

## ANTECEDENTS OF ORGANIZATIONAL COMMITMENT AND ITS INFLUENCE ON PERSONNEL PERFORMANCE OF THE DIVISION OF THE ACEH PROVINCE POLICE

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Received: 04/08/2026 | Revised: 15/08/2026 | Accepted: 02/09/2026 | Published: 23/09/2026

### Abstract

This study examines digital leadership and job promotion as antecedents of organizational commitment and evaluates their direct and indirect effects on personnel performance at the Aceh Police Narcotics Directorate. The study used a quantitative explanatory design. The researcher distributed questionnaires to 85 personnel and analyzed 75 complete responses using SPSS-based path analysis. The first structural model showed that digital leadership and job promotion significantly increased organizational commitment, with standardized coefficients of 0.311 and 0.289. The second model showed significant positive effects of digital leadership, job promotion, and organizational commitment on personnel performance, with coefficients of 0.365, 0.240, and 0.262. The model explained 28.5 percent of organizational commitment variance and 51.3 percent of personnel performance variance. The calculated indirect effects were 0.081 for digital leadership and 0.076 for job promotion through organizational commitment. Although the thesis classified the paths as full mediation using the Baron and Kenny criterion, the Sobel statistics did not reach the 5 percent significance level. The findings emphasize that digitally competent leadership, transparent promotion practices, and sustained organizational commitment jointly strengthen police personnel performance.

**Keywords:** digital leadership; job promotion; organizational commitment; path analysis; personnel performance

### INTRODUCTION

Police personnel performance directly influences the quality of law enforcement, public protection, and institutional legitimacy. This relationship becomes especially critical in narcotics enforcement because personnel must manage complex investigations, rapidly changing criminal methods, digital evidence, interagency coordination, and intense public scrutiny. The Aceh Police Narcotics Directorate therefore requires personnel who can deliver high-quality work, achieve operational targets, maintain discipline, and coordinate effectively across hierarchical and functional boundaries. These performance demands position human resource governance as a strategic element of organizational effectiveness rather than a routine administrative function.

The thesis identifies three organizational conditions that can shape personnel performance. First, digital leadership determines whether leaders can use technology, communicate across digital channels, respond to technological change, maintain openness, prioritize personnel, and accept calculated risks. Contemporary leadership studies conceptualize digital leadership as a social influence process that combines technological competence, organizational transformation, and human-centered management (Asri & Darma, 2020; Cortellazzo et al., 2019; Nguyen et al., 2025). Within police organizations, leaders must translate these capacities into clearer direction, faster information flows, evidence-based decisions, and effective supervision.

Second, job promotion provides a formal mechanism for recognizing performance, competence, experience, discipline, and leadership potential. A transparent merit-based promotion system can strengthen motivation and perceived organizational justice, while subjective or opaque promotion practices can produce dissatisfaction and weaken employee attachment. Previous studies consistently connect promotion opportunities with employee performance, work enthusiasm, and career commitment (Aldy et al., 2024; Nurhasanah et al., 2023; Parawu et al., 2022; Siswanto, 2020). The thesis reports that personnel at the Aceh Police Narcotics Directorate still perceive limitations in promotion availability and transparency, which makes promotion a relevant explanatory variable.

Third, organizational commitment can transmit the effects of leadership and promotion into performance. Organizational commitment reflects emotional attachment, work involvement, loyalty, perceived need to remain, responsibility, and awareness of organizational obligations. Personnel with stronger commitment tend to direct greater effort toward organizational goals and maintain their membership despite demanding work conditions (Luthans, 2020; Robbins & Judge, 2020). Empirical work in Indonesian police settings also indicates that leadership and organizational conditions can improve performance through attitudinal mechanisms such as commitment and job satisfaction (Adi Wijaya *et al.*, 2023; Lasta *et al.*, 2023; Marbawi *et al.*, 2020).

However, previous studies often examine digital leadership, promotion, commitment, and performance separately. This fragmented approach provides limited evidence about the mechanism through which leadership and career governance jointly influence personnel performance in a specialized police unit. The present study addresses this gap by estimating two structural equations and testing organizational commitment as an intervening variable. Accordingly, the study analyzes the effects of digital leadership and job promotion on organizational commitment, the effects of all three variables on personnel performance, and the mediating role of organizational commitment in both antecedent relationships.

