

# Transformational Leadership, Technology Adoption, and Public Service towards Job Competency

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**Abstracts:** This research aims to predict and analyze the effects of transformational leadership, technology adoption, and public service towards job competency in the Indonesian National Police. This research is very significant for improving police officers job competency and policy due at the ontological level and sociological level. The problem is very interesting to be analyzed by conducting quantitative research method. Data were collected through survey questionnaires related with transformational leadership, technology adoption, and public service towards job competency in the Indonesian National Police context. Data were analyzed statistically by using Partial Least Square (PLS) models employed a smart PLS application. The results are: Transformational Leadership have significant positive effect on Job Competency, Technology Adoption has significant positive effect on Job Competency, and Public Service has significant positive effect on Job Competency. Based on results as per ontological level and sociological level are useful for improving police policy and practice in The Indonesian National Police context, and need for providing information to stakeholders related and as inputs for making better regulation on police policy and practice in Indonesia as well as for public officials and practitioners.

**Keywords:** Transformational leadership, Technology adoption, Public service, Job competency.

## 1. INTRODUCTION

The police currently really need members who have competence in carrying out their main duties as law enforcers, guards of security and order in society as well as servants and protectors of the community, so that to become professional it is necessary to have a long learning process. The success of the Indonesian National Police in carrying out the task of enforcing the law, maintaining security and order in the community, as well as being a protector in serving the community, is not only supported by the level of knowledge, professionalism and special skills of the police, it is also supported by the commendable behavior of every member of the Police. Issues and problems of leadership and service is unique in two aspects namely the function and the core. This study aims to predict and analysis leadership and service and knowledge management, based on public policy perspective. The novelty in this research related to transformational leadership and service, is expected to fill the existing empirical gaps.

### 1.1. Background

In Law Number 2 of 2002 concerning the Indonesian National Police, the function of the police is one of the functions of the state government in the field of maintaining security and public order, law enforcement, protection, protection and service to the community. The police aim to realize internal security, including the maintenance of public security and order, order and law enforcement, the implementation of protection, protection and services to the community and the establishment of public peace by upholding human rights. The functions and objectives of the police are then further elaborated on the main tasks of the police, which include: (1) maintaining security and order; (2) enforce the law; and (3) provide protection, protection and services to the community.

The Indonesian National Police has different characteristics than other government institutions. The police have a dual role, not only as protectors, servants, but also as protectors of the community. As protectors, members of the

National Police provide protection for citizens so that they are free from fear, free from threats or costs and feel peaceful and at peace. As protectors, members of the National Police provide guidance, instructions, directions, encouragement, invitations, messages, and advice that are felt for community members in order to create a sense of security and peace. As a servant of the National Police, every step of their service is carried out in a moral, ethical, polite, friendly and proportionate manner by providing good quality public services (Law No. 2 of 2002).

Safe conditions in society today are increasingly being eroded along with the development of society. Trend 4 (four) types of criminal acts (conventional crimes, transnational crimes, crimes against state assets, crimes with contingency implications) which are threats that are often present in people's lives. This condition exposes the National Police to increasingly complex problems and challenges, coupled with the increasingly broad and diverse demands of the community towards the Police.

There has been a significant increase in the number of cybercrime cases in Indonesia. An increase in the number of crimes from 2015 to 2019. From 2017 to 2018, there was an increase of 21.9%, and from 2018 to 2019, there was an increase of 121.9%. On the other hand, the ability of the National Police to resolve these cases only ranges from 40% to 75% of the number of cybercrimes handled (Annual Report, 2019). The increase in the ability of the National Police in solving criminal problems that entered from 2015 to 2019 only ranged from 9% to 18% every year. This condition can be an early marker for detecting problems in the ability of Police resources in carrying out law enforcement for cybercrimes. The significant increase in the number of cybercrime cases is not accompanied by an increase in capacity and competence in law enforcement against cybercrimes.

The use of technology in the operation of the policing model in preventing crime and carrying out law enforcement in the community requires the role of adaptive police officers in operationalizing the technology and adaptive to the development of technology-based crime or what is often called cybercrime. The adaptability of police officers in implementation can be mediated by the existence of well-implemented knowledge management in police organizations. The application of knowledge management plays a strategic role in policing cybercrimes. This is because the implementation of good knowledge management in the organization of the police will result in a much more effective, efficient, and dynamic policing characteristic compared to the traditional nature of police management (Annual Report, 2019).

