

Transformation of Community Policing and Digital Policing on the Performance of Grobogan Police Personnel with a Work Culture as Moderator

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Abstract. *This study aims to analyze the effect of community policing and digital policing transformation on the performance of personnel at the Grobogan Police Resort (Polres Grobogan), with police work culture as a moderating variable. The increasingly complex security environment, growing public demand for responsive services, and rapid development of digital technology require policing institutions to integrate community partnership approaches with technology utilization simultaneously. This research employed a quantitative approach using explanatory research. The population consisted of all 89 personnel of Polres Grobogan, and a census technique was applied so that the entire population served as the sample. Data were collected through questionnaires using a 1–5 Likert scale and analyzed using Partial Least Square (PLS). The results indicate that community policing has a positive and significant effect on personnel performance. Digital policing also has a positive and significant effect on personnel performance. Furthermore, police work culture significantly moderates the effect of community policing and digital policing on personnel performance. These findings suggest that a stronger work culture enhances the impact of community-based and digital policing strategies on improving performance. This study contributes theoretically to the development of an integrative model linking social approaches, technology, and organizational culture within the public sector, and provides practical implications for Grobogan Police in strengthening community partnerships, optimizing digital technology, and internalizing organizational values to improve personnel performance sustainably.*

Keywords: *Community Policing; Digital Policing; Personnel Performance; Policing; Work Culture.*

1. Introduction

The digital era has fundamentally changed the structure of human life, patterns of social interaction, and nearly every aspect of life, including the economy, education, culture, and security. Digital crime has become one of the fastest-growing forms of crime, transboundary, anonymous, and taking place in virtual spaces, while still leaving a digital footprint (Ismail, 2023). This transformation accelerated with the invention of the internet and the development of global networks, which connect computer systems worldwide and transform the digital space into a new arena for both social and criminal activity.

Digital policing (or e-policing) is a modern policing approach that utilizes information and communication technology (ICT), big data, artificial intelligence (AI), and data analytics to improve efficiency, effectiveness, and transparency in maintaining security, law enforcement, and public services, including monitoring cyber activity, predicting crime, and digitizing complaint services (Ismail, 2023). Digital policing is a transformation from traditional police work to the digital era to respond to the challenges and needs of modern society (Elphick et al., 2021).

This transformation is further expanded through the implementation of digital policing, namely the use of digital technologies such as e-policing, online complaint systems, and electronic performance dashboards to improve the effectiveness and efficiency of police services (Herlydinata, 2025). A study (Odeyemi & Obiyan, 2018) shows that digital transformation in police organizations has contributed significantly to improving apparatus performance, particularly in aspects of decision-making speed, transparency of work processes, and improving the quality of public services.

The transformation of the duties and functions of modern policing continues to evolve in line with increasing public demands for inclusive, responsive, and technology-based security (Gates, 2019). Therefore, the community policing approach has become an important strategy in strengthening the relationship between the police and the community, where the police are not only repressive but also proactive in handling community issues. Research by Khairunnisa et al. (2025) shows that the transformation of community policing is not merely an operational strategy, but also part of public service innovation that faces various challenges such as varying community needs and negative perceptions of the police institution if not implemented effectively.

2. Research Methods

The type of research used in this study is explanatory research with an associative nature, aiming to determine the relationship between two or more variables (Sugiyono 2018). This study aims to explain the hypothesis testing with the intention of confirming or strengthening the hypothesis, with the hope that it will ultimately strengthen the theory used as a basis. In

this case, the study examines the influence of Community Policing, Digital Policing, Police Work Culture, and Police Personnel Performance.

3. Results and Discussion

3.1. The Influence of Community Policing on Personnel Performance

The results of the hypothesis verification show that community policing has a positive and significant effect on personnel performance. This finding is supported by previous research showing that community participation and active cooperation are positively correlated with perceived police effectiveness (J. Lee et al. 2023).

The measurement of Community policing variables in this study was measured from the reflection of seven indicators, namely the police-community Partnership indicator (partnership and trust), proactive crime prevention, root-cause-based problem solving, community involvement and empowerment, closeness and positive interaction of the police with citizens, accountability and transparency to the community, and decentralization of authority and response based on local area/context. These seven aspects were proven to be able to improve personnel performance which in this study was measured from the reflection of four indicators, namely the indicator of moral integrity, work competence, intellectual ability, and physical fitness.

The measurement results show that for the community policing variable, the indicator with the highest outer loading value is the region-based or local context-based response. This indicates that the sensitivity and adaptability of officers to the social, cultural, and specific dynamics of a region are the most dominant reflections in shaping the community policing construct. Meanwhile, for the personnel performance variable, the indicator with the highest outer loading value is intellectual ability, which reflects analytical capacity, logical reasoning, and the ability to make decisions based on knowledge and rational considerations.

These findings confirm a substantive link between a contextual policing approach and enhancing the intellectual capacity of personnel. The more optimally tailored responses are to the needs and characteristics of local communities, the more intellectually sophisticated officers are in understanding problems, mapping risks, and formulating appropriate and proportionate solutions. In other words, area-based community policing practices not only strengthen the institution's social legitimacy but also serve as a contextual learning platform that encourages the ongoing development of personnel's cognitive competencies and professionalism.

