

THE ROLE OF DIGITAL LEADERSHIP AND SERVANT LEADERSHIP THROUGH JOB SATISFACTION IN IMPROVING THE PERFORMANCE OF LHOKSEUMAWA POLICE APPARATUS

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

Abstract

This study aims the influence of digital leadership and servant leadership on organizational commitment with job satisfaction as intervening variable to the Lhokseumawe police station. For the dependent variable of this study is digital leadership and servant leadership, the independent variable is the organizational commitment of the police station, Intervening variables are job satisfaction. The population in this study was the Police Personnel of the Lhokseumawe District Police which was numbered 575, the sampling technique used proportionate stratified random sampling and obtained a sample of 170 respondents who were police officers of the Lhokseumawe police station, the research method used was a quantitative method for data analysis method using Structural Equation Modeling (SEM). The results of this study indicate that, digital leadership has a significant effect on job satisfaction, servant leadership has a significant effect on job satisfaction, digital leadership has an effect on organizational commitment, servant has a significant effect on organizational commitment, job satisfaction has a significant effect on organizational commitment, digital leadership has an effect on organizational commitment through job satisfaction as an intervening variable, servant leadership has a significant effect on organizational commitment through job satisfaction as an intervening variable.

Keywords: Digital leadership; Servant leadership; Job satisfaction; Personnel performance;

INTRODUCTION

Digital transformation is transforming the governance of public sector organizations, as information technology no longer serves solely as an administrative tool but also shapes decision-making processes, communication patterns, and service mechanisms. The Indonesian National Police (Polri) faces increasingly complex demands as the public expects fast, transparent, accurate, and responsive services, even as crime patterns evolve through the digital space. The Lhokseumawe Police Department (Polri) performs strategic functions in maintaining security and order, enforcing the law, and protecting the public in Lhokseumawe City and parts of North Aceh Regency. This situation demands that the police organization integrate technology with adaptive human resource management so that digital transformation truly improves the quality of apparatus performance.

Digital leadership determines an organization's ability to navigate technology-based change in a planned manner. Digital leaders not only understand the use of technology but also develop a digital vision, communicate change, respond to environmental dynamics, create opportunities for innovation, and manage organizational risks. Westerman et al. (2014) emphasize that digital transformation requires leadership skills that integrate strategic direction and technological capabilities, while El Sawy et al. (2016) suggest that digital leadership requires a consistent organizational foundation and company capabilities. In the context of policing, digital leadership can clarify the division of tasks, accelerate the flow of information, and reduce administrative burdens, allowing officers to experience a more structured and productive work experience.

Police organizations also require servant leadership because the nature of police work involves high levels of pressure, risk, hierarchy, and public responsibility. Servant leadership positions leaders as listeners, understanding the needs of subordinates, building trust, providing direction, and supporting personnel development. Northouse (2013) explains that leadership effectiveness rests not only on formal power but also on the leader's ability to build relationships and ethically influence member behavior. When leaders demonstrate empathy, openness, and attention to the professional needs of personnel, the organization can create a fairer and more supportive work climate.

Therefore, servant leadership has the potential to increase job satisfaction while encouraging officers to work beyond minimum requirements. Job satisfaction links leadership experiences with behavioral responses from officers. Robbins and Judge (2020) define job satisfaction as an individual's evaluation of various aspects of their job, including the nature of the work, relationships with leaders, reward systems, promotion opportunities, and the work environment. A study by Judge et al. (2020) also confirms the important relationship between job satisfaction and performance, as employees who evaluate their jobs positively tend to exhibit higher motivation, discipline, and persistence. In police institutions, job satisfaction becomes increasingly important because dissatisfaction can arise from high workloads, public pressure, limited technological support, and hierarchical communication patterns. Therefore, improving officer performance cannot simply rely on formal instructions; instead, work experiences that foster a sense of appreciation and commitment to the task are necessary.

Previous research has examined the relationship between leadership, job satisfaction, and performance in various organizations. Marbawi (2018) found that individual characteristics and leadership influence satisfaction and performance, while Siahaan (2017) demonstrated that job satisfaction plays a crucial role in explaining performance in the service sector. Research in the police force also indicates that leadership style and job satisfaction are related to personnel organizational behavior (Adi Wijaya et al., 2023; Lasta et al., 2023). However, research integrating digital leadership and servant leadership into a single mediation model in the context of regional police forces is still limited. This gap is significant because digital leadership emphasizes technological adaptation, while servant leadership emphasizes human support, and the two approaches can work complementary ways through job satisfaction.