Based on the explanation above, there are no statutory level of regulation as a legal umbrella on managing transformational leadership, technology adoption, and public service on job competency of the Indonesian National Police members. At the novel level, it is necessary to have an analysis for managing transformational leadership, technology adoption, and service excellent on job competency of the Indonesian national police members. It is needed a deeper exploration of ontological and sociological level and this issue that is very interesting to be studied. What are the effects of transformational leadership, technology adoption, and public service on job competency of the Indonesian National Police?

## **1.2. Research Objectives**

This research is useful for academicians and practitioners in adding knowledge on leadership, service, and competency use public policy perspective for improving the policy. This research also works as a recommendation for the legislative and executive as the public officials to make a revised and detailed regulations on managing transformational leadership, technology adoption, and public service on job competency of the Indonesian National Police.

## **1.3. Previous Research**

Referring to research conducted by Bain (2016) which states that increasing the ability of the police to enforce the law and prevent crime can be assisted by technological developments. Technology can also be a means for the police to increase their capacity as law enforcers in preventing traditional and non-traditional crimes. In experiments conducted by the United States from 2013-2015, it was shown that police patrols were carried out through Dash

Cam (In-Vehicle Camera) and GIS (Satellite Camera or Drone). Then the implementation of the police intelligence function can be carried out through social media. The interrogation function can be carried out with interrogation technology based on digital data and records such as biometric data, fingerprint, facial recognition, and iris recognition. Then the implementation of police surveillance can be carried out by using CCTV in police operation areas.

The development of technology in the digital direction is currently growing rapidly. In this digital era, humans in general have a new lifestyle that cannot be separated from all-electronic devices. Technology has become a tool that can help most of human needs. Technology has been used by humans to make it easier to do any task and job. This important role of technology has brought human civilization into the digital era.

The digital era has brought various good changes as a positive impact that can be used as well as possible. But at the same time, the digital era also brings many negative impacts, so that it becomes a new challenge in human life in this digital era. Challenges in the digital era have also entered various fields such as politics, economy, socio-culture, defense, security, and information technology itself. The digital era was born with the emergence of digital, internet networks, especially computer information technology. New media in the digital era have the characteristics of being able to be manipulated, network or internet. The mass media turned to new media or the internet because there was a cultural shift in the delivery of information.

The ability of this digital era media makes it easier for people to receive information faster. With the internet, the mass media have moved in droves. The more sophisticated digital technology today makes big changes to the world, the birth of various kinds of increasingly advanced digital technology has emerged. Various groups have made it easier to access information through many ways, and can enjoy the facilities of digital technology freely and in control. The digital era has also made the realm of people's privacy seem lost. Personal data recorded in the computer's brain makes internet residents easy to track, both in terms of surfing habits or hobbies. The digital era is not a matter of being ready or not, nor is it an option, but a consequence. Technology will continue to move like ocean currents that continue to run in the midst of human life. So there is no other choice but to master and control technology properly and correctly in order to provide the maximum benefit.

The abuse of power impacts deviant actions not only in the depressions of power and moral behavior of public officials. In fact, many public officials abuse of power is performed by being corrupt or punished, even by severe law, even the perpetrators of power abuses. The nation and country need to return to a system of joints of the life of the nation and state, that is carrying out the points of practice and appreciation of the precepts of the truth [1].

Culture of abuse of power due to conflicts of interest takes too long. The problem is that state is equipped with abundant natural resources should be controlled by the state for the greatest prosperity of the people. Abuse of power due to conflicts of interest maintain power in the management impacting state losses. This suddenly changes component, caused by global changes and the modernization of the tendency of society to comply with materialism and consumerism while ignoring the cultural values of the nation and state [2].