## **LITERATURE REVIEW**

### **Digital Leadership**

Digital leadership extends conventional leadership by integrating technological literacy, data-oriented decision making, digital communication, and organizational adaptability. Cortellazzo *et al.* (2019) argue that digitalized work requires leaders to redesign communication, collaboration, and decision processes rather than merely introduce new devices. Asri and Darma (2020) similarly connect digital leadership with the organizational capacity to respond to the Fourth Industrial Revolution. Recent conceptual reviews emphasize that digital leaders create value by aligning technological change with employee capabilities and organizational objectives (López-Figueroa, 2025; Nguyen *et al.*, 2025). The thesis operationalizes digital leadership through technological understanding, communication ability, responsiveness to change, open-mindedness, employee prioritization, and willingness to take risks.

### **Job Promotion**

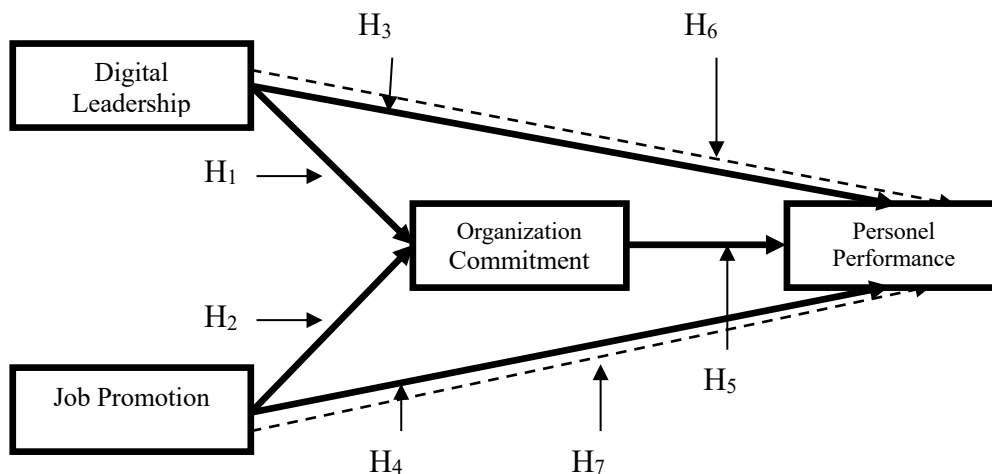
Job promotion represents an upward movement to a position with greater authority, responsibility, status, and usually compensation. Organizations use promotion to allocate talent, reward contribution, and signal career opportunities. A credible promotion system should evaluate work achievement, tenure, education, leadership potential, discipline and ethics, and competency fit. Empirical studies show that promotion can increase employee productivity and performance when organizations apply transparent criteria and connect advancement to demonstrated competence (Aldy *et al.*, 2024; Nurhasanah *et al.*, 2023; Parawu *et al.*, 2022). Conversely, perceptions of favoritism or limited access can reduce trust and weaken organizational commitment.

### **Organizational Commitment**

Organizational commitment captures the strength of an employee's identification with, involvement in, and intention to remain within an organization. Luthans (2020) frames commitment as loyalty and continuing concern for organizational success, while Robbins and Judge (2020) emphasize identification with organizational goals and membership. The thesis measures commitment through emotional attachment, work involvement, loyalty, need, responsibility, and awareness. Personnel performance refers to the quality and quantity of work, discipline, target achievement, supervision, and work relationships. These dimensions reflect both task execution and the behavioral reliability required in law enforcement institutions.

### **Personnel Performance**

Personel performance is the result achieved by a person in carrying out the tasks assigned to them based on competence, experience, diligence, and a certain period of time. Suparyadi (2015) states that performance is the quality and quantity of work achieved by an employee in carrying out their duties in accordance with the responsibilities assigned to them. This concept is multifaceted, but managers must understand the factors contributing to organizational performance. However, managers do not want (do not intend) to achieve mediocre performance. They want the organization, work unit, or work group to achieve the highest performance According to Bangun (2012) and Ningrum (2013), Performance is a word in Indonesian derived from the basic word "kerja" which translates the foreign-language word achievement



Sources : Nasir Dan Fakhurrazi (2021), Fadhil (2025), dan Zulfikar (2020)

The study proposes that digital leadership improves commitment because leaders who communicate effectively, support personnel, and manage technological change can strengthen trust and identification. It also proposes that fair promotion improves commitment by signaling organizational recognition and career continuity. Both antecedents should directly improve performance, while commitment should improve performance by increasing effort, loyalty, and responsibility. Finally, commitment may mediate the effects of digital leadership and promotion because leadership and career practices can first alter personnel attitudes before those attitudes influence work outcomes.