This study aims to analyze the influence of digital leadership and servant leadership on job satisfaction and performance of Lhokseumawe Police officers, and to examine the mediating role of job satisfaction. This study provides a theoretical contribution by integrating technology orientation and service orientation into a single model of organizational behavior. This study also provides a practical contribution because the results can help police leaders design leadership policies that not only encourage technology adoption but also maintain the psychological well-being and work experience of personnel. Thus, this study positions job satisfaction as a strategic mechanism linking leadership quality to apparatus performance.

LITERATURE REVIEW

Digital Leadership

Digital leadership is a leader's ability to direct an organization in utilizing technology to achieve strategic goals. Avolio et al. (2021) link e-leadership to changes in interaction patterns, structures, and work processes mediated by technology, while Cortellazzo et al. (2019) position leadership as a central factor in a digitalized world. This concept suggests that technological competence must go hand in hand with communication skills, open-mindedness, responsiveness to change, attention to personnel, and courage to make decisions. Therefore, digital leadership in this study not only measures mastery of digital tools but also measures a leader's capacity to direct people and organizational processes in a digital environment.

Digital leadership can increase job satisfaction because leaders are able to create clearer, more efficient, and more responsive work systems. Asri and Darma (2020) emphasized that digital leadership encourages organizations to face the Industrial Revolution 4.0 through an orientation toward change and innovation. When leaders use technology to accelerate coordination, provide information, and resolve operational issues, personnel can reduce work uncertainty and increase control over their tasks. At the same time, consistent digital direction can improve performance through faster decision-making and more appropriate use of resources. Based on these arguments, this study proposes that digital leadership has a positive effect on job satisfaction and employee performance.

Servant Leadership

Servant leadership emphasizes the leader's commitment to serving the needs of subordinates while still directing the achievement of organizational goals. This approach builds leadership relationships through listening skills, empathy, awareness, vision, trust, and openness. In hierarchical organizations, servant leadership can reduce the psychological distance between leaders and members because leaders demonstrate genuine concern for personnel's work difficulties. Lasta et al. (2023) showed that leadership style in the police environment has a significant relationship with job satisfaction and organizational commitment. Therefore, servant leadership can create a supportive, fair, and development-oriented work climate for personnel. Servant leadership can also improve performance because leadership support strengthens employees' self-confidence, adaptability, self-control, and communication skills. Leaders who listen to subordinates' concerns obtain more accurate operational information,

while leaders who demonstrate empathy can reduce conflict and resistance. This relationship is crucial at the Lhokseumawe Police Department because personnel face the demands of public service, security risks, and administrative pressures simultaneously. Therefore, this study proposes that servant leadership positively influences employee job satisfaction and performance.

Job Satisfaction and Personnel Performance

Job satisfaction represents an employee's cognitive and affective assessment of their work. Robbins and Judge (2020) identified the work itself, social relationships, supervision, rewards, and development opportunities as key sources of satisfaction. In this study, job satisfaction encompasses job suitability, job enjoyment, work discipline, salary, promotions, and job performance. Personnel with positive work experiences tend to maintain focus, adhere to procedures, and demonstrate initiative when facing problems. Therefore, job satisfaction is expected to directly improve employee performance.

Job satisfaction can also explain the indirect mechanism between leadership and performance. Digital leaders can improve the work experience through more efficient systems, while servant leadership can improve the work experience through support and trust. When both approaches increase satisfaction, personnel gain stronger motivation to understand task complexity, solve problems, exercise self-control, adapt, and build communication. This mediation model aligns with the procedures of Baron and Kenny (1986) and the indirect effects tests developed by Preacher and Hayes (2004, 2008). Thus, job satisfaction is expected to mediate the influence of digital leadership and servant leadership on employee performance.

Research Hypotheses

This study tested seven hypotheses, namely H1 digital leadership has a positive effect on job satisfaction, H2 servant leadership has a positive effect on job satisfaction, H3 digital leadership has a positive effect on apparatus performance, H4 servant leadership has a positive effect on apparatus performance, H5 job satisfaction has a positive effect on apparatus performance, H6 job satisfaction mediates the effect of digital leadership on apparatus performance, and H7 job satisfaction mediates the effect of servant leadership on apparatus performance. The research model in Figure 1 places job satisfaction as the first endogenous construct and apparatus performance as the main endogenous construct.

