general has a positive and significant effect on organizational commitment. More specific research by Kurniawati and Chalimah (2024) found that digital competency, which includes the ability to use information and communication technology effectively, also has a significant effect on organizational commitment.

Leader Member Exchange on Organizational Commitment

The positive relationship between Leader Member Exchange (LMX) and organizational commitment suggests that the quality of the relationship between leaders and team members directly influences the level of commitment felt by members to the organization. In this context, the better the relationship between leaders and team members, the more likely team members are to feel committed to the goals and mission of the organization. This is because leaders who build relationships based on trust and support create an environment that supports individual growth and development. When team members feel valued, understood, and supported by their leaders, they tend to feel more attached to the organization, which ultimately strengthens their commitment. At the Southeast Sulawesi (Sultra) Regional Police, where the organizational structure is highly dependent on the relationship between leaders and subordinates, the role of leaders in creating good LMX relationships is very important. In a stressful work environment that is often associated with quick decision making and complex problems, a positive relationship between leaders and team members can create mutual trust and deepen emotional attachment to the organization. Leaders who are able to provide support, both professionally and personally, not only improve individual performance but also strengthen commitment to the organization. Personnel who feel valued by their leaders tend to feel more responsible and have higher motivation to achieve common goals. Research by Wijaya and Siswoyo (2020) highlighted that the dimensions of contribution and professional respect in LMX have a positive and significant influence on organizational commitment. This means that a good relationship between leaders and members not only increases productivity but also increases members' emotional attachment to the organization. This is reinforced by Hardiyana et al. (2021) who found that LMX can increase affective commitment, namely commitment based on a sense of ownership and emotional attachment to the organization. Safarila et al. (2021) also identified that LMX has a positive and significant influence on organizational commitment, which emphasizes the importance of leader-member relationships in creating a supportive work climate.

Organizational Commitment to Personnel Performance

Organizational commitment has a significant effect on improving the performance of personnel at the Southeast Sulawesi Regional Police (Sultra). Individual personnel feel bound to the goals and values of the organization, they tend to show higher levels of performance. The sense of responsibility that develops from this attachment encourages individuals to work harder, be more productive, and be more focused on achieving common goals. In other words, a high commitment to the organization not only reflects loyalty alone, but is also directly related to the quality and results of the work produced by the individual. The commitment of IT personnel to the Southeast Sulawesi Regional Police (Sultra) is very important because of its impact on the performance of personnel involved in complex tasks, from data management to solving operational problems. Personnel who feel bound to the vision and mission of the Regional Police will be more motivated to carry out their duties with full dedication, and be more proactive in finding solutions and carrying out tasks with better results. Strong organizational commitment encourages individuals to always improve the quality of performance, even though they may be faced with tough challenges or pressure in their daily tasks. High organizational commitment in Polda Sultra contributes directly to personnel performance, because when team members feel valued, connected, and have a strong sense of responsibility towards the organization, they will work more efficiently, improve service quality, and show greater dedication in achieving organizational goals. With further strengthening of the normative commitment aspect, it is hoped that team performance can continue to develop and reach its best potential. Theoretically, organizational commitment is a feeling of attachment that individuals have to an organization, which is reflected in the level of loyalty, dedication, and enthusiasm to achieve common goals. This study shows that high commitment to the organization will encourage individuals to behave more productively, have a better level of efficiency, and focus more on achieving the goals and vision of the organization. Conversely, individuals who do not have a strong commitment to the organization tend to work with less enthusiasm and a lack of sense of responsibility, which can lead to low performance. Puliwarna et al. (2023) showed that organizational commitment has a direct positive and significant effect on overall organizational performance. This finding is supported by

Sembinging and Winarto (2020), who found that organizational commitment directly improves employee performance. In addition, research by Pertiwi et al. (2020) also emphasized that organizational commitment positively contributes to auditor performance, indicating that individual attachment and dedication to the organization play an important role in their work results. Furthermore, Hari et al. (2021) identified that organizational commitment has an effect on teacher performance, emphasizing that strengthening commitment is not limited to a particular sector but is relevant across various work contexts.

