

ANALYSIS OF THE ROLE OF DIGITAL LEADERSHIP AND TRANSFORMATIONAL LEADERSHIP ON THE PERFORMANCE OF KOREM 011-LILAWANGSA APPARATUS WITH ORGANIZATIONAL COMMITMENT AS AN INTERVENING VARIABLE

Ali imran¹, Herman Fithra², Marbawi³, Jullimursyida⁴, Mohd. Heikal⁵, Sapna Biby⁶

^{1,2,3,4,5,6} Faculty Of Economics And Business, Universitas Malikussaleh Lhokseumawe

Corresponding Email: marbawi@unimal.ac.id

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Abstract

This study aims to analyze the influence of digital leadership and transformational leadership on the performance of Korem 011-Lilawangsa apparatus with organizational commitment as an intervening variable on Korem 011-Lilawangsa apparatus, for the dependent variable of this study is digital leadership and transformational leadership for the independent variable is apparatus performance, for the intervening variable is organizational commitment. The population in this study was 350 Korem 011-Lilawangsa personnel. The sampling technique used simple random sampling and obtained a sample of 170 respondents who were Korem 011-Lilawangsa personnel. The research method used was a quantitative method, for the data analysis method using Structural Equation Modeling (SEM). The results of this study indicate that digital leadership has a significant effect on organizational commitment, transformational leadership has a significant effect on organizational commitment. Digital leadership has a significant effect on the performance of Korem 011-Lilawangsa apparatus, transformational leadership has a significant effect on the performance of Korem 011-Lilawangsa apparatus.

Keywords: *Digital leadership, transformational leadership, organizational commitment and apparatus performance*

INTRODUCTION

Human resource management is basically how to utilize humans as organizational resources effectively and efficiently so that they are able to provide optimal contributions in efforts to achieve organizational goals, even though the recruitment, selection and testing processes for prospective employees have been carried out well, but because humans have creativity, feelings and desires, in providing contributions to achieving organizational goals, there are times when they are not optimal. This condition requires TNI personnel to have professional, adaptive performance, and be able to follow technological developments and social dynamics in society, however, phenomena in the field show that the performance of TNI personnel still faces various obstacles, several studies and internal reports show a gap between the expected performance standards and actual results. Factors such as limited infrastructure, a performance appraisal system that is not yet fully objective, and a high workload often affect the productivity and work commitment of soldiers and civil servants within the TNI. In addition, the digital transformation process within the TNI is still ongoing in stages so it does not fully support work efficiency in all units. The results of the recruitment, selection and testing, training and development, and compensation processes are input for the performance management of TNI personnel, while the evaluation results in the performance management process of TNI personnel will be input for the recruitment, selection and testing, training and development, and performance management processes. Thus, it appears that TNI personnel performance management is not a one-off or stand-alone process, but rather a deliberate, interconnected, and ongoing process. Therefore, TNI personnel performance management must be based on several basic principles of human resource management.

LITERATURE REVIEW

Digital Leadership For centuries, leadership has experienced rapid progress in accordance with the social development of society as a part that influences organizations to experience changes from time to time, naturally every human being has the talent to be a leader, where this talent has been carried since humans were created by Allah SWT which was then passed down to the next human being, meaning that every human being since birth has received a mandate as a leader on this earth, so leadership is a process of influencing other people in an organization so that they can carry out their duties well in achieving their goals, Stana, R. A., Fischer, L. H., & Nicolajsen, H. W. (2024). Kaplan (2025) states that digital leadership is leadership that combines tech-savviness with a people-centered approach to drive organizational transformation in the digital era.

Transformational Leadership The transformational leadership model is a relatively new model in leadership studies, the concept of transformational leadership integrates ideas developed in the character, style, and contingency approaches. Transformational leadership is a process where leaders and subordinates lift each other to higher levels of morality and motivation, where the leader tries to change the followers' awareness of ideals and moral values like equality, justice, and peace Luthas (2020). Transformational leadership is a style of leadership that focuses on a leader's ability to inspire, motivate, and encourage subordinates to go beyond personal interests to achieve organizational goals. Transformational leaders don't just direct work; they also build a shared vision, boost commitment, develop individual potential, and create positive changes within the organization, Yukl, Gary. (2020).