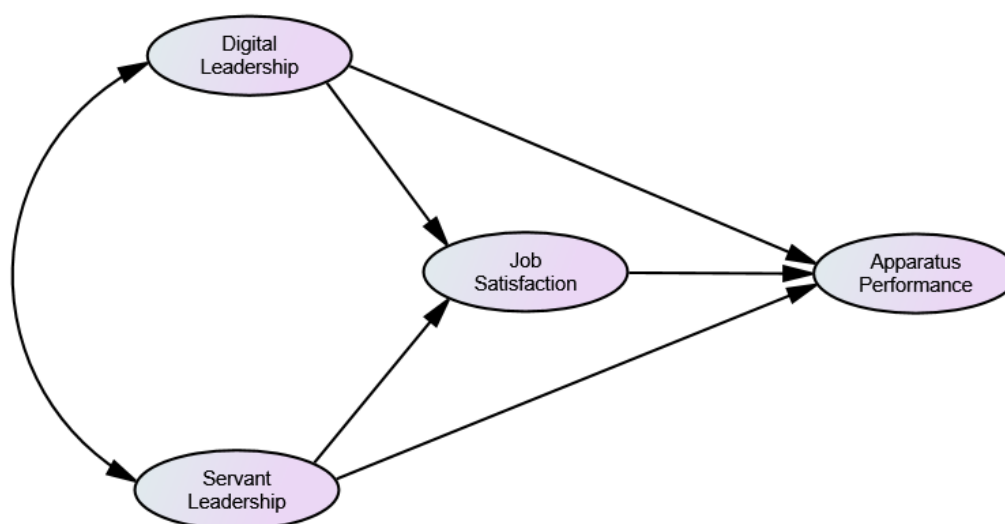


Figure 1. Research model

METHOD

This study employed a quantitative explanatory design with a cross-sectional approach. The study took place at the Lhokseumawe Police Station, located at Jalan Medan Banda Aceh, Cunda, Lhokseumawe. The study population comprised 575 personnel spread across work units and regional units. The researcher used proportionate stratified random sampling to ensure equal representation for each organizational stratum. Based on the requirements of Structural Equation Modeling analysis, the study selected 170 respondents as the sample, thus meeting the range of 100 to 200 respondents for maximum likelihood estimation (Ferdinand, 2014; Ghozali, 2021).

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Researchers collected primary data through a structured questionnaire with a five-point Likert scale, ranging from 1 for strongly disagree to 5 for strongly agree. The initial instrument measured four constructs with six indicators each. Digital leadership encompasses technological understanding, communication skills, responsiveness to change, open-mindedness, prioritizing personnel, and risk-taking. Servant leadership encompasses listening skills, empathy, awareness, vision, trust, and openness. Job satisfaction encompasses job suitability, enjoyment of work, discipline, salary, promotion, and achievement. Civil servant performance encompasses understanding complexity, problem-solving, self-control, self-confidence, adaptability, and communication.

Researchers analyzed the data using Structural Equation Modeling with AMOS. The analysis began with Confirmatory Factor Analysis to evaluate loading factors, then continued with construct reliability, average variance extracted, and discriminant validity. The study used a minimum loading factor limit of 0.60, a minimum construct reliability of 0.70, and a minimum average variance extracted of 0.50. Researchers evaluated the structural model through chi-square, probability, GFI, AGFI, CFI, TLI, CMIN/DF, and RMSEA. Researchers accepted a structural relationship when the critical ratio value exceeded 2.00 and the probability was less than 0.05. Next, researchers tested the mediation of job satisfaction through the Sobel test and compared the direct, indirect, and total effects.

Table 1. Operationalization of research constructs

Construct	Early indicators	Indicators after CFA	Scale
Digital leadership	Technology, communication, response to change, open-mindedness, personnel priorities, risk taking	KD1, KD2, KD4, KD5	Likert 1 to 5
Servant leadership	Listening, empathy, awareness, vision, trust, openness	SL1 to SL5	Likert 1 to 5
Job satisfaction	Job suitability, enjoying the job, discipline, salary, promotion, achievement	KK1 to KK5	Likert 1 to 5
Apparatus performance	Complexity, problem solving, self-control, self-confidence, adaptation, communication	KA1, KA2, KA3, KA5, KA6	Likert 1 to 5

Source: Research instruments processed from thesis, 2026.