Leader Member Exchange on Personnel Performance

Positive Leader Member Exchange (LMX) has a significant impact on personnel performance in an organization. When the relationship between leaders and team members is well established, a strong bond of trust and appreciation is created, which encourages team members to feel valued and more motivated in their work. Leaders who can understand the needs, aspirations, and personal development of team members tend to create a more supportive work environment and strengthen the spirit and effectiveness of teamwork. In this context, positive LMX not only improves the dynamics of relationships within the team, but can also improve individual performance within the organization. At the Southeast Sulawesi (Sultra) Regional Police, the quality of the relationship between leaders and team members is a very crucial factor in influencing personnel performance. The Regional Police, as an institution that is directly related to law enforcement and public services, requires personnel who work with high enthusiasm and professionalism. Leaders who have good LMX relationships with their members can create a more harmonious and trusting work atmosphere. In this case, leaders who listen to input, provide constructive feedback, and support the career development of their members will increase their self-confidence and motivation to give their best performance. Hutama and Goenawan (2017) found that LMX simultaneously correlated positively and significantly with employee performance, confirming the importance of leader-member relationships in increasing productivity. Ula and Suhariadi (2019) also identified that LMX had a positive effect on the performance of Civil Servants (PNS), indicating its relevance in public sector organizations. In addition, Zia et al. (2022) noted that LMX had a positive and significant impact on adaptive performance, namely the ability of individuals to adapt to changes in the work environment. Previous research also supports these findings. For example, a study conducted by Graen and Uhl-Bien (1995) showed that good LMX relationships can improve individual performance, because team members feel more empowered and more involved in decision-making. In addition, research by Erdogan and Bauer (2010) suggested that high-quality LMX relationships are associated with higher levels of performance, because individuals feel more valued and more motivated to contribute to the organization. These findings suggest that leaders who foster good relationships with team members play a major role in driving improved performance.

Digital Competence on Personnel Performance

Increasing digital competence has a very positive impact on the performance of personnel in an organization. Individuals who have better digital skills tend to be more adaptable to technological changes and increasingly evolving job demands. The ability to manage, utilize, and use the right digital tools allows them to work more efficiently and effectively. This not only improves individual work results, but also increases their contribution to achieving organizational goals. With increased digital competence, personnel will be better able to handle technology-related tasks, and be better prepared to face the challenges that arise in the ever-changing digital era. The Southeast Sulawesi (Sultra) Regional Police, mastering digital competence is very important considering the increasing dependence on technology in various operational aspects. The Southeast Sulawesi Regional Police, like other law enforcement agencies, face various demands in data management, information analysis, and communication that are increasingly integrated with digital systems. Personnel who have adequate digital skills will be better prepared and effective in using software, applications, and information systems that support their operations. This will increase productivity and work efficiency at the Regional Police, as well as improve the quality of service to the public.

Digital Competence on Personnel Performance Mediated by Organizational Commitment

This study shows that although the direct effect of digital competence on personnel performance is very strong, the indirect effect through organizational commitment also has a significant impact. This means that better digital skills not only directly improve individual performance, but also strengthen their commitment to the organization, which in turn encourages them to give their best performance. In Polda Sultra, where technological change and digitalization continue to grow, the development of members' digital competence is very important. However, as these findings show, high digital competence alone is not enough to drive optimal performance. Commitment to the organization acts as a mediator that links digital skills to improved performance. When individuals feel more confident in using technology, they tend to be more engaged in their work. This engagement, in turn, strengthens their sense of responsibility towards organizational goals, as they feel more prepared to contribute maximally to achieving the organization's mission. Although this path shows that the effect of organizational commitment on performance through digital competence is slightly smaller than the direct relationship between digital competence and personnel performance, the effect is still significant. This confirms that increasing commitment within the organization is key to strengthening the relationship between technical skills and individual performance. At Polda Sultra, strengthening organizational commitment can be achieved by ensuring that personnel feel

connected to the values and goals of the organization. When members feel that they have a meaningful contribution to achieving the organization's mission, they will be more enthusiastic and motivated to apply their digital skills to improve performance. Nurhayati Lika (2023) showed that digital competence significantly affects performance through organizational commitment. Kurniawati and Chalimah (2024) also emphasized that digital competence has a significant influence on task implementation, such as Resource Management Effectiveness (RME), with organizational commitment as a mediator. In addition, research by Anggraeni and Helmy (2020) found that organizational commitment can mediate the effect of competence on overall performance. These findings suggest that digital competence, when combined with a high level of commitment, produces individuals who are not only technically skilled but also more motivated and focused on delivering the best performance.