The community policing variable shows that the indicator with the lowest outer loading value is the aspect of closeness and positive interaction between the police and the community, while in the personnel performance variable, the indicator with the lowest value is the moral

integrity dimension. This finding indicates that both aspects still need strengthening, while also demonstrating a substantive relationship between the quality of social relations between officers and the community and the formation of individual personnel integrity. The better the closeness and positive interaction built through community policing practices, the stronger the mechanisms of social control, transparency, and internalization of professional ethical values that encourage increased moral integrity in the performance of duties. Thus, strengthening collaborative interactions and constructive partnerships between the police and the community not only impacts the quality of public services but also serves as a strategic foundation in strengthening moral integrity as a crucial element of professional police performance.

3.2. The Impact of Digital Policing on Personnel Performance

The results of the hypothesis verification show that digital policing has a positive and significant impact on personnel performance. This finding is supported by previous research (Alobidyeen et al. 2022), which found that digitalization is positively related to employee performance.

Measurement of the Digital policing variable in this study was measured using four indicators, namely the response time indicator, the level of completion

Case clearance rate, processing efficiency, and the use of predictive technology have been shown to improve personnel performance, as measured in this study by four indicators: moral integrity, work competence, intellectual ability, and physical fitness.

The digital policing variable shows that the indicator with the highest outer loading value is the use of predictive technology, indicating that this aspect is the most dominant reflector in shaping the construction of digital policing. Meanwhile, in the personnel performance variable, the intellectual ability indicator occupies the highest position, thus becoming the primary representation of the quality of the performance being measured.

These findings suggest a substantive link between optimizing predictive technology and strengthening personnel's intellectual capacity. The more effective the use of predictive technology in policing processes, the more it will boost personnel's analytical skills, decision-making accuracy, and strategic thinking skills. Therefore, the integration of predictive technology serves not only as an operational instrument but also as a catalyst for improving the intellectual quality of personnel, ultimately strengthening overall institutional performance.

The measurement results show that for the digital policing variable, the indicator with the lowest outer loading value is response time, while for the personnel performance variable, the indicator with the lowest outer loading value is moral integrity. These findings indicate

that both indicators still require strengthening to optimally represent the constructs in the research model.

The identified relationship suggests that increased response speed in digital-based policing practices has the potential to contribute to strengthening the moral integrity of personnel. This implies that rapid, accurate, and transparent responses in technology-based services promote accountability, discipline, and adherence to professional ethical standards. Therefore, optimizing digital systems that accelerate service responses not only impacts operational efficiency but also serves as a mechanism for strengthening integrity values, as digitally documented and monitored work processes tend to minimize irregularities and increase public trust in personnel professionalism.

3.3. Moderation of Police Work Culture in the Influence of Community Policing on Personnel Performance

The research results show that police work culture significantly moderates the influence of community policing on personnel performance. This means that the influence of community policing on personnel performance will increase if the police work culture is strong. Conversely, if the police work culture is weak, the influence of community policing on personnel performance will decrease. Human resources in a work environment that encourages learning tend to perform better (Caruso 2016).

The measurement of the police work culture variable in this study was measured from the reflection of four indicators, namely the indicators of Involvement, Consistency, Adaptability, Mission. Then, the Community policing variable in this study was measured from the reflection of seven indicators, namely the indicators of Police-Community Partnership (partnership and trust), proactive crime prevention, root-cause-based problem solving, community involvement and empowerment, closeness and positive interaction of the police with citizens, accountability and transparency to the community, and decentralization of authority and response based on local area/context. Meanwhile, the performance of personnel in this study was measured from the reflection of four indicators, namely the indicators of moral integrity, work competence, intellectual ability, physical fitness.

The measurement results show that for the police work culture variable, the indicator with the highest outer loading value is the mission dimension, which emphasizes the importance of clear direction, goals, and service orientation as the foundation of organizational values. For the community policing variable, the indicator with the strongest contribution reflects a regional or local context-based response, which illustrates the police institution's ability to adapt service and security maintenance strategies to the social characteristics of the local community. Meanwhile, for the personnel performance variable, the indicator with the highest outer loading value is intellectual ability, which includes analytical capacity, decision-making, and problem-solving in carrying out duties.

These findings indicate that strengthening the organization's vision and mission plays a strategic role in optimizing the implementation of locally context-based community policing, thereby enhancing the intellectual capacity of personnel in responding to the dynamics of public security and order. Therefore, alignment between the organization's mission orientation, sensitivity to the local context, and the development of personnel's intellectual competencies is a crucial prerequisite for enhancing the professionalism and effectiveness of police performance.

The measurement results show that in the police work culture variable, the indicator with the lowest outer loading value is adaptability; in the community policing variable, the lowest indicator is closeness and positive interaction between the police and the community; while in the personnel performance variable, the lowest indicator is moral integrity.