**Table 1. Research hypotheses**

| Code | Hypothesis                                                                                    |
|------|-----------------------------------------------------------------------------------------------|
| H1   | Digital leadership has a positive and significant effect on organizational commitment.        |
| H2   | Job promotion has a positive and significant effect on organizational commitment.             |
| H3   | Digital leadership has a positive and significant effect on personnel performance.            |
| H4   | Job promotion has a positive and significant effect on personnel performance.                 |
| H5   | Organizational commitment has a positive and significant effect on personnel performance.     |
| H6   | Organizational commitment mediates the effect of digital leadership on personnel performance. |
| H7   | Organizational commitment mediates the effect of job promotion on personnel performance.      |

Source: Thesis research model, 2026.

## METHOD

The study used a quantitative explanatory design and examined personnel of the Aceh Police Narcotics Directorate in Banda Aceh. The target population comprised 85 personnel. The researcher applied random sampling and distributed structured questionnaires to the population. Seventy-five respondents returned complete questionnaires, producing an effective response rate of 88.2 percent. The questionnaire used a five-point Likert scale ranging from 1, strongly disagree, to 5, strongly agree.

The model contained four constructs. Digital leadership served as the first exogenous variable and initially comprised six indicators: technological understanding, communication ability, responsiveness to change, open-mindedness, employee prioritization, and risk-taking. Job promotion served as the second exogenous variable and comprised work achievement, tenure, education, leadership potential, discipline and ethics, and competency fit. Organizational commitment served as the mediating variable and covered emotional attachment, work involvement, loyalty, need, responsibility, and awareness. Personnel performance served as the final endogenous variable and

covered work quality, work quantity, discipline, target achievement, supervision, and work relationships. The researcher evaluated item validity using corrected item-total correlations and assessed reliability using Cronbach's alpha. The analysis also examined normality, multicollinearity, and heteroscedasticity. The thesis then estimated two path equations with SPSS. The first equation modeled organizational commitment as a function of digital leadership and job promotion. The second equation modeled personnel performance as a function of digital leadership, job promotion, and organizational commitment. The study evaluated simultaneous effects with the F test, partial effects with the t test, explanatory power with the coefficient of determination, and indirect effects with the Baron and Kenny procedure and Sobel test (Ghozali, 2021; Preacher & Hayes, 2004, 2008).

$$\text{Structural equation 1: } Y_1 = 0.311X_1 + 0.289X_2 + e_1$$

$$\text{Structural equation 2: } Y_2 = 0.365X_1 + 0.240X_2 + 0.262Y_1 + e_2$$

**Table 2. Operational variables and measurement indicators**

| Variable                            | Indicators                                                                                                          |
|-------------------------------------|---------------------------------------------------------------------------------------------------------------------|
| Digital leadership ( $X_1$ )        | Technology understanding; communication; responsiveness to change; open-mindedness; personnel priority; risk-taking |
| Job promotion ( $X_2$ )             | Work achievement; tenure; education; leadership potential; discipline and ethics; competency fit                    |
| Organizational commitment ( $Y_1$ ) | Emotional attachment; work involvement; loyalty; need; responsibility; awareness                                    |
| Personnel performance ( $Y_2$ )     | Work quality; work quantity; discipline; target achievement; supervision; work relationships                        |

Source: Thesis operationalization, 2026.

## RESULTS AND DISCUSSION

### Descriptive and Measurement Results

The descriptive results show that respondents evaluated personnel performance most favorably, with a mean of 4.200. Job promotion recorded a mean of 3.978, organizational commitment recorded 3.738, and digital leadership recorded 3.638. These values indicate generally positive perceptions, but digital leadership remained the lowest-rated construct. This pattern suggests that the unit had strong performance behavior while still requiring improvements in digital communication, employee prioritization, and technological responsiveness.