RESULTS AND DISCUSSION

Descriptive Results and Measurement Model

A total of 170 questionnaires were included in the analysis. The average digital leadership score reached 3.450, servant leadership 3.610, job satisfaction 3.448, and employee performance 3.364 on a five-point scale. These scores indicate that respondents tended to approve of the implementation of digital leadership, servant leadership, and job satisfaction, while assessments of employee performance ranged from neutral to agreement. This descriptive pattern indicates that the organization has a relatively positive leadership foundation, but still needs strengthening to improve performance perceptions more consistently.

Confirmatory Factor Analysis selected indicators that met a minimum loading factor of 0.60. The final model retained four digital leadership indicators, five servant leadership indicators, five job satisfaction indicators, and five civil servant performance indicators. Researchers excluded KD3, KD6, SL6, KK6, and KA4 because they did not meet the loading factor threshold. All final constructs achieved construct reliability above 0.70 and average variance extracted above 0.50. The square root mean variance extracted also exceeded the interconstruct correlation, thus the model met discriminant validity. These results indicate that the research constructs have adequate internal consistency and discriminatory ability.

Table 2. Summary of measurement model quality

Construct	Indicators are maintained	CR	AVE	$\sqrt{\text{AVE}}$	Conclusion
Digital leadership	4	0.826	0.545	0.738	Reliable and valid
Servant leadership	5	0.850	0.531	0.729	Reliable and valid
Job satisfaction	5	0.842	0.517	0.719	Reliable and valid
Apparatus performance	5	0.852	0.535	0.731	Reliable and valid

Source: AMOS Output, 2026.

Structural Model Fit

The structural model demonstrated an acceptable level of fit. The probability value of 0.067, CMIN/DF of 1.180, GFI of 0.909, CFI of 0.982, TLI of 0.979, and RMSEA of 0.033 met the established criteria. The AGFI of 0.881 was slightly below the conventional threshold of 0.90, but the combination of absolute, incremental, and parsimonious fit indices still indicated a reasonable model. A collective assessment was more appropriate than relying on a single index, so the study proceeded to test the structural relationships without additional model modifications. Full model SEM testing aims to assess the extent to which the basic model developed can describe the research phenomenon without any modifications, while the full SEM model can be seen in Figure 2 below.

