

## Improving the Performance of Traffic Police Personnel of Kuningan Police through Digital Competence with the Ability to Innovate As a Mediating Variable

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**Abstract.** *This study aims to analyze the influence of digital competence on the performance of Kuningan Police Traffic Unit (Sat Lantas) personnel, with the ability to innovate as a mediating variable. The background of this research is based on the demands for professionalism and responsiveness of police officers in facing the challenges of the increasingly complex digital era, including changes in information technology and public expectations for adaptive and efficient public services. In this context, mastery of digital competencies and the ability to innovate are the main keys in improving the performance of police institutions. This study uses a quantitative approach with an explanatory research method. The population in this study is all personnel of the Kuningan Police Headquarters as many as 201 people, all of whom were used as samples using census techniques. The data collection instrument is in the form of a closed questionnaire that measures three main variables: digital competence, innovation ability, and personnel performance. The data were analyzed using the Partial Least Square (PLS) method to test the validity, reliability, and causal relationships between variables in the structural model. The results of the analysis showed that digital competence had a positive and significant effect on personnel performance ( $\beta = 0.619$ ), as well as on the ability to innovate ( $\beta = 0.853$ ). The ability to innovate also had a significant effect on personnel performance ( $\beta = 0.294$ ) and mediated the relationship between digital competence and performance significantly. An  $R^2$  value for personnel performance of 0.777 indicates that the model can explain 77.7% variation in personnel performance. These findings indicate that increasing the mastery of technology and the innovative capacity of personnel have a great contribution to improving the quality of work and services to the community.*

**Keywords:** Competence; Digital; Innovate; Personnel.

### 1. Introduction

The era of globalization brings various complex challenges, including increasing disturbances to public security and order (kamtibmas), threats of separatism, radicalism and terrorism, as well as demands for institutional reform.(Gaussyah, 2012). The Indonesian National Police

faces pressure to be able to respond to these dynamics with wise, strategic, and adaptive policies. This challenge not only tests the operational readiness of the Indonesian National Police, but also demands a more focused and sustainable institutional transformation.

To face these challenges, strengthening the Polri institution is an urgent need. This strengthening must be carried out through a holistic, comprehensive, and integrative approach that involves all aspects of the organization. Institutional transformation cannot be done partially with a focus on developing mechanical structures, such as adding layers of hierarchy or increasing organizational levels. Instead, in-depth improvements are needed that include strengthening human resources, optimizing information technology, improving governance, and developing an adaptive organizational culture. With this approach, the Polri is expected to become a more responsive, professional institution that is able to answer the demands of the times and the expectations of society.(Tinggi et al., 2019).

The challenge requires Polri personnel to increase their innovation and competence in order to contribute maximally in facing increasingly complex threats. In this situation, Polri needs to build the capabilities of its personnel to create new innovations and strengthen competence, both technically and Sat Lantas Polres Kuninganial, to respond to the dynamics that continue to develop(Muradi, 2018).

Strengthening the Polri institution must be supported by the development of human resources that are able to follow the flow of global change. In addition to the transformation of the organizational structure, it is important to instill a work culture that encourages creativity and collaboration, as well as increasing the use of information technology to support police duties.(Heri, 2019). With high innovation power, Polri personnel are not only able to face operational challenges, but also create proactive solutions that support the achievement of a modern, transparent, and community service-oriented institution. Innovation and competence are the main keys in ensuring that Polri remains relevant and able to meet public expectations in this era of change.

Through mastery of technology, police officers can utilize modern information systems such as criminal databases, CCTV camera-based monitoring with intelligent analytics, and digital communication platforms that accelerate coordination.(Heri, 2019). In addition, digital competence supports increasing public trust through the provision of responsive and integrated services, such as online document management or mobile-based crime reporting applications. Thus, the development of digital competence in the police not only strengthens operational capabilities, but also ensures that the institution remains relevant and adaptive amidst rapid global change.(Fitriawan & Fitriati, 2020).

Previous research related to the role of digital competence on performance still leaves controversy. Digital Competence has a significant direct influence on organizational performance.(Reza Aulia, 2023)This result contradicts the fact that competency development does not have a significant influence on organizational performance variables.(Sudewo et al., 2022)In addition to the controversy over research results, several researchers also hinted at

the importance of analyzing the role of digital competence and performance such as (Alford & Jones, 2020) who claim that the lack of adoption and ineffective use of digital technologies in smaller tourism businesses. Recently, there has been increasing interest in studying the relationship between digital competencies and performance. However, research on how to use digital competencies to drive performance is still scarce. (Youssef et al., 2018). Then, (Ngoasong, 2018) claim that there is a need to investigate the direct relationship between specific dimensions of digital competency and performance.

