Improving Personnel Performance Based on Professional Competencies Moderated by Digital Capabilities

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Abstract. This study aims to analyze the influence of professional competence on the performance of police personnel, with digital skills as a moderating variable. Personnel performance is a vital element in realizing optimal public services, as well as in maintaining public order and security. In the context of Polri reform, improving personnel competence and professionalism is a strategic need, especially in facing challenges in the digital era. This study was motivated by the need to answer the inconsistency of previous research results regarding the relationship between competence and performance, and to examine the role of digital skills in strengthening this relationship. This study uses a quantitative approach with an explanatory research type. The sample in this study was 109 personnel of the Directorate of Enforcement, Sub-Directorate of Action, Densus 88 AT Polri, who were determined using convenience sampling techniques. The research instrument was a questionnaire that measured three main variables: professional competence, digital skills, and personnel performance, with indicators adapted from relevant theories such as Robbins (2002) and Prayoga et al. (2020). Data were analyzed using Structural Equation Modeling (SEM) based on Partial Least Square (PLS). The results of the analysis show that: (1) professional competence has a positive and significant effect on digital capability; (2) professional competence has a positive and significant effect on personnel performance; and (3) digital capability also has a positive and significant effect on personnel performance. In addition, it was found that digital capability significantly mediates the relationship between professional competence and personnel performance. The R-square value shows that the combination of professional competence and digital capability is able to explain the variation in personnel performance quite strongly.

Keywords: Competence; Digital; Performance; Professional.

1. Introduction

The performance of police personnel is a key element in realizing optimal public services and maintaining the stability of public security. In law enforcement, the competence of the Police

is very important to realize legal certainty, justice, and benefits. Inadequate competence and welfare can encourage corrupt actions, so both need to be improved simultaneously.

The effort involves setting targets in the arrangement and change. In the period 2005-2009, Polri focused on building public trust (trust building). In the period 2010-2014, Polri attempted to build partnerships (partnership building). Meanwhile, in the period 2015-2025, Polri has a target to achieve excellence (strive for excellence).

In this context, the National Police as the institution responsible for domestic security needs to prepare its personnel to anticipate dynamic developments. Changes in the attitudes and behavior of National Police personnel are key to responding to demands for a democratic, transparent, accountable police force that prioritizes the supremacy of law and human rights.(Gaussyah, 2012). This requires effective performance, especially for the Polres as an integral part of the police.

One important aspect in the professional preparation of police officers is the level of professional skills and competence.(Wulan et al., 2022). The professional competence of the Police includes various skills, such as processing official documents, using databases, radio communication, video recording during patrols, and providing emergency medical assistance. The importance of developing the competence and skills of patrol officers also includes mastery of physical influence techniques, the use of special tools, firearms, and driving skills in extreme conditions. Psychological influence on violators and the ability to convince them to comply with legal requirements are also important focuses.

This competency includes not only technical skills, but also the capacity to work collaboratively and strategically in dynamic situations. Therefore, planned and structured digital capabilities are one of the main efforts to improve the ability of police personnel to carry out their duties effectively.

Police digital capabilities are not only focused on mastering standard operating procedures, but also on developing leadership skills, decision-making, and communication skills. This training is designed to equip personnel with relevant knowledge and competencies, so that they can respond to situations quickly and appropriately. However, the challenge that often arises is how to ensure that the training provided is able to produce significant performance improvements in the field.

Education and training are essential needs in supporting competency improvement, and this must be managed effectively with proper coordination.(Ramli et al., 2023). The aim of education and training is to improve the performance of civil servants in providing services to the community, with a focus on improving the quality of service according to established standards.(Onyeador et al., 2021). Civil service training activities are an effort to improve competence in order to produce optimal performance through the transfer of knowledge, attitudes, and skills.

Previous research related to the role of competence on personnel performance still leaves controversial results. Among them are the results of research that 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).So in this study, Digital Ability is proposed as a moderating variable to answer this gap.