The culture behavior of bureaucracy in the reform era is still ongoing. This could even be organized based on the achievement of individual interests, groups or parties and retains the power. The lack of success of government in resolving cases, rapidly lightly court decisions, many cases delayed in its prosecution process, even termination of the case of important official state to be an indication the weakness of law enforcement. This happens due to the severity of conflict of interest so the solution is often based on the interests or political bargaining and abuse of power [3]

The case study research based on a constructive perspective is various meanings that are constructed. The results of the study, based on the exposure to the case analysis, it is suspected that there has been an abuse of power against the power and authority of the state institution. The researchers suggested that it is better if the legislators think about it whether operational accountability is appropriate to the executive. Therefore, there is a check and balance of law enforcement behavior [4].

Environmental crimes still occur. There are a countless number of disasters that are happening in a day. The research results showed that the perpetrators of environmental damage were not aware that the impact of environmental damage was more violent than other crimes. It was because this type of crime sometimes had unexpected impacts related to the intensity, duration, and extent of the area affected. Therefore, the efforts to prevent environmental crimes should cover various aspects. These include very strict supervision in terms of check and balance of the independent state [5].

There is a study wants to analyze the differences in application of legal considerations on the abuse of power and authority which caused losses to the state based on legal considerations. However, it was stated that the defendant was presumed innocent and freed the defendant from the demands of imprisonment and unconditional release. Constitutional Law provide a very significant difference study in legal considerations in the Court of Justice System. The results of the research show real evidence, the application of law, and abuse of power and authority in state-owned enterprises [6].

The abuse of power by administrators with public officials, in the case of bureaucrats, carrying out hazardous waste out of place according to environmental science regulations, so that it occurs environmental damage. Results found there were the actors of the management of waste disposal were not in accordance with environmental regulations. Suggestions are provided by researchers for environmental crime prevention in an effort to prevent and tackle environmental destruction [7].

A rule of law state means that there is a guarantee for the functioning of an independent or independent prosecutor in carrying out the judiciary and other tasks and for upholding justice based on the state constitution and the prevailing laws and regulations. The problem is that the discretionary power of prosecution is too loose a tendency to abuse power to commit a criminal act. Discretionary power in state institutions is limited and supervised by external agencies on the performance so that checks and balances occur in state institutions [8].

Capability, partnership, and information sharing do not have a significant effect on performance, but must be mediated by conflict resolution in order to have a positive and significant impact [9]. Distributive justice has a positive and significant effect on job satisfaction. Procedural justice and interactional justice have no effect on job satisfaction. Job satisfaction has a positive and significant effect on job performance. This research implies that managers should pay more attention to distributive justice to increase job satisfaction and job performance [10]. Misbehavior in organization consisted of intrapersonal, interpersonal, production, and political misbehavior. All of them had influence on losses, both on financial and social. It will be necessary to intervene into both sides [11]. The relationship between partnership and performance is not significant but partnership to performance have to be fully mediated by capability. While capability to performance is positive and significant [12]. Managing conflicts was still need to be explored in term of causes, processes and results. Findings are classified into 3 themes, causes of conflicts, processes of managing conflicts, and results of conflicts [13].

Based on the explanation of the differences of above previous research, they tend to the problems by enforcing rules and standards to be setup in laws and regulation. Following up previous study gap and the phenomena, so this study analyzes a multi policies approach regarding on managing transformational leadership, technology adoption, and service excellent on job performance of the Indonesian national police members.

## **2. LITERATURE REVIEW**

### **2.1. Public Policy**

The development of public administration paradigm emphasizes the focus, locus, and value to be achieved. The classical bureaucracy focuses on organizational structure and management functions, locus is on the government bureaucracy and business organization, while values are on efficiency, effectiveness, economical and rational. The neo-bureaucracy, focus on behavior-based decision-making processes, management, systems, and research, locus on government bureaucratic decisions, and values are efficiency, effectiveness, economics and rationality. The

institutions, focus on understanding bureaucratic behavior and making decisions that are gradual and incremental in nature. The human relations, focus and locus on organization, as well as values are participation in decision making, minimization of differences, status, openness, self-actualization, and increased job satisfaction. The public choices focus on providing services to the community. And the New Public Management (NPM) is concerning on human values and social justice focused on organizational design based on decentralization, democracy, responsiveness, participation, and providing services needed by the community [14].