**Table 3. Descriptive statistics and reliability**

| Variable                  | N  | Mean  | SD    | Cronbach $\alpha$ | Decision |
|---------------------------|----|-------|-------|-------------------|----------|
| Digital leadership        | 75 | 3.638 | 1.050 | 0.747             | Reliable |
| Job promotion             | 75 | 3.978 | 0.939 | 0.846             | Reliable |
| Organizational commitment | 75 | 3.738 | 1.038 | 0.819             | Reliable |
| Personnel performance     | 75 | 4.200 | 0.889 | 0.822             | Reliable |

Source: Processed thesis data, 2026.

All retained questionnaire items exceeded the reported critical correlation value of 0.224, and all constructs produced Cronbach's alpha values above 0.70. The instrument therefore met the thesis criteria for validity and reliability. The multicollinearity diagnostics also supported model estimation because tolerance values ranged from 0.606 to 0.715 and variance inflation factors ranged from 1.399 to 1.651. The residual normality test reported an asymptotic significance value of 0.947, while the scatterplot and Spearman-based checks indicated no material heteroscedasticity. These diagnostics support the use of path analysis for the observed data.

### Path Analysis and Hypothesis Testing

The first structural model produced  $R^2 = 0.285$  and adjusted  $R^2 = 0.265$ . Digital leadership and job promotion therefore explained 28.5 percent of the variance in organizational commitment. The simultaneous test produced  $F = 14.360$  with  $p < 0.001$ , which confirmed the overall model. Digital leadership significantly increased organizational commitment,  $\beta = 0.311$ ,  $t = 2.536$ ,  $p = 0.013$ . Job promotion also significantly increased organizational commitment,  $\beta = 0.289$ ,  $t = 2.355$ ,  $p = 0.021$ . These results support H1 and H2.

The second structural model produced  $R^2 = 0.513$  and adjusted  $R^2 = 0.493$ . Digital leadership, job promotion, and organizational commitment therefore explained 51.3 percent of the variance in personnel performance. The simultaneous test produced  $F = 24.975$  with  $p < 0.001$ . Digital leadership had the largest standardized direct effect on performance,  $\beta = 0.365$ ,  $t = 3.435$ ,  $p = 0.001$ . Job promotion also improved performance,  $\beta = 0.240$ ,  $t = 2.273$ ,  $p = 0.026$ . Organizational commitment produced a positive effect of  $\beta = 0.262$ ,  $t = 2.675$ ,  $p = 0.009$ . These findings support H3, H4, and H5.

**Table 4. Path coefficients and hypothesis decisions**

| Hyp. | Path                                              | $\beta$ | t     | p     | Decision  |
|------|---------------------------------------------------|---------|-------|-------|-----------|
| H1   | Digital leadership → Organizational commitment    | 0.311   | 2.536 | 0.013 | Supported |
| H2   | Job promotion → Organizational commitment         | 0.289   | 2.355 | 0.021 | Supported |
| H3   | Digital leadership → Personnel performance        | 0.365   | 3.435 | 0.001 | Supported |
| H4   | Job promotion → Personnel performance             | 0.240   | 2.273 | 0.026 | Supported |
| H5   | Organizational commitment → Personnel performance | 0.262   | 2.675 | 0.009 | Supported |

Source: SPSS path analysis reported in the thesis, 2026.

### Mediation Analysis

The indirect effect of digital leadership on performance through organizational commitment equaled 0.081, calculated from  $0.311 \times 0.262$ . The indirect effect of job promotion equaled 0.076, calculated from  $0.289 \times 0.262$ . The thesis used the Baron and Kenny path criterion and classified both relationships as full mediation because the direct c-prime paths became non-significant after the mediator entered the model. Under this interpretation, the thesis accepted H6 and H7.

The Sobel calculations require a more cautious interpretation. The digital leadership mediation path produced a Sobel statistic of 1.775 with  $p = 0.075$ , while the job promotion mediation path produced a statistic of 1.518 with  $p = 0.128$ . Neither p-value reached the conventional 0.05 threshold. Consequently, the path-based classification in the thesis indicates a mediating mechanism, but the Sobel evidence does not independently confirm a statistically significant indirect effect at the 5 percent level. This distinction does not alter the reported coefficients, but it limits the strength of the mediation claim and should guide subsequent replication with larger samples and bootstrap confidence intervals.