Organizational Commitment Organizational commitment is an important employee behavior in the banking industry which can be used to assess the tendency of employees to stay in banking institutions as an employee who is loyal to the organization, so organizational commitment is an attitude that reflects employee loyalty to the organization and a continuous process where organizational members express their concern for the organization and its success and continuous progress. According to Robbins (2020), indicators of organizational culture are: 1) Abilities that are in accordance with the company's desired expectations, 2) Values that are in accordance with the company's desired expectations, 3) Attitudes that are in accordance with the company's desired expectations, 4) Interests that are in accordance with the organization's desired expectations. **Apparatus** **Apparatus Performance** is the result of the work of an individual or an organization, in an increasingly competitive environment organizational management must be supported to improve its performance by improving the performance measurement system within an organization. Performance is an action or activity of an organization in a period with reference to a number of past or projected work standards in the future, with the basis of efficient work, job responsibility or work management accountability, Robbins (2020). The performance of government officials is the level of success they achieve in carrying out the duties, functions, and responsibilities assigned to them according to the work standards set to reach organizational goals. The performance of officials isn't just measured by the results they achieve, but also by the quality of service, effectiveness in completing tasks, efficiency in using resources, discipline, responsibility, and ability to work together in serving the public. Armstrong, Michael. (2022). In this study, the performance indicators used were for the Korem 011/Liliwangsa apparatus of Aceh Province in the non-manufacturing sector, namely those who carry out work with outputs that are not goods but in the form of services, such as office personnel, public service departments, teachers and nurses, bank employees and others according to Suparyadi (2015) and Marbawi (2024) concerning intellectual competence, emotional competence and social competence with the following indicators:

1. Ability to understand the complexity of work
2. Problem solving skills
3. Self-control
4. Confidence
5. Able to adapt to various conditions
6. Able to establish relationships and communication

METHOD

Conceptual Framework In a research, the conceptual framework is the foundation of scientific research, so it needs to be compiled based on previous theories and research, the theoretical framework (KPT) is a simplification of real-world phenomena that form a complete understanding and comprehension of how a problem is solved (Ferdinand, 2014), so the framework of thinking is also the basis of thinking of research that is synthesized from

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facts, observations and research reviews. The following is the relationship between the variables used in this research which can be seen in Figure 3.1 below:

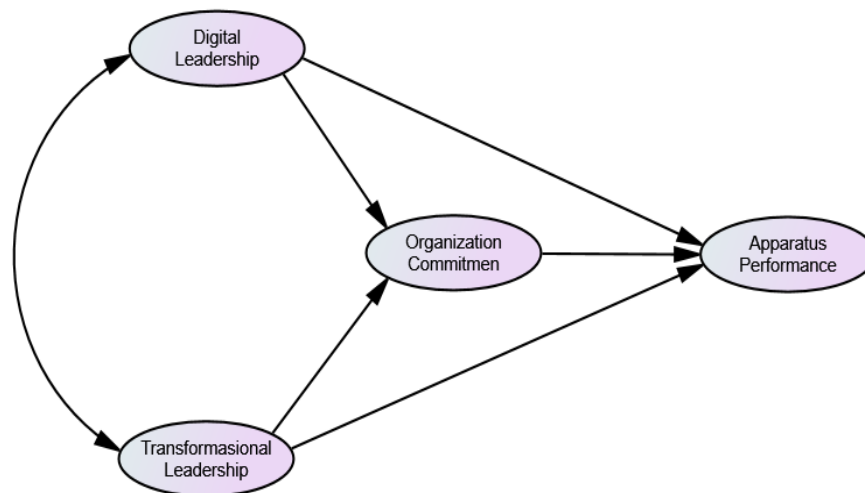


Figure 3.1 Conceptual Framework

In this study, the influence of organizational culture is tested directly on organizational commitment, therefore it is estimated that this is what causes the organizational culture variable to influence organizational commitment in government and private agencies, based on this, if the results of this study are connected with the actual conditions or realities in government agencies, then if organizational culture is very appropriate to identify the level of conformity with the values of organizational commitment, then this will result in the organizational culture owned by the apparatus not influencing the organizational commitment of the apparatus in an organization.

Location and Object of Research

The location of this research is Korem 011/Lilawangsa, Aceh Province, however, due to various limitations, the researcher determined the location and object of research at Korem 011/Lilawangsa, Aceh Province.

Research Population and Sample

Population is a generalization area consisting of objects/subjects that have certain qualities and characteristics determined by researchers to be studied and then conclusions drawn according to Ferdinand (2014). So the population in this study is all Korem 011/Lilawangsa personnel totaling 350 TNI personnel.