A new model in public policy is needed to improve the performance of public services with results-oriented and competitive dynamics by changing the rules of the game and fostering creativity in providing services. The emergence of the New Public Management (NPM) paradigm in the early 1990s is an important momentum questioning the dominance of the government and providing space for the private sector to participate in public services [15].

Dunn argues that public policy is a series of actions that are determined and implemented or not carried out by the government that has a purpose or is oriented towards certain goals for the benefit of the whole community. The implications of this understanding are: its first form is the determination of government action, not enough to only be stated but also implemented in real form, based on certain aims and objectives, and essentially aimed at the interests of the entire community. Public policy is a complex pattern of interdependence collective choices, including decisions to act made by government agencies or offices. Public Policy analysis is an intellectual and practical activity aimed at creating, critically assessing, and communicating knowledge about and within the policy process. The policy analysis process has 5 interdependent stages that together form a complex and non-linear cycle of intellectual activity. These activities are sequential in time and are embedded in a policy process that is complex, non-linear and essentially political [16].

## **2.2. Job Competency**

The definition of competence is ability. Competence is not limited to having skills, but more than that, namely understanding in detail so that you master your abilities from weak points to how to overcome them. Competence is a more specific set of skills, procedures, and processes that can utilize resources to a competitive advantage. Competence is an ability that is more than a skill that becomes a competitive advantage [17]. Competence is the ability to exploit the resources owned by oneself and the organization to carry out certain activities. Robbin defines ability as a capacity possessed by each individual to carry out his duties. So it can be concluded that ability is an assessment or measure of what the person is doing.

Competence in tasks and work means being able to perform work tasks so as to produce goods or services as expected. Ability is also an adjective and a condition which refers to the nature or condition of a person who can carry out a task or job on the basis of existing provisions. The progress of an organization is largely determined by the ability of human resources. Competencies represent an integrated set of resources used to carry out important activities. Competence is integrated in the knowledge and skills of workers or individuals in the company or organization.

All organizations, both public institutions and corporate organizations, have the same organizational characteristics, namely a form of human cooperation to achieve certain goals on the elements of individuals, groups and organizational structures. Meanwhile, the difference is only in the organizational goals to be achieved from the human element, both leaders, staff, employees and apparatus, all of which require the existence of work skills for the performance of the entrusted tasks.

## **2.3. Transformational Leadership**

The concept of leadership is the process of influencing and setting an example to followers in an effort to achieve organizational goals. A good leader is seen from how much he is able to create a new leader [18]. Three important issues regarding police leadership style that need to be addressed, namely: the importance of leadership

in police organizations, the negative behavior of police leaders, and the unique aspects of the law enforcement environment that affect leadership. With regard to the importance of leadership, it was found that the actions, values, beliefs, goals, and styles of police leaders are strongly influenced by the rank of officers, especially in any change process within the police organization, and police leaders are controlled and influenced by the attitudes of each individual officer [19].

The PLQF is a tool for developing police leadership by establishing 69 behavioral statements to assess three core leadership qualities. Leadership competencies are based on knowledge and experience in serving, identifying future leaders, and leadership qualities. There are three main things that PLQF focuses on personal awareness, personal integrity, and passion for achievement. Personal awareness is the value of awareness within the police which is obtained from personal reflection on various beliefs and values that are believed, analysis of the environment and its influence on others. Personal integrity is the achievement of the highest level of integrity in the organization and interpersonal life. Passion for achievement is the attitude within oneself to pursue success and in service, both for personal use, for others, and in serving the community [19].

Transformational leadership is the behavior of leaders who involve their followers in changing the order of attitudes and values to determine future organizational goals. Transformational leadership can inspire followers to perform for the good of the organization through individual intellectual considerations to achieve optimal and beneficial results for stakeholders. Transformational leadership attracts a lot of attention in organizations because it is very influential for company innovation, organizational learning and employee creativity. Transformational leadership also considers employees individually in work activities and empowers employees by providing motivation to continuously improve their creative performance [20]. Skills that must be used by transformational leaders. First, have a vision that must be able to be articulated. This vision can be a goal, a plan, and a series of priorities. Second, being able to clearly state his vision. Leaders must be able to show an image of the profits generated if their vision can be achieved. Third, being able to create trust that is fair, firm, and consistent. Persistence, even against obstacles and hardships, can be seen. Fourth, have a positive self-regard.