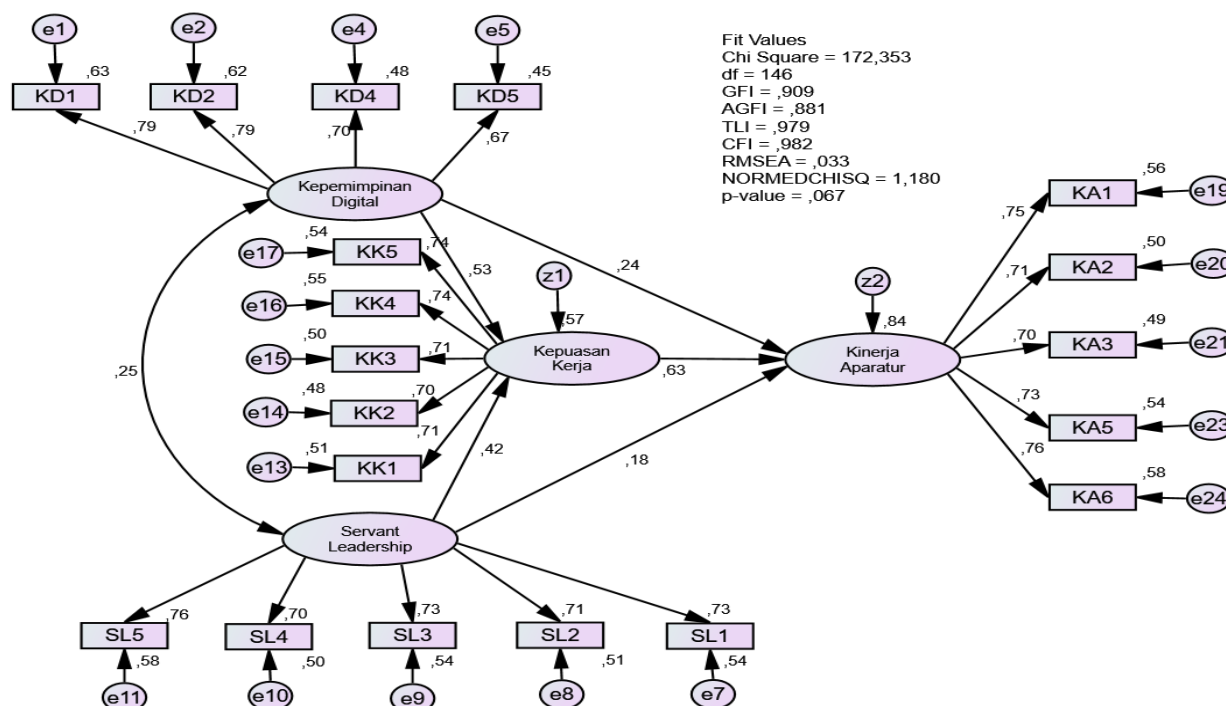


Figure 2 : Full Model Structure Equation Modeling

The model also meets the basic assumptions of SEM based on the evaluation of normality, outliers, and multicollinearity listed in the thesis. The critical ratio values for skewness and kurtosis are within the required range, while the determinant of the sample covariance matrix is 0.001, indicating no singularity issues hindering the estimation. Although some observations have low Mahalanobis probabilities, the thesis analysis concludes that the data are still usable. Thus, the structural model has an adequate statistical basis for testing the seven research hypotheses.

Table 3. Structural model suitability

Index	Criteria	Results	Evaluation
Chi-square	Expected to be small	172,353	Acceptable
Probability	≥ 0.05	0.067	Good
GFI	≥ 0.90	0.909	Good
AGFI	≥ 0.90	0.881	Marginal
CFI	≥ 0.95	0.982	Good
TLI	≥ 0.95	0.979	Good
CMIN/DF	≤ 2.00	1,180	Good
RMSEA	≤ 0.08	0.033	Good

Source: AMOS Output, 2026.

Hypothesis Testing and Mediation

The direct relationship test accepted all hypotheses. Digital leadership has a positive effect on job satisfaction with a standard coefficient of 0.530 and a critical ratio of 6.007. Servant leadership also has a positive effect on job satisfaction with a coefficient of 0.417 and a critical ratio of 4.969. In the apparatus performance equation, digital leadership produces a coefficient of 0.245, servant leadership produces a coefficient of 0.184, and job satisfaction

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produces a coefficient of 0.633. All relationships have probabilities below 0.05. The magnitude of the job satisfaction coefficient indicates that personnel work experience is the strongest direct predictor of apparatus performance. The Sobel test shows that job satisfaction partially mediates the influence of both leadership styles on performance. The indirect effect of digital leadership reaches 0.335 with a Sobel statistic of 4.169 and a probability of less than 0.001. The indirect effect of servant leadership reaches 0.264 with a Sobel statistic of 3.648 and a probability of less than 0.001. Because the direct effects of digital leadership and servant leadership on performance remain significant after the mediator is entered into the model, job satisfaction performs a partial mediation function. The total effect of digital leadership on performance reaches 0.580, while the total effect of servant leadership reaches 0.448, so that strengthening job satisfaction increases the contribution of both leadership styles to performance.

Table 4. Results of hypothesis testing

Hypothesis	Connection	β	CR/Sobel	p	Decision
H1	Digital leadership → Job satisfaction	0.530	6,007	<0.001	Accepted
H2	Servant leadership → Job satisfaction	0.417	4,969	<0.001	Accepted
H3	Digital leadership → Apparatus performance	0.245	2,837	0.005	Accepted
H4	Servant leadership → Apparatus performance	0.184	2,476	0.013	Accepted
H5	Job satisfaction → Apparatus performance	0.633	5,372	<0.001	Accepted
H6	Digital leadership → Job satisfaction → Performance	0.335	4,169	<0.001	Partial mediation
H7	Servant leadership → Job satisfaction → Performance	0.264	3,648	<0.001	Partial mediation

Source: Primary data and AMOS output, 2026.