The sampling technique was carried out using the stratified random sampling method, namely the random sampling of sample members from the population without considering the strata in the population. Ferdinand, (2021), this sampling technique was carried out based on the strata of the research location from several locations. According to (Hair et al., 2020), the determination of the number of samples can range between 5-10 from the number of indicators. There are 24 indicators so that the sample can range from 120 to 240 respondents, in this study a sample of 170 respondents was taken from the apparatus at Korem 011/Lilawangsa, Aceh Province.

Data collection technique The required data sources come from primary data, by distributing structured questionnaires to respondents, so the data collection technique used in this study is using a questionnaire or questionnaire, which is a data collection tool in the form of a series of written questions submitted to the subject to obtain written answers from the Korem 011/Lilawangsa apparatus of Aceh Province.

In this study, the questionnaire was created with structured statements/questions and provided answers in the form of a scale with answers tailored to the statements/questions so as to make it easier for respondents to answer and avoid bias. The measurement used was a Likert scale where each statement has an answer interval of 1 (strongly disagree), 2 (disagree), 3 (neutral), 4 (agree) and 5 (strongly agree). Specifically, the measurement technique is as presented in Table

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Table. Aspects of Research Indicator Measurement

Variables	Weight value of one indicator				
	SS	S	N	TS	STS
Digital leadership (LD)	5	4	3	2	1
Transformational Leadership (TL)	5	4	3	2	1
Organizational Commitment (KO)	5	4	3	2	1
Apparatus Performance (KA)	5	4	3	2	1

Data Types and Sources In this study, the type and source of data used is primary data in the form of questionnaires. Primary data is data obtained by researchers for the specific purpose of answering research problems (Sugiono, 2018). Primary data in this research is The data obtained from respondents comes from apparatus at Korem 011/Lilawangsa, Aceh Province by distributing questionnaires or lists of questions to respondents.

Operational Definition of Variables An operational definition is a guideline for how a variable is measured, allowing researchers to determine whether a variable is good or bad.

Construct Validity Analysis In the research, convergent validity analysis will be conducted on the items or indicators of a latent construct that must converge or share a high proportion of variance and this is called convergent validity, Ghazali (2014). To determine the level of ability of an instrument or data collection tool in revealing something that is the main target of the measurement carried out, an instrument is said to be valid if the instrument is able to measure what it should measure and is able to reveal what it wants to reveal. Reliability testing is carried out by analyzing the Variance Extract value where the acceptable Variance Extract value is at least 0.40. To calculate the Variance Extract value, the following formula is used (Ferdinand, 2014), reliability testing is necessary to determine the level of consistency of the measuring instrument used. A measuring instrument is said to be reliable if the measurement results remain the same or the values obtained are consistent, even when repeated measurements are taken on the same subject (Ghozali, 2014). The concept of reliability in SEM is known as the Construct Reliability value.

Data Analysis Methods In data analysis and interpretation, the SEM model aims to answer research questions in order to uncover specific social phenomena. Data analysis is the process of simplifying data into a form that is easier to read and interpret. The method chosen for data analysis must be appropriate to the research pattern and the variables being studied. The Structural Equation Modeling (SEM) from the AMOS statistical software package is used in modeling and hypothesis testing.

Hypothesis Testing According to Hair. et. al. (2009), there are seven steps that must be taken when using Structural Equation Model (SEM) modeling. A complete SEM modeling basically consists of two main parts: the measurement model and the structural model. The measurement model is a measurement model to confirm the indicators of a latent variable. The measurement model hypothesis testing can be explained as follows (Ghozali, 2014):

- The results of the measurement model analysis (confirmatory factor analysis) show that the model must fit the goodness of fit criteria with a significance level > 0.50 (pvalue).
- The next step is to look at the convergent validity value, namely all indicators measuring the latent construct, the Standardized estimates value with the loading factor. > 0.50 and ideally > 0.70 .
- The significance value of the standardized loading parameter estimates for all latent construct measurement indicators must be significant with a probability of < 0.05 .