Transformational leadership involves anticipating the future, inspiring followers to understand and embrace new vision possibilities, developing others to become the best leaders, and building the organization or group into a community of learners that is full of challenges and rewards. Transformational leadership may be found at all levels of the organization: teams, departments, divisions, and the organization as a whole. Transformational leadership develops and expands the characteristics of transactional leadership and charismatic leadership. For a leader, it is clear that it is more challenging and more comprehensive to implement. The components of transformational leadership, especially those related to subordinates, include inspirational motivation, intellectual stimulation, idealistic influence and individualistic considerations. Every organization or company in any form must have a leader who cannot be separated from the life of the organization. Leaders who have a transformational style will be able to accept criticism and suggestions from their subordinates and always provide motivation and trust, because the leader has given an authority to subordinates in carrying out their obligations. Transformational leadership is an effort made by a leader to be able to influence and direct a person or group to be able to carry out obligations in accordance with the authority given by the leader in achieving all the vision and mission of the organization or company [21].

*Hypothesis 1 stated that Transformational Leadership has a positive effect on Job Competency.*

## **2.4. Technology Adoption**

There is a study to investigate the adoption of technological innovations is universally considered an important tool in improving services within the scope of government. Technological innovation has a significant effect on productivity. This effect will only be fully realized if technological innovations are widespread and used. Therefore, it is important to understand technology adoption. The rate of adoption is the relative speed at which an innovation is adopted by members of a social system. It is generally measured as the number of individuals who adopt a new idea in a given period, such as annually. The perceived attributes of an innovation are one of the important

explanations of the rate of adoption of an innovation. From 50% to 80% of the variance in adoption rates is explained by five attributes: relative advantage, compatibility, complexity, scalability, and observability. In addition to the five perceived attributes of an innovation, other variables such as (1) the type of innovation decision, (2) the nature of the communication channels that propagate the innovation at various stages in the innovation-decision-making process, (3) the nature of the social system in which the innovation spreads, and (4) the extent to which the promotion of change agents in familiarizing innovation affects the rate of innovation adoption [22].

Technological innovation has been the subject of widely recognized theoretical and empirical studies as an important determinant of performance. An innovation is an idea, practice, or object that is perceived as new by an individual or other unit of adaptation. Innovation does not only refer to technological updates, but also refers to updates in terms of thinking and action. Technological innovation consists of two related but distinct factors: (1) finding innovations in existing ICTs, (2) if they are not successful, deciding to adopt more advanced innovations. On the other hand, the adoption of a technological innovation itself can be described as consisting of a sequence of 3 stages: initiation, adoption and implementation. At the initiation stage, information about technological innovations is collected and evaluated. During the adoption stage a decision regarding the adoption of the technological innovation is made and in the third stage, if the decision supports the adoption, the adoption of the technological innovation in the company takes place [23].

Technological innovation is a creative process that originates from expertise or skills, closely related to activities to produce new products or modify products to provide more usability, and meet market tastes. The process of adopting technological innovation is a process of accepting new things, the process that occurs can only be seen from the behavior of the individual concerned

*Hypothesis 2 stated that Technology Adoption has a positive effect on Job Competency.*

## **2.5. Public Service**

There are other studies to analyzed the role of services are activities or benefits offered by one party to another and are intangible and do not result in ownership of anything and the process is also not associated with a physical production. Service is an intangible product, lasts for a while and is felt or experienced. This means that service is a product that has no form or shape so that it cannot be possessed, and lasts for a moment or does not last long, but is experienced and can be felt by the recipient of the service. Service can be interpreted as an activity that is given to help, prepare and manage whether it is in the form of goods or services from one party to another. Service is an activity or series of activities that are invisible that occur as a result of interactions between consumers and employees or other things provided by service providers that are intended to solve consumer or customer problems. The public services are broadly defined as those major public sector organizations whose current and capital expenditures are funded primarily by taxation, rather than by raising revenue through the sale of their services to either individual or corporate consumers [24].

Public services contain several elements: large-scale public sector organizations are mainly financed by taxes and not by levies from the sale of services to citizens or groups (business entities). It should be noted that what is public in a service can mean ownership (public goods), and can mean management operations [25].