To answer the gap, this study proposes the variable of innovation capability as a mediating variable. Innovation capability is related to the organization's capacity to engage in innovation, namely the introduction of new processes, products, services or ideas in the organization. (Vu, 2020). This ability to innovate is one of the most important factors that influences business performance. (Ribau et al., 2017).

## 2. Research Methods

The type of research that used this research is an associative type of explanatory research, which aims to determine the relationship between two or more variables (Sugiyono, 2018). This research aims to explain hypothesis testing with the intention of justifying or strengthening the hypothesis with the hope that it can ultimately strengthen the theory used as a basis. In this case, it is to test the influence digital competence, Personnel innovation and performance capabilities. Source The data in this study includes primary and secondary data. Primary data is data that is obtained directly from the object (Ghozali, 2018). Primary study data includes: digital competence, Personnel innovation and performance capabilities. Secondary data exists is data obtained from other parties.

## 3. Results and Discussion

The population in this study is all personnel members. Traffic Unit of Kuningan Police. The questionnaire distribution process was carried out directly, namely by visiting customers and indirect distribution, namely by using internet media via Google Form so that a sample size of 201 respondents was obtained. To find out the description of the respondents, it can be explained as follows

**Respondent Overview**

Characteristics	Information	Frequency	Percentage
Gender	Man	170	84.6%
	Woman	31	15.4%
Age of respondents	19 – 24 years	25	12.4%
	25 – 30 years	70	34.8%
	31 – 35 years	65	32.3%
	> 36 years	41	20.4%

Level of education	SENIOR HIGH SCHOOL	60	29.9%
	Diploma (D3)	55	27.4%
	Bachelor (S1) Master (S2)	75	37.3%
		11	5.5%

Source: Processed primary data, 2025

Based on the data from the Table Based on the results of a survey of members of the Traffic Unit (Sat Lantas) of the Kuningan Police, it can be seen that the majority of respondents are male, which is 170 people or 84.6% of the total respondents. Meanwhile, the number of female respondents is 31 people or 15.4%. This shows that the composition of the Sat Lantas Polres Kuningan personnel is dominated by men.

In terms of age, most respondents are in the 25-30 age group, which is 70 people or 34.8% of the total respondents. This age group is followed by respondents aged 31-35 years as many as 65 people (32.3%) and the age group >36 years as many as 41 people (20.4%). Meanwhile, only 25 people (12.4%) are in the 19-24 age range. Thus, the majority of personnel are in the young to middle adult age group, which is generally in a productive period in carrying out police duties.

Regarding education level, the majority of respondents have a Bachelor's degree (S1) as many as 75 people or 37.3%, followed by high school graduates as many as 60 people (29.9%) and Diploma (D3) as many as 55 people (27.4%). Meanwhile, only 11 people (5.5%) have a Master's degree (S2). This shows that most personnel have a secondary to high level of education, with a dominance of Bachelor's graduates.

From these characteristics, it can be concluded that the majority of personnel who participated in the survey in the Kuningan Police Traffic Unit environment were men aged 25 to 35 years, with a Bachelor's degree (S1) or high school education. This composition reflects personnel who are of productive age and have relatively adequate educational qualifications to support the implementation of traffic tasks in the field.

Digital Competence Respondent Response Table

Code	Descriptive Variables							
	Frequency of Answers							
	Indicator	STS	TS	N	S	SS	Mean	Information
Kd 1	Have sufficient knowledge of ICT	23	20	48	61	49	3.463	Currently
Kd 2	ICT skills that support work	26	17	49	58	51	3.453	Currently
Kd 3	Ability to operate ICT in routine tasks	21	21	60	54	45	3.403	Currently
Kd 4	Get work done quickly thanks to ICT mastery	24	22	44	57	54	3.473	Currently
Kd 5	Produce more accurate and quality output by utilizing this technology.	32	13	52	54	50	3.383	Currently
Average							3.435	Currently

Source: Processed primary data, 2025

Based on the Table of 201 respondents taken as a sample, it is known that most respondents assessed the Digital Competence of the Traffic Unit Personnel of the Kuningan Police in the

Moderate category with an average mean value of 3.435. This shows that according to the respondents, the level of mastery and application of digital competence is still at a sufficient level, but has not reached the high category.