RESULTS AND DISCUSSION

Result Analysis

The analysis of the confirmatory factor or CFA of the exogenous construct consists of two latent variables, namely transformational leadership, digital leadership, where 5 indicators form the transformational leadership variable, digital leadership is formed with 5 indicators and, while 5 indicators form the endogenous construct of the organization commitment variable while apparatus performance is formed by 5 indicators, to see the indicators that make up the latent construct, then a CFA test is performed for each latent variable can be described below. Based on the results of data analysis that has been collected on 170 respondents, a structural analysis (SEM) will be presented as follows:

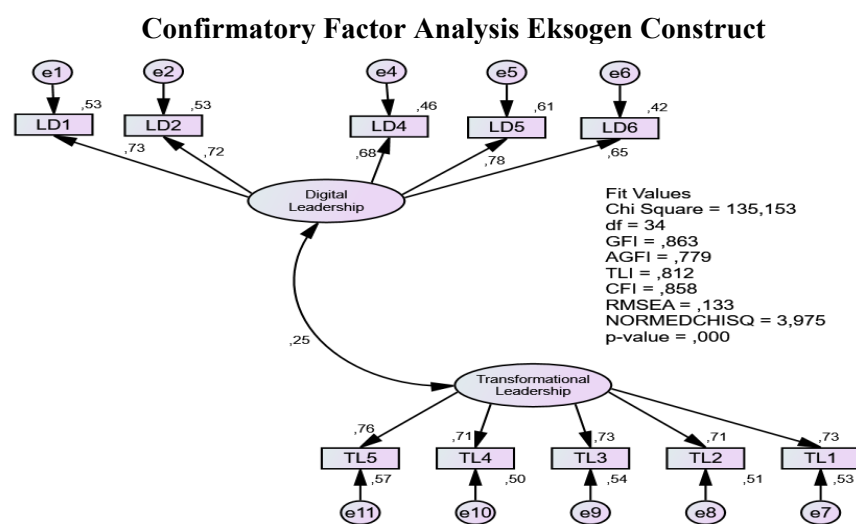


Figure: 2 CFA Construct Eksogen

Table 1 : Factor Loading CFA Endogen Contract

Regression Weights			Estimate	Cut Off	Conclusion
LD1	<---	Digital Leadership	,729	≥ 0.60	Valid
LD2	<---	Digital Leadership	,725	≥ 0.60	Valid
LD4	<---	Digital Leadership	,679	≥ 0.60	Valid
LD5	<---	Digital Leadership	,780	≥ 0.60	Valid
LD6	<---	Digital Leadership	,645	≥ 0.60	Valid
TL1	<---	Transformational Leadership	,728	≥ 0.60	Valid
TL2	<---	Transformational Leadership	,714	≥ 0.60	Valid
TL3	<---	Transformational Leadership	,732	≥ 0.60	Valid
TL4	<---	Transformational Leadership	,709	≥ 0.60	Valid
TL5	<---	Transformational Leadership	,756	≥ 0.60	Valid

Source: The result of the study is analyzed by Amos (2026)

Results of Confirmatory Factor Analysis for exogenous constructs Table 1 above is used to test the unidimensionality of the latent constructing indicators above-showing loading factors of all the exogenous latent constructing indicators > 0.60 so the results of the measurement model following the criteria specified in SEM so that the measurement model can proceed next step. The endogenous constructive CFA test consisting of a organization commitmen construct of 5 indicators and apparatus performance with 5 indicators based on a confirmatory analysis of the construct can be seen in figure 2 below :

Confirmatory Factor Analysis Construct Endogen

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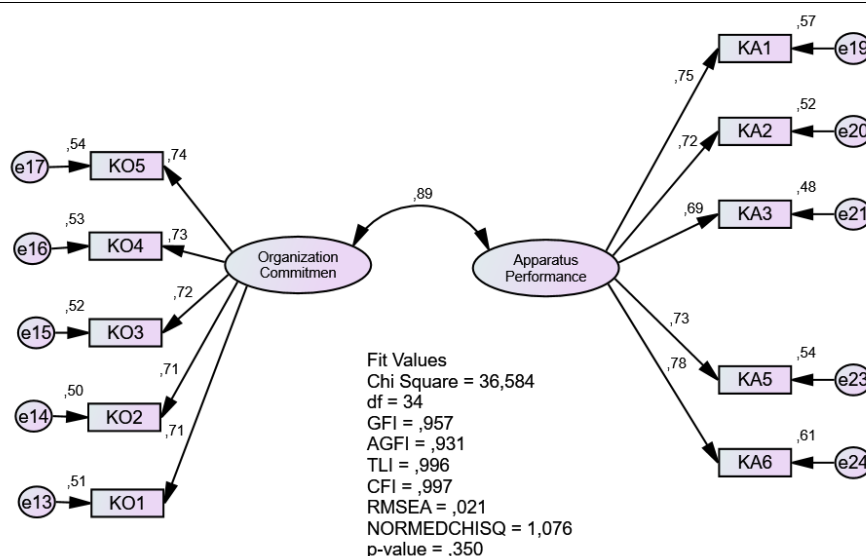