In this digital era, digital literacy is one of the important competencies that must be possessed by everyone, including employees in government agencies. According to Law et al in Rumata & Nugraha, (2020), there are three Digital Literacy Competencies that must be possessed by employees, namely Digital insight (knowledge), skills (skills), and behavior (attitude). 1) Digital Insight (knowledge) is an employee's knowledge or understanding of digital technology, including the implications and impacts on their duties and functions. 2) Digital Skills (skills) are the ability of employees to use digital technology to support their work. 3) Digital Behavior (attitude) is employee awareness of the use of digital technology wisely and responsibly.

2. Research Methods

This study was conducted to test the hypothesis with the intention of justifying or strengthening the hypothesis with the hope that it can ultimately strengthen the theory used as a basis. In relation to the above, the type of research used is "Explanatory research" or research that is explanatory in nature, meaning that this study emphasizes the relationship between research variables by testing the hypothesis, the description contains a description but the focus lies on the relationship between variables (Singarimbun, 1982). The analysis used to answer the hypothesis is structural equation modeling using the Partial Least Square (PLS) approach. This approach is used because the estimation of latent variables in PLS is as an exact linear combination of indicators, so that it is able to avoid indeterminacy problems and produce accurate component scores. In addition, the PLS analysis method is powerful because it can be applied to all data scales, does not require many assumptions and the sample size does not have to be large.

3. Results and Discussion

The population in this study is all personnel Directorate of Enforcement Sub-Directorate of Criminal Investigation Cirebon Police. The questionnaire distribution process was carried out directly by visiting personnel and indirect distribution by using internet media via Google Form so that a sample size of 109 respondents was obtained. To find out the description of the respondents, it can be explained as follows:

Respondent Characteristics Table

Characteristics	Information	Frequency	Percentage
Gender	Man	65	**59.63**
	Woman	44	**40.37**

Age of respondents	19 – 24 years	5	4.59
	25 – 30 years	82	75.23
	31 – 35 years	14	12.84
	> 36 years	8	7.34
Level of education	SENIOR HIGH SCHOOL	41	37.61
	Diploma (D3)	6	5.50
	Bachelor (S1) Master (S2)	41	37.61
		21	19.27

Source: Processed primary data, 2025

Based on the Table data regarding the characteristics of respondents of all personnel in the Directorate of Police Enforcement Sub-Directorate of Police Action, Cirebon Police, it can be seen that the majority of respondents are male, as many as 65 people or 59.63% of the total respondents. Meanwhile, the number of women is 44 people or 40.37%. This shows that the composition of personnel who participated in this survey came mostly from men.

In terms of age, the majority of respondents are in the 25–30 age group, with a total of 82 people or 75.23% of the total respondents. This age group was followed by 14 respondents (12.84%) aged 31–35 years, and 8 respondents (7.34%) aged over 36 years. Only 5 respondents (4.59%) were in the 19–24 age group. Thus, the majority of personnel involved in this survey came from the young adult age group, namely 25 to 30 years, which is known as the productive age group.

Regarding education level, most respondents have a high school and bachelor's degree (S1), each as many as 41 people or 37.61%. As many as 21 people (19.27%) have a Master's degree (S2), and only 6 people (5.50%) have a Diploma (D3). This shows that most personnel have a secondary to higher education background, with a dominance of high school and bachelor's graduates.

From the characteristics that have been explained, it can be concluded that all personnel who participated in the survey at the Directorate of Enforcement, Sub-Directorate of Police Action, Directorate of Enforcement, Sub-Directorate of Police Action, Densus 88 AT Polri were dominated by women aged 25 to 30 years with a high school or Bachelor's degree (S1) education. This profile shows that the majority of personnel come from an active and productive age group and have an adequate level of education to support the implementation of tasks in the field.