**Table 5. Direct, indirect, and mediation results**

| Indirect path                                 | Direct $\beta$ | Indirect $\beta$ | Sobel z | p     | Interpretation                                                 |
|-----------------------------------------------|----------------|------------------|---------|-------|----------------------------------------------------------------|
| Digital leadership → Commitment → Performance | 0.365          | 0.081            | 1.775   | 0.075 | Full mediation in thesis path criterion; Sobel not significant |
| Job promotion → Commitment → Performance      | 0.240          | 0.076            | 1.518   | 0.128 | Full mediation in thesis path criterion; Sobel not significant |

Source: Mediation calculations reported in the thesis, 2026.

### Discussion

The positive effect of digital leadership on organizational commitment indicates that personnel respond favorably when leaders understand technology, communicate effectively, and adapt to change. Digital leadership can reduce uncertainty because leaders provide faster information, model technological competence, and create clearer expectations. These behaviors strengthen identification with the institution and encourage personnel to remain engaged. The result aligns with the broader argument that digital leadership requires an integration of technological and relational capabilities rather than a narrow emphasis on digital tools (Asri & Darma, 2020; Cortellazzo et al., 2019; Nguyen et al., 2025).

The positive relationship between job promotion and organizational commitment shows that career governance functions as an organizational signal. Personnel interpret fair promotion as recognition of achievement, competence, discipline, and service. When personnel perceive advancement criteria as credible, they can develop stronger loyalty and responsibility. This finding supports studies that connect promotion opportunities with employee productivity, enthusiasm, and performance (Aldy et al., 2024; Nurhasanah et al., 2023; Parawu et al., 2022). For the Aceh Police Narcotics Directorate, transparent criteria and consistent communication about promotion procedures therefore represent practical commitment-building instruments.

Digital leadership produced the strongest direct effect on personnel performance. This result has substantive relevance because narcotics enforcement increasingly depends on digital communication, data management, and rapid coordination. Leaders who understand technological change can allocate information more efficiently, resolve operational problems more quickly, and support personnel in adapting to new investigative requirements. The positive effect also confirms that leadership quality influences performance through immediate work processes, not only through employee attitudes.

Job promotion also increased performance, although its coefficient remained smaller than the digital leadership coefficient. Promotion can motivate personnel to improve quality, quantity, discipline, and target achievement because it links present effort with future career outcomes. Nevertheless, promotion only produces this effect when personnel trust the assessment process. Subjective or opaque decisions can weaken the motivational function of promotion. The Directorate should therefore integrate documented performance records, education, competence, discipline, and leadership potential into a transparent merit system.

Organizational commitment significantly improved performance and provided a plausible explanatory mechanism between organizational practices and work outcomes. Personnel who feel emotionally attached, involved, loyal, and responsible can sustain effort in demanding assignments. This finding aligns with organizational behavior theory and Indonesian police research that connects commitment with employee performance (Adi Wijaya et al., 2023; Luthans, 2020; Robbins & Judge, 2020). However, the non-significant Sobel results indicate that the present sample does not provide conclusive statistical evidence for the indirect effects. Future research should use bootstrap mediation tests because bootstrap confidence intervals provide stronger sensitivity for indirect effects than the normal-theory Sobel test (Preacher & Hayes, 2004, 2008).

Collectively, the findings show that the Directorate should not treat digital leadership, promotion, and commitment as separate interventions. Leaders can strengthen performance most effectively when they combine technological competence with transparent career governance and deliberate commitment-building practices. This integrated approach can improve personnel capability, reinforce institutional loyalty, and create more consistent performance in narcotics enforcement.

## CONCLUSION

The study demonstrates that digital leadership and job promotion significantly strengthen organizational commitment among personnel of the Aceh Police Narcotics Directorate. Digital leadership, job promotion, and organizational commitment also produce significant positive direct effects on personnel performance, with digital leadership providing the largest standardized contribution. The two structural models explain 28.5 percent of organizational commitment variance and 51.3 percent of personnel performance variance. These results establish leadership capability, career governance, and employee attachment as complementary determinants of police personnel performance.

The mediation analysis requires qualified interpretation. The thesis classified organizational commitment as a full mediator under the Baron and Kenny path criterion, but the reported Sobel p-values of 0.075 and 0.128 did not meet the 5 percent threshold. Managers should still strengthen commitment through supportive digital leadership and transparent promotion because all direct paths remain positive and significant. Future studies should expand the sample beyond one directorate, include additional determinants such as competence, compensation, motivation, and organizational culture, and apply bootstrap mediation analysis to obtain more robust indirect-effect estimates.

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