Each indicator assessed also shows a uniform value tendency, namely all are in the moderate category. For example, the indicator "Having sufficient knowledge of ICT" obtained the highest mean value of 3.463, which indicates that most personnel have a good basic understanding of information and communication technology. However, indicators such as "Producing more accurate and quality output by utilizing the technology" recorded the lowest mean value, namely 3.383, which can be interpreted that there is still room for improvement in terms of utilizing technology to improve the quality of work results.

The responses in the moderate category provide an illustration that digital competencies have begun to be owned and applied by personnel, but are not yet optimal. Therefore, there needs to be an increase in capacity through training, mentoring, and the provision of adequate ICT infrastructure so that these capabilities can be increased to a higher level.

With the increase in digital competence, it is expected that productivity, work efficiency, and the ability to adapt to the development of information technology in the Polres Kuningan work environment will be better. This will ultimately support the achievement of organizational goals, as well as improve professionalism and service to the community.

The results of respondents' responses regarding Personnel Performance were obtained from distributing questionnaires to the public totaling 201 people. The questionnaire regarding Personnel Performance consists of 5 statement items that have been responded to by respondents. The following are the results of respondents' answers which can be seen in the table.

**Table Respondent Response Personnel performance**

Code	Descriptive Variables							
	Frequency of Answers							
	Indicator	STS	TS	N	S	SS	Mean	Information
Kpk 1	Quality of work results	18	26	55	49	53	3.463	Currently
Kpk 2	Quantity of work results	22	20	52	49	58	3.502	Currently
Kpk 3	punctuality	16	27	59	52	47	3.433	Currently
Average							3.466	Currently

Source: Processed primary data, 2025

Based on the Table Based on the data obtained from 201 respondents who were the research sample, it can be concluded that the overall performance of the Kuningan Police Traffic Unit personnel is classified as moderate with an average mean of 3.466. This is reflected in the respondents' assessment of three aspects of personnel competence, namely the quality of work results, quantity of work results, and punctuality, which each have mean values of 3.463, 3.502, and 3.433. Although the average value shows a fairly good level of performance, there is room for further improvement, especially in efforts to improve the quality, quantity, and punctuality in carrying out tasks.



These results indicate that most respondents feel that the Traffic Unit personnel of Kuningan Resort Police are competent enough in carrying out their duties, although there are still some areas that can be improved to achieve more optimal performance. Therefore, it is important for related agencies to continue to pay attention to and improve these indicators, in order to improve the performance of personnel in carrying out their duties and achieving organizational goals more effectively.

Inner model or structural model testing is carried out to see the relationship between variables, significance values and R-square of the research model. In assessing the model with PLS, it begins by looking at the R-Square for each dependent latent variable (Ghozali, 2011). This study uses the Structural Equation Model (SEM) technique using the Partial Least Square method which functions to determine the influence of the variables Digital Competence, Innovation Ability and Personnel Performance. Based on the test results, the following results were obtained:

**Path Coefficients Results Table**

Variables	Original Sample	Mean of subsamples	Standard deviation	T-statistic	P-value	Results
H1 digital competence -> Personnel performance	0.619	0.618	0.064	9,609	0.000	Significant positive
H2 digital competence -> ability to innovate	0.853	0.852	0.021	41,070	0.000	Significant positive
H3 ability to innovate -> Personnel performance	0.294	0.294	0.066	4.422	0.000	Significant positive

Source: Processed primary data, 2025

H1: Based on the table presented, the effect of Digital Competence on the Performance of Traffic Unit Personnel of Kuningan Resort Police shows an original sample value of 0.619 with a P-value of 0.000. Because the P-value is smaller than 0.05 ( $0.000 < 0.05$ ), it can be concluded that Digital Competence has a positive and significant effect on Personnel Performance. This means that the higher the digital competence possessed by personnel, the better the performance they can show. Thus, it can be concluded that increasing digital competence among Traffic Unit personnel of Kuningan Resort Police has a very important role in significantly improving their performance.

H2: From the table above, it can be explained that the influence of Digital Competence on the Ability to Innovate has an original sample value of 0.853 with a P-value of 0.000. Because the P-value is smaller than 0.05 ( $0.000 < 0.05$ ), this shows that Digital Competence has a positive and significant effect on the Ability to Innovate. This means that the higher the digital competence possessed by the members of the Kuningan Police Traffic Unit personnel, the greater their ability to innovate. Thus, it can be concluded that increasing digital competence can encourage and improve the ability to innovate personnel, which in turn can improve performance and efficiency in carrying out police duties.