Respondents' Response Table Regarding Digital Capabilities

No	Descriptive Variables							
	Frequency of Answers							
	Indicator	STS	TS	N	S	SS	Mean	Information
1	Access	4	5	33	22	45	3.89	Tall
2	Use	5	4	25	38	37	3.89	Tall
3	Application maker (create application)	3	7	33	26	40	3.85	Tall
4	Creation (create)	5	5	25	29	45	3.95	Tall
5	Communication	4	7	23	34	41	3.92	Tall
	Average						3.90	Tall

Source: Processed primary data, 2025

Based on the Table of 109 respondents taken as a sample, it is known that the majority of respondents assessed the Digital Ability of personnel in the High category (Mean 3.90). This shows that according to respondents, items related to Digital Ability in the Directorate of Enforcement Sub-Directorate of Enforcement Directorate of Enforcement Sub-Directorate of Enforcement Densus 88 AT Polri have been included in the high category. This means that most respondents gave positive responses and had a strong perception of the indicators in the questionnaire statements regarding Digital Ability.

The high level of respondents' responses provides an understanding that it is important for organizations to continue to pay attention to and improve Digital Capability indicators such as access, use, application creation, digital content creation, and digital communication. This aims to make personnel more prepared to face the challenges of digital-based tasks, accelerate the adoption of new technologies, and increase effectiveness and efficiency in carrying out operational tasks in the field.

Personnel Performance variables are measured using 4 (four) reflective measurement items, all of which are declared valid, with outer loading values ranging from 0.794 to 0.819. This value indicates that all items are valid in reflecting the Personnel Performance variable.

The reliability level of the variable is acceptable, as indicated by the Composite Reliability value of 0.880 and Cronbach's Alpha above 0.70, which means that this variable is reliable. In addition, the Average Variance Extracted (AVE) value of 0.647 (> 0.50) indicates that this variable also meets the convergent validity criteria well. Overall, the variation of measurement items contained by the variable reaches 64.7%.

Among the four measurement items, the Kpk4 indicator (quantity) has the highest outer loading value of 0.819, followed by Kpk1 (integrity) with a value of 0.808. This shows that the quantity of work results and personnel integrity are the strongest aspects in shaping the perception of personnel performance at the Directorate of Enforcement, Sub-Directorate of Action, Cirebon Police.

Therefore, the measurement items Kpk4 (quantity) and Kpk1 (integrity) are items that need to be maintained in an effort to improve personnel performance. While items Kpk2 (creativity) and Kpk3 (independence), although they have good contributions, need to be continuously optimized in order to increase their contribution to the Personnel Performance variable.

The Professional Competence variable is measured through 6 (six) reflective measurement items which are all valid, with outer loading values between 0.709 and 0.822. This shows that all indicators are able to represent the variables well.

The reliability of this variable is very good, indicated by Composite Reliability of 0.905 and Cronbach's Alpha above 0.70, so it can be concluded that this instrument is reliable. The AVE value

of 0.614 (> 0.50) has also met the criteria for convergent validity. Overall, the variation of measurement items contained in the variable reaches 61.4%.

Indicator Kp1 (knowledge) has the highest outer loading of 0.822, followed by Kp2 (skills) of 0.810 and Kp5 (personal characteristics) of 0.802. This shows that the aspects of knowledge, skills, and personal characteristics are dominant factors in forming the professional competence of personnel.

Therefore, the measurement items Kp1 (knowledge), Kp2 (skills), and Kp5 (personal characteristics) are items that need to be maintained in an effort to strengthen professional competence. While item Kp6 (motive) which has the lowest outer loading value still needs to be considered and improved so that its contribution to the variable becomes more optimal.

The Digital Ability variable is measured by 5 (five) reflective measurement items that are all valid, with outer loading values between 0.714 and 0.766. The level of reliability of this variable is acceptable, as indicated by the Composite Reliability of 0.863 and Cronbach's Alpha above 0.70, so it can be said that this instrument is reliable. The AVE value of 0.557 (> 0.50) also indicates that this variable meets the requirements of convergent validity, with a variation of measurement items of 55.7%.