Leader Member Exchange on Personnel Performance Mediated by Organizational Commitment

The path depicting the positive relationship between Leader Member Exchange (LMX) and personnel performance mediated by organizational commitment shows that the quality of the relationship between leaders and team members plays an important role in improving individual performance through strengthening commitment to the organization. A good relationship between leaders and team members, which is based on mutual support, mutual understanding, and trust, creates a stronger bond between individuals and the organization. When team members feel valued, trusted, and supported by their leaders, they are more likely to feel engaged and committed to the goals and values of the organization. The quality of the relationship between leaders and team members at the Southeast Sulawesi (Sultra) Regional Police is very important for building a strong commitment to common goals. Leaders who are able to foster good relationships with personnel will create a more positive and supportive work atmosphere, where personnel feel more motivated to contribute optimally. When individuals feel that their leaders understand their needs and aspirations, they will feel more valued and motivated to give their best in their work. This, in turn, strengthens their commitment to the organization and encourages increased individual performance. Atrizka et al. (2020) found that LMX has a positive effect on organizational commitment, which in turn has an impact on performance. Similar findings were found by Safarila et al. (2021), who noted that LMX increases organizational commitment, which ultimately contributes positively to organizational performance. These findings suggest that the quality of the relationship between leaders and members not only directly affects performance but also creates emotional commitment that strengthens individuals' drive to perform better.

6. CONCLUSION

Digital competence has a positive and significant effect on the organizational commitment of IT Personnel of the Southeast Sulawesi Regional Police. This finding shows a fairly strong positive relationship between Digital Competence and Organizational Commitment, with a statistically significant coefficient. The higher the level of Digital Competence in an organization, the higher the commitment shown by members of the organization to the goals and values of the organization. This relationship shows that the development of digital competence can increase individual attachment and dedication to the organization, which can be an important factor in driving organizational success.

Leader Member Exchange has a positive and significant effect on the organizational commitment of IT Personnel of the Southeast Sulawesi Regional Police. The results of the analysis also show a positive relationship between Leader Member Exchange (LMX) and Organizational Commitment, which means that a good relationship between leaders and team members plays a role in increasing member commitment to the organization. Although the level of influence is lower compared to Digital Competence, this relationship is still statistically significant. This emphasizes the importance of the quality of interaction between leaders and team members in building higher loyalty and commitment to the organization.

Organizational Commitment has a positive and significant effect on Personnel Performance. This finding reveals a strong positive relationship between Organizational Commitment and Personnel Performance.

Leader Member Exchange has a positive and significant effect on Personnel Performance. In addition, Leader Member Exchange is also proven to have a positive effect on Personnel Performance, indicating that a better relationship between leaders and team members can improve individual performance in an organization.

Digital Competence has a positive and significant effect on Personnel Performance. This finding indicates that Digital Competence has a positive effect on Personnel Performance. The higher the Digital Competence possessed by individuals, the better the performance they can show in the organization.

Digital competence has a positive and significant effect on performance mediated by Organizational Commitment. This finding indicates that Digital Competence has a positive effect on Personnel Performance, which is mediated by Organizational Commitment. Although the effect is not as large as the direct path, increasing Digital Competence can strengthen Organizational Commitment, which in turn improves individual performance in the organization.

Leader member exchange has a positive and significant effect on performance mediated by organizational commitment. A good relationship between leaders and team members, or Leader Member Exchange (LMX), has been shown to have a

positive effect on Personnel Performance through Organizational Commitment. Although its effect is smaller compared to other pathways, a strong relationship between leaders and team members can strengthen Organizational Commitment, which then has a positive impact on individual performance.

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