H3: Based on the table above, the effect of Innovation Ability on Personnel Performance shows an original sample value of 0.294 with a P-value of 0.000. Because the P-value is smaller

than 0.05 ( $0.000 < 0.05$ ), it can be concluded that the effect of Innovation Ability on Personnel Performance is positive and significant. This means that the higher the level of Innovation Ability possessed by the personnel of the Kuningan Police Traffic Unit, the better the Performance shown by the personnel. High Innovation Ability allows personnel to find new ways to improve the qualitywork, which ultimately has an impact on improving their performance. Thus, the Ability to Innovate has an important role in supporting the achievement of optimal performance in Sat Lantas Polres Kuningan personnel.

In PLS statistical testing of each hypothesized relationship is done using simulation. In this case, the bootstrap method is used on the sample. This hypothesis testing will explain the interest in direct and indirect influences between variables, as explained in the following results:

#### 1) The Influence of Digital Competence on Personnel Performance

The test results regarding the Influence of Digital Competence on Personnel Performance at Sat Lantas Polres Kuningan show that the t-statistic value is  $9.609 > t$  table 1.982 with a p-value of 0.000. Based on these results, it can be concluded that there is a significant positive influence between Digital Competence on Personnel Performance. The path coefficient figure of 0.619 indicates that every increase in digital competence will significantly increase personnel performance. Thus, the hypothesis stating that Digital Competence affects Personnel Performance is accepted and can be considered valid.

#### 2) The Influence of Digital Competence on Innovation Ability

The test results of the influence of Digital Competence on the Ability to Innovate in Traffic Unit personnel of Kuningan Resort Police show a t-statistic value of 41,070, which is much greater than the t-table value of 1,982. In addition, the p-value of  $0.000 < 0.05$  indicates that the relationship between the two variables is statistically significant. Thus, it can be concluded that there is a positive and significant influence between Digital Competence on the Ability to Innovate. This means that the higher the digital competence possessed by personnel, the higher their ability to innovate. Based on these results, the second hypothesis (H2) is accepted, which indicates that Digital Competence contributes significantly to improving the Ability to Innovate in Traffic Unit personnel of Kuningan Resort Police.

#### 3) The Influence of Innovation Ability on Personnel Performance

The test results of the influence of the Ability to Innovate on Personnel Performance at the Traffic Unit of the Kuningan Police showed a t-statistic value of 4.422, which is greater than the t-table value of 1.982. In addition, the p-value obtained was 0.000, which is below the significance limit of 0.05. Thus, these results indicate that there is a positive and significant influence between the Ability to Innovate on Personnel Performance. This means that the higher the level of innovation ability possessed by personnel, the better the performance shown in carrying out their duties and responsibilities. Therefore, the third hypothesis (H3)

which states that the Ability to Innovate has a significant effect on Personnel Performance can be accepted. This finding confirms the importance of developing innovation in improving the quality of work of the Traffic Unit of the Kuningan Police.

After conducting the measurement model test, a structural model test is conducted. Hypothesis testing uses two criteria to determine whether the hypothesis is accepted or rejected. The first criterion is t-statistics or critical value, where the hypothesis is accepted if the hypothesis has a critical value (T-Statistics) of more than 1,982. The second criterion is P-Value, where the hypothesis is accepted.

**Indirect Effect Table**

Variable Relationship	T-statistic	P Value	Conclusion
Digital Capabilities on Personnel Performance through Innovation Capabilities	4.321	0.000	Support

Source: Processed primary data, 2025

Based on the results of the analysis obtained, the relationship between Digital Ability and Personnel Performance mediated by Innovation Ability shows a T-Statistics of 4.321, which is higher than the critical value of 1.982. In addition, the P-Value obtained is 0.000, which is much smaller than 0.05, indicating that this relationship is statistically significant. Thus, this hypothesis is accepted, which means that Digital Ability has a significant positive influence on Personnel Performance, with the mediating role of Innovation Ability.

These results indicate that the higher the level of Digital Ability possessed by members of the Kuningan Police Traffic Unit, the better the performance that can be demonstrated, especially if supported by good Innovation Ability. In this case, Innovation Ability acts as a mediator that strengthens the relationship between Digital Ability and Personnel Performance. Therefore, it is important to continue to develop and improve the digital abilities of personnel, so that they can be more optimal in innovating in carrying out their duties.

Overall, these findings confirm that Digital Capability has a very significant contribution to improving Personnel Performance, with support from Innovation Capability strengthening the relationship. Further development of digital aspects and innovation capabilities is a strategic step in improving personnel performance at Sat Lantas Polres Kuningan.