Indicator Kd4 (creation) has the highest outer loading of 0.766, followed by Kd5 (communication) of 0.762. This shows that the ability to create digital products and the ability to communicate digitally are the main factors in forming personnel's Digital Capabilities.

Therefore, the measurement items Kd4 (creation) and Kd5 (communication) are items that need to be maintained and continuously developed. Meanwhile, item Kd1 (access) which has the lowest outer loading value needs to be given special attention to be further improved, so that all aspects of personnel's digital capabilities can develop in a balanced manner.

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 Personnel Performance, Professional Competence, Customer Loyalty and Digital Ability as intervening variables. 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 Professional Competence -> Digital Skills	0.887	0.883	0.034	26,424	0.000	Significant Positive
H2 Professional Competence -> Personnel Performance	0.416	0.407	0.125	3.319	0.001	Significant Positive

H3 Digital Capabilities -> Personnel Performance	0.457	0.461	0.127	3,589	0.000	Significant Positive

Source: Processed primary data, 2025

H1: From the table above, it can be explained that the influence of Professional Competence on Digital Ability has an original sample value of 0.887 with a P-value of 0.000. Because the value of 0.000 <0.05, this shows that Professional Competence has a positive and significant effect on Digital Ability. This means that the higher the level of Professional Competence of personnel, the better the Digital Ability they have. Thus, it can be concluded that Professional Competence has a strong relationship in improving the Digital Ability of personnel in the Directorate of Enforcement, Sub-Directorate of Action, Cirebon Police.

H2: From the table above, it can be explained that the influence of Professional Competence on Personnel Performance has an original sample value of 0.416 with a P-value of 0.001. Because the value of 0.001 <0.05, this indicates that Professional Competence has a positive and significant effect on Personnel Performance. This means that increasing the Professional Competence of personnel will have a direct impact on increasing Personnel Performance. Thus, it can be concluded that Professional Competence contributes significantly to driving Personnel Performance in the Directorate of Enforcement, Sub-Directorate of Action, Cirebon Police.

H3: From the table above, it can be explained that the influence of Digital Ability on Personnel Performance has an original sample value of 0.457 with a P-value of 0.000. Because the value of 0.000 <0.05, this shows that Digital Ability has a positive and significant effect on Personnel Performance. This means that the better the Digital Ability of the personnel, the higher the resulting Personnel Performance. Thus, it can be concluded that Digital Ability plays an important role in improving Personnel Performance in the Directorate of Enforcement, Sub-Directorate of Action, Cirebon Police.

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 Professional Competence on Digital Ability

The results of the Professional Competence test on Digital Ability at the Directorate of Enforcement, Sub-Directorate of Enforcement, Directorate of Enforcement, Sub-Directorate of Enforcement, Densus 88 AT Polri obtained a t-statistic value of 26.424> t table 1.982 with a p-value of 0.000. This explanation can be interpreted that there is a significant influence between Professional Competence and Digital Ability. With these results, it is concluded that the test is able to accept the first hypothesis, so that Professional Competence has a significant influence on Digital Ability and can be accepted.

2)   The Influence of Professional Competence on Personnel Performance

The results of the Professional Competence test on Personnel Performance at the Directorate of Enforcement, Sub-Directorate of Enforcement, Directorate of Enforcement, Sub-Directorate of Enforcement, Densus 88 AT Polri obtained a t-statistic value of 3.319> t table 1.982 with a p-value of 0.001. This explanation shows that there is a significant influence between Professional Competence on Personnel Performance. With these results, it is concluded that the test is able to accept the second hypothesis, so that Professional Competence has a significant influence on Personnel Performance and can be accepted.