Figure : 3 CFA Construct Endogen

Table 2: Factor Loading CFA Construct Endogen

Regression Weights			Estimate	Cut Off	Conclusion
KA1	<---	Apparatus Performance	,752	≥ 0.60	Valid
KA2	<---	Apparatus Performance	,722	≥ 0.60	Valid
KA3	<---	Apparatus Performance	,691	≥ 0.60	Valid
KA5	<---	Apparatus Performance	,734	≥ 0.60	Valid
KA6	<---	Apparatus Performance	,782	≥ 0.60	Valid
KO1	<---	Organization Commitment	,712	≥ 0.60	Valid
KO2	<---	Organization Commitment	,710	≥ 0.60	Valid
KO3	<---	Organization Commitment	,721	≥ 0.60	Valid
KO4	<---	Organization Commitment	,728	≥ 0.60	Valid
KO5	<---	Organization Commitment	,736	≥ 0.60	Valid

Source: The result of the study is analyzed by Amos (2026)

The results of the Confirmatory Factor Analysis for the endogenous contract of Figure 3 above are used to test the unidimensionality of the latent constructing indicator having a loading factor for all endogenous construct constructing indicators > 0.60 . The next stage can be continued for structural equation model analysis (Full SEM model); see Figure 4 below :

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Structural Equation Modeling (SEM)

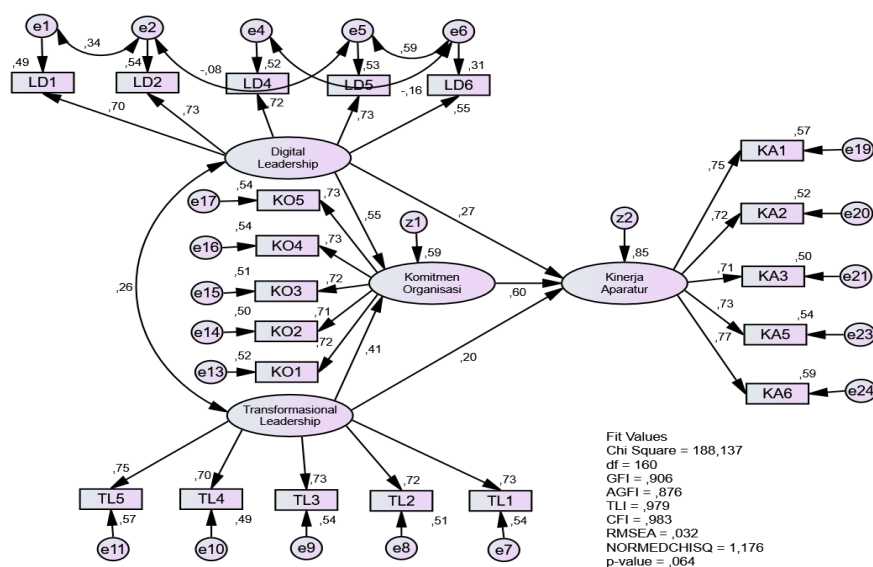


Figure: 4 Full Model Structural

The results of the structural model for the endogenous contract of Figure 4 above used to test the unidimensionality show the value of the model results following the Goodness of fit criteria so that the model can be accepted.

Table 3. Goodness of Fit Index to Full Model

Goodness of Fit Index	Cut-off Value	Result Analisis	Model Evaluation
X ² -Chi-Square	Expected small	188.137	Good
Probability	≥ 0.05	0.064	Good
GFI	≥ 0.90	0.906	Good
AGFI	≥ 0.90	0.876	Marginal
CFI	≥ 0.95	0.963	Good
TLI	≥ 0.95	0.979	Good
CMIN/DF	≤ 2	1.176	Good
RMSEA	≤ 0.08	0.032	Good

Source: The result of the study is analyzed by Amos (2026)

Table 4 above shows that the suitability test of this model produces a good level of acceptance of the fit model so that it can be concluded that the resulting model can test the hypotheses that have been prepared and can answer all the above problem formulations.