These findings indicate that strengthening adaptability as a dimension of work culture is a strategic factor in increasing the effectiveness of closeness and positive interactions between officers and citizens, which in turn contributes to strengthening the moral integrity of personnel. Thus, the higher the adaptability of police officers to social dynamics, the demands of the work environment, and changing community needs, the more optimal the quality of partnership relations with citizens in building trust, transparency, and accountability, so that moral integrity as the foundation of professional performance can develop more consistently and sustainably.

3.4. Moderation of Police Work Culture in the Influence of Digital Policing on Personnel Performance

The results of this study demonstrate that the interaction between police work culture and digital policing significantly impacts personnel performance. This means that the influence of digital policing on personnel performance will increase if the police work culture is positive. Conversely, if the police work culture is negative, the influence of digital policing on personnel performance will decrease. Human resources in a work environment that encourages learning tend to perform better (Caruso 2016).

The measurement of the police work culture variable in this study was measured by reflecting four indicators: involvement, consistency, adaptability, and mission. The digital policing variable in this study was measured by four indicators: response time, case clearance rate, processing efficiency, and the use of predictive technology. Meanwhile, personnel performance in this study was measured by reflecting four indicators: moral integrity, work competence, intellectual ability, and physical fitness.

The model measurement results show that in the police work culture variable, the indicator with the highest outer loading value is mission, which reflects the strong orientation of vision, strategic goals, and institutional direction in shaping personnel work behavior. In the digital

policing variable, the indicator with the largest contribution is the use of predictive technology, indicating that the use of data analytics and predictive systems is a dominant component in the transformation of digital-based police practices. Meanwhile, in the personnel performance variable, the intellectual ability indicator occupies the highest position, indicating that cognitive, analytical, and rational decision-making capacities are the main determinants of individual performance.

These findings suggest that strengthening the mission dimension within an organization's work culture acts as a catalyst that increases the effectiveness of predictive technology implementation in enhancing personnel's intellectual capabilities. In other words, clarity of the organization's vision and strategic direction not only strengthens the internalization of professional values but also creates alignment between digital technology adoption and cognitive capacity development, thus optimizing the use of predictive technology to support data-driven decision-making, improve the quality of situational analysis, and sustainably professionalize police performance.

The results of the measurement model test indicate that for the police work culture variable, the indicator with the lowest outer loading value is adaptability, indicating that this dimension still needs strengthening to more optimally represent the work culture construct. Furthermore, for the digital policing variable, the indicator with the lowest contribution is response speed, while for the personnel performance variable, the indicator with the lowest outer loading value is moral integrity.

These findings suggest a structural link, where increased adaptability in work culture has the potential to strengthen the influence of response speed in digital policing practices on strengthening personnel's moral integrity. In other words, the greater the ability of organizations and individuals to adapt to technological changes, task dynamics, and public service demands, the more effective the response speed displayed in the digital police system will be in shaping work behavior that is imbued with integrity, accountability, and aligned with professional ethical values. This condition confirms that adaptability plays a role not only as an aspect of work culture but also as a strategic prerequisite that mediates and strengthens the connection between digital-based operational responses and the formation of moral integrity in the performance of police personnel.

3.5. Examples of the implementation of Community Policing and Digital Policing on Personnel Performance in Moderating Police Work Culture

For example, the application of community policing, namely the problem-solving approach (Problem-Oriented Policing), personnel not only handle incidents, but also analyze the root of the problem and can find out whether the community is in good condition or not, and the Police and Community Partnership Forum (FKPM) of the Indonesian National Police involves community leaders in decision-making related to public order and security, therefore this will

have an impact on personnel performance by encouraging responsive, humanistic and serving attitudes, forming a participatory and preventive work culture and improving communication and negotiation skills.

For example, the implementation of Digital Policing is the implementation of an online-based public complaint application that allows police personnel to receive reports quickly and in real-time and the use of official police social media which aims to educate the public and clarify information, therefore this will have an impact on personnel performance to form a professional and technology-based work culture, increase the speed and accuracy of responses and encourage transparency and accountability.

The implementation of these two approaches moderates (changes and balances) the police work culture which was initially authoritarian to humanistic, closed to open and transparent, from manual to modern and able to rely on digitalization, from individual to collaborative with the community.

4. Conclusion

Based on the results of hypothesis testing and empirical discussion, this study concludes that community policing and digital policing have a direct, positive and significant impact on personnel performance. This indicates that the more optimal the implementation of a partnership approach with the community and the utilization of digital technology in carrying out police duties, the higher the achievement of personnel performance, both in terms of service effectiveness, professionalism, and accountability. Furthermore, police work culture has been shown to act as a significant moderating variable in strengthening this relationship. A strong work culture will strengthen the influence of community policing on personnel performance. Conversely, when the work culture is weak, the contribution of community policing to improving performance is less optimal. Similarly, in the relationship between digital policing and personnel performance, the quality of work culture is a reinforcing factor that determines the effectiveness of technology implementation in driving performance. Thus, this study confirms that the success of community-based and digital policing strategies is not only determined by program design or system sophistication, but is highly dependent on the internalization of a strong work culture as a foundation for organizational behavior and personnel professionalism.

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