Discussion

The influence of digital leadership on job satisfaction indicates that technology adaptation yields benefits when leaders are able to translate technology into a clearer and more supportive work experience. A coefficient of 0.530 confirms that technological understanding, communication, open-mindedness, and prioritization of personnel are associated with positive job evaluations. This finding aligns with Cortellazzo et al. (2019) who position leadership as the primary driver in a digital environment, and supports Asri and Darma (2020) who emphasize the orientation of change in digital leadership. In the context of the Lhokseumawe Police, technology is not sufficient simply to be available; leaders must consistently direct its use to reduce uncertainty and administrative burdens for personnel.

The influence of digital leadership on officer performance indicates that digital direction also has direct operational consequences. The direct coefficient of 0.245 is smaller than its effect on job satisfaction, indicating that psychological mechanisms play a significant role in translating digital leadership into performance. This finding supports the frameworks of Westerman et al. (2014) and El Sawy et al. (2016), which emphasize the integration of digital capabilities and organizational leadership. Police organizations need to avoid a technocentric approach that simply adds digital applications or procedures, as such changes can increase burdens if leaders do not provide adequate communication, training, and work support.

The influence of servant leadership on job satisfaction shows that personnel value leaders who listen, demonstrate empathy, build trust, and provide vision. A coefficient of 0.417 indicates that a leader's service orientation creates a more supportive work climate. This finding aligns with Lasta et al. (2023) who linked leadership style to job satisfaction in the police force. In organizations with a strong command structure, servant leadership does not diminish discipline but increases the legitimacy of decisions because personnel understand that leaders consider operational needs and the well-being of members.

The effect of servant leadership on performance has the smallest direct coefficient, at 0.184, but its total effect increases to 0.448 after including the job satisfaction pathway. This pattern suggests that servant leadership operates primarily through the psychological experiences of employees, not solely through direct instruction. When employees feel listened to and trusted, they tend to improve their self-control, adaptability, and communication skills. Therefore, organizations need to assess servant leadership through concrete leadership behaviors, such as the quality of feedback, access to consultation, fairness of assignments, and support when employees face work pressure.

Job satisfaction has the most dominant influence on officer performance, with a coefficient of 0.633. This finding supports the arguments of Robbins and Judge (2020) and Judge et al. (2020) that positive job assessments are associated with more productive work behavior. At the Lhokseumawe Police, job satisfaction reflects task suitability, job enjoyment, discipline, salary, and promotions. Leaders need to treat job satisfaction as a strategic

management indicator, not simply an emotional state, as satisfaction influences personnel's capacity to complete tasks and provide consistent public services.

The mediation results show that digital leadership and servant leadership complement each other. Digital leadership provides direction, speed, and structure for change, while servant leadership provides support, trust, and attention to personnel. Job satisfaction integrates both approaches by transforming leadership quality into motivation and work readiness. Partial mediation findings also indicate that leaders continue to directly influence performance through decisions, coordination, and supervision. Therefore, the Lhokseumawe Police need to develop a hybrid leadership model that combines digital competency and servant behavior in the leadership development system.

This study has measurement implications because CFA excluded five initial indicators. The exclusion of indicators for response to change, risk taking, openness, job performance, and self-confidence indicates that several statements do not represent the construct stably across the respondents' contexts. These results do not diminish the feasibility of the final model, but they do indicate the need for instrument revalidation in subsequent research. Future researchers should refine the wording of the indicators, expand sample variation, and compare the model with other methods such as partial least squares to more robustly test construct stability.

CONCLUSION

This study concludes that digital leadership and servant leadership improve job satisfaction and performance among Lhokseumawe Police officers. Digital leadership exerts a stronger influence on job satisfaction than servant leadership, while job satisfaction exerts the greatest direct influence on performance. Job satisfaction also partially mediates the effect of digital leadership and servant leadership on performance. These results confirm that effective leadership in police organizations must combine the ability to direct technological transformation with the ability to serve and support personnel.

Practically, the Lhokseumawe Police leadership needs to strengthen digital literacy and communication, provide support for change, establish mechanisms for listening to personnel, maintain fairness in assignments, and increase transparency in career development. Organizations also need to regularly monitor job satisfaction, as this construct is the primary mechanism linking leadership to performance. This study was limited to one institution, two exogenous variables, and a cross-sectional design. Future research should expand the research location, add variables such as digital competence, motivation, and career development, and use a longitudinal design to examine changes in the relationships between variables over time.

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