DISCUSSION

Based on the results of data analysis using a structural model (SEM) and to answer the hypotheses that have been prepared above, the results of this study will be reported with theory, expert opinion, and previous research, namely:

Table 4: The Influence of Construct Eksogen toward Construct Endogen

Regression Weights			Est.	Est. Std.	S.E.	C.R.	P
Organization Comm	<---	Digital Leadership	,578	,553	,101	5,706	***
Organization Comm	<---	Transf Leadership	,419	,407	,087	4,833	***
Apparatus Performance	<---	Digital Leadership	,281	,273	,097	2,912	,004
Apparatus Performance	<---	Organization Comm	,595	,603	,118	5,055	***
Apparatus Performance	<---	Transf Leadership	,200	,197	,075	2,648	,008

Source: The result of the study is analyzed by Amos (2026)

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Based on Table 4 above shows that the results of structural equation (SEM) have been analyzed according to the stages in SEM modeling, including confirmatory factor analysis, convergent validity, construct reliability, discriminant validity, and SEM assumptions that have met the requirements of structural models, so discussions and studies can be carried out from the results of the study as follows:

Based on the research results and discussions outlined in the previous chapter, the following conclusions can be drawn:

1. Digital leadership has a positive and significant influence on the organizational commitment of the Korem 011/Lilawangsa Apparatus of Aceh Province.
2. Transformational leadership has a positive and significant influence on the organizational commitment of the Korem 011/Lilawangsa Apparatus in Aceh Province.
3. Digital leadership has a positive and significant impact on the performance of the Korem 011/Lilawangsa apparatus of Aceh Province.
4. Transformational leadership has a positive and significant influence on the performance of the Korem 011/Lilawangsa apparatus of Aceh Province.
5. Organizational commitment has a positive and significant effect on the performance of the Korem 011/Lilawangsa Apparatus in Aceh Province.
6. Organizational commitment partially mediates the relationship between digital leadership and the performance of the Korem 011/Lilawangsa Apparatus in Aceh Province.
7. Organizational commitment partially mediates the relationship between transformational leadership and the performance of the Korem 011/Lilawangsa Apparatus in Aceh Province.

Discussion In this discussion, the research results obtained through SEM model analysis will be explained in more detail. Furthermore, this discussion will be linked to the theory and results of previous research and will also emphasize the testing of the hypothesis that was made in the previous chapter with the aim of getting answers to the hypothesis statements of this research. Based on the research results, it is proven that organizational commitment has a positive and significant influence on the performance of the Korem 011/Lilawangsa apparatus of Aceh Province. The results of the analysis prove that the P Value resulting from the model is $0.000 < 0.05$ so that it can be stated that there is a significant influence of organizational commitment on the performance of the Korem 011/Lilawangsa apparatus of Aceh Province. The results of this study indicate that the higher the commitment of the apparatus to the organization, the organizational commitment will also increase, along with the increase in the performance of the apparatus of Korem 011/Lilawangsa, Aceh Province. This study supports the following: The results support the research of Indra and Lena (2016), Irawan, Ari Lasta (2023), Sopiah (2008), Satria (2022), Muzakir (2019) and Nasir (2022), this condition can be explained as follows: a soldier who feels committed to his work if he has emotional, work involvement, has loyalty and responsibility and also has awareness of the organization, then this condition will increase his commitment to the organization and have an impact on improving the performance of the apparatus Korem 011/Lilawangsa, Aceh Province.

SUGGESTION

In order to improve the organizational commitment and performance of the Korem 011/Lilawangsa apparatus of Aceh Province, the author suggests the following suggestions:

1. The leadership of the Korem 011/Lilawangsa Aceh Province agency must continuously maintain and improve its leadership role, both digital leadership and transformational leadership, by providing inspiration, motivation, intelligent problem solving and individual approaches to the Korem 011/Lilawangsa Aceh Province apparatus so that the apparatus can increase the commitment and performance of the Korem 011/Lilawangsa Aceh Province apparatus.
2. The leadership of the Korem 011/Lilawangsa Aceh Province agency must maintain the commitment of personnel, both in terms of loyalty, involvement in daily personnel work and responsibility for tasks so that the Korem 011/Lilawangsa Aceh Province apparatus can improve the performance of the Korem 011/Lilawangsa Aceh Province apparatus.
3. The commitment of the Korem 011/Lilawangsa Aceh Province Apparatus needs to be maintained and improved in the direction of improving leadership styles, both digital leadership and transformational leadership at the Korem 011/Lilawangsa Aceh Province institution. This will run well if all leadership

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elements have a good role and commitment in fostering and inspiring TNI members and Korem 011/Lilawangsa Aceh Province apparatus to achieve better apparatus performance and organizational performance in the future.

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