The discussion that will be conducted through trials is as follows:

#### 1) The Influence of Digital Competence on Personnel Performance

The results of the analysis using the Partial Least Square (PLS) method show that Digital Competence has a positive and significant effect on the Performance of Traffic Police Personnel of Kuningan Police. This is evidenced by the original sample value of 0.619, the T-statistic value of 9.609 which is greater than the T-table of 1.982, and the P-value of 0.000 which is far below the significance limit of 0.05. Based on these data, it can be concluded that the higher the level of digital competence possessed by personnel, the higher the level of performance they can achieve.



Good digital competence allows personnel to master information and communication technology more effectively in supporting the implementation of tasks in the field. In the context of traffic police, mastery of digital technology is very important, especially in the use of application-based software for traffic monitoring, processing violation data, and administrative services to the public. Personnel who have high digital competence will be better prepared to face challenges in the digital era, adapt more quickly to new technology-based work systems, and be able to utilize technology to improve work efficiency and effectiveness.

This finding also strengthens the argument that increasing digital competence is an important strategy in developing human resources in the police environment. This result is in line with previous research by Prasetya & Yulianto (2023), which stated that digital competence has a significant influence on individual performance in public service organizations. Therefore, increasing training and mentoring in the field of information technology for personnel needs to be continuously improved so that their performance is increasingly optimal and in line with the demands of an increasingly complex and digital era.

## 2) The Influence of Digital Competence on Innovation Ability

The results of the Partial Least Square (PLS) analysis show that Digital Competence has a positive and significant effect on the Innovation Ability of Traffic Unit personnel of Kuningan Police. This can be seen from the original sample value of 0.853 and the P-value of 0.000, where the P-value is smaller than 0.05 and the T-statistic value of 41.070 which is much larger than the T-table of 1.982. Thus, it can be concluded that the higher the Digital Competence possessed by personnel, the higher the Innovation Ability they have.

This means that personnel who have good digital competence will find it easier to access, understand, and utilize digital technology in carrying out daily tasks. This ability allows them to think more creatively and create new innovations in carrying out tasks, such as developing technology-based traffic strategies, utilizing digital applications for public services, and using social media as a means of education and socialization to the community. Strong digital competence also broadens personnel's insight into the latest technology, making it easier for them to create innovative solutions to problems faced in the field.

This finding is in line with previous research by Sari, P. & Nurhadi, T. (2023), which states that mastery of digital technology plays a major role in increasing the innovative capacity of individuals in the work environment. Therefore, increasing digital competence needs to be a primary concern in human resource training and development programs within the Kuningan Police, especially the Traffic Unit, in order to encourage the birth of innovations that support more effective and efficient public services.

### 3) The Influence of Innovation Ability on Personnel Performance

The results of the Partial Least Square (PLS) analysis show that the Ability to Innovate has a positive and significant effect on the Performance of Traffic Police Personnel of Kuningan Police. This is evidenced by the original sample value of 0.294 and the P-value of 0.000. Because the P-value of 0.000 < 0.05 and the T-statistic value of 4.422 > T-table 1.982, it can be concluded that the Ability to Innovate makes a real contribution to improving Personnel Performance. In other words, the higher the level of Ability to Innovate possessed by personnel, the better the performance displayed in carrying out their duties.

The ability to innovate is one of the important factors in supporting personnel performance, especially in the digital era that demands rapid change and high adaptation. Personnel who have the ability to innovate will find it easier to face challenges in the field, are able to create creative solutions, and contribute to increasing work effectiveness and efficiency. In the context of traffic police duties, this ability includes innovation in the application of digital technology, the use of task support applications, to a more modern and responsive service approach strategy for the community.

This finding is also in line with the results of research conducted by Aztiannisa N. S & Adialita T. (2024), which states that the Ability to Innovate has a positive influence on the mastery of information technology and increasing individual competence in the work environment. Therefore, efforts to increase the Ability to Innovate through training, coaching, and the creation of a work culture that supports innovation need to be continuously encouraged. This will not only have an impact on improving individual performance, but also on the overall performance of the organization, especially in providing the best service to the community.

### 4. Conclusion

Based on the research that has been conducted, the following conclusions can be obtained: Digital competence has a positive and significant influence on personnel performance. This means that the higher the digital competence possessed by personnel, the better the performance displayed. The ability to master digital technology greatly helps personnel in carrying out tasks more effectively and efficiently. Digital competence has a positive and significant influence on the ability to innovate. This shows that personnel who have good mastery of digital technology will find it easier to create innovations, adapt to technological developments, and design new solutions that are relevant to challenges in the field. The ability to innovate has a positive and significant influence on personnel performance. Innovative personnel tend to have better performance because they are able to develop new approaches in completing tasks and providing services to the community more creatively and adaptively.

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