3)   The Impact of Digital Capabilities on Personnel Performance

The results of the Digital Ability test on Personnel Performance at the Directorate of Enforcement, Sub-Directorate of Enforcement, Directorate of Enforcement, Sub-Directorate of Enforcement, Densus 88 AT Polri obtained a t-statistic value of 3.589> t table 1.982 with a p-value of 0.000. This explanation means that there is a significant influence between Digital Ability and Personnel Performance. With these results, it is concluded that the test is able to accept the third hypothesis, so that Digital Ability has a significant influence on Personnel Performance and can be accepted.

The discussion that will be carried out in this research:

1) The Influence of Professional Competence on Digital Capabilities

The results of the Partial Least Square (PLS) analysis show that Professional Competence has an effect on Digital Ability, this is proven by the original sample value of 0.887 and the P-value of 0.000. Because the P-value of 0.000 <0.05 and the T-statistic of 26.424> T-table 1.982, it is concluded that Professional Competence has a positive and significant effect on Digital Ability.

This means that the better the professional competence possessed by the personnel of the Directorate of Enforcement of the Sub-Directorate of Action of the Cirebon Police, the higher the Digital Skills they master. With good professional competence, personnel can adapt more quickly to the development of digital technology, understand the use of digital applications, and create new innovations that support their operational tasks.

This finding is in line with research conducted by Aztiannisa N. S & Adialita T. (2024), which explains that professional competence has a positive influence on an individual's ability to master information technology. This means that efforts to improve professional competence need to be continuously encouraged to strengthen the digital capabilities of personnel.

2) The Influence of Professional Competence on Personnel Performance

Personnel performance is also positively and significantly influenced by Professional Competence. The Path Coefficient results show an original sample value of 0.416 with a P-value of 0.001. Since the P-value <0.05 and the T-statistic of 3.319> T-table 1.982, it can be

concluded that Professional Competence has a positive and significant influence on Personnel Performance.

Thus, the higher the level of professional competence possessed by personnel, the better the performance they show. Professional competence such as technical skills, in-depth knowledge, and good interpersonal skills greatly contribute to the effectiveness of daily tasks, accuracy in decision making, and quality of work results.

This strengthens the idea that in police organizations, professional competency development is a very important aspect for increasing productivity and performance effectiveness, as emphasized in various previous studies on the relationship between competency and performance.

3) The Influence of Digital Capabilities on Personnel Performance

Digital Ability is also proven to have a positive and significant effect on Personnel Performance. The results of the analysis show an original sample value of 0.457 and a P-value of 0.000. Because the P-value <0.05 and the T-statistic of 3.589> T-table 1.982, it can be concluded that Digital Ability has a positive and significant effect on Personnel Performance.

This means that the better the digital skills possessed by personnel, the more optimal the performance produced. Personnel who are able to access information quickly, use technology in carrying out tasks, and innovate through digital applications will be more productive and efficient. This is important especially in the modern era, where the use of technology is key to supporting the smooth running of anti-terrorism operations.

This result is in line with the research of Aztiannisa N. S & Adialita T. (2024) which states that high digital capabilities drive overall organizational performance. Therefore, investment in improving personnel's digital capabilities is very important to ensure optimal performance in the Directorate of Enforcement, Sub-Directorate of Action, Cirebon Police.

4.Conclusion

Based on the research that has been conducted, the following conclusions can be obtained: Professional competence has a positive and significant effect on Digital Ability. Provides the understanding that the higher the professional competence possessed by personnel, the better the digital skills they can master in supporting operational tasks at the Directorate of Enforcement, Sub-Directorate of Action, Cirebon Police, Professional competence has a positive and significant effect on Personnel Performance. Provides the understanding that the better the professional competence possessed by personnel, the more optimal the performance produced will be in carrying out duties and responsibilities at the Directorate of Enforcement, Sub-Directorate of Action, Cirebon Police, Digital ability has a positive and significant effect on Personnel Performance. Provides the understanding that the higher the digital skills possessed by personnel, the more effective and efficient their performance in

carrying out duties will be at the Directorate of Enforcement, Sub-Directorate of Action, Cirebon Police.

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