*Hypothesis 3 stated that Public Service has a positive effect on Job Competency.*

## **3. RESEARCH METHODS**

The study based on hypothetical-deductive approach to propose a research model and conduct a quantitative predictive to test a research model that integrate 4 variabels are Transformational Leadership, Technology Adaption, and Public Service to predict the Job Competency as a dependent variable. All variables are latent and should be measured through several indicators. There are 4 latent variables studied that are measured through indicators. Transformational Leadership (LEADERSHIP) were measured through 5 indicators, Technology Adaption

(ADOPTION) were measured through 5 indicators, Public Service (SERVICE) were measured through 3 indicators, and Job Competency (COMPETENCY) were measured through 7 indicators.

Based on the hypotheses development and all variables measured, it can be develop a predictive research model to be calculated, analyzed, and tested use smartPLS application and can be drawn as Figure 1 as follows.

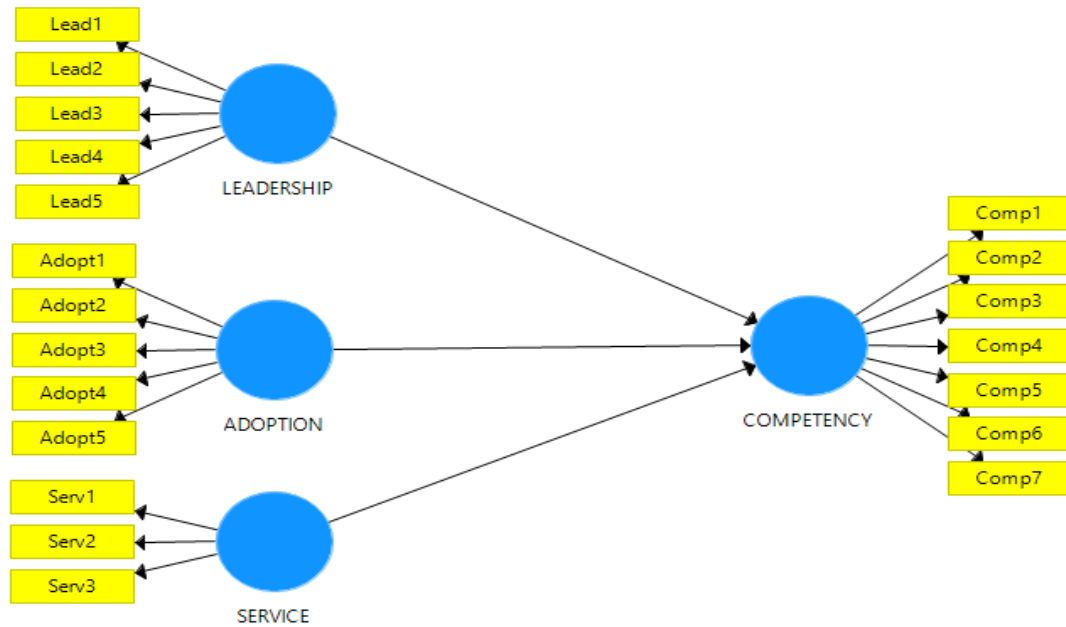


Figure 1. Research Model.

Data were collected use simple questionnaire that was developed based on established measures for all variables use a five-point likert scale ranging from 1 (strongly disagree) to 5 (strongly agree) and submit electronically to 500 police officers in Indonesia. And 100 usable response were obtained leading to response rate 20%.

Data were analyzed use the Partial Least Square (PLS) and employed smartPLS. Descriptive Statistics was conducted to explain characteristics of respondents and variables. Inductive Statistics was performed by using Variance-Based Structural Equation Modelling. Path analysis employs Partial Least Square consists of 3 relationships. Outer-model that specifies the relationship between latent variable with its indicator (measurement model). Inner-model that specifies relationship between latent variable (structural model). And weight relation in assessing latent variables to be estimated [26].

Validity refers to the extent to which the precision and accuracy of a measuring instrument can measure a construct. Construct validity calculations are assessed by convergent validity and discriminant validity. Reliability refers to internal consistency of indicators of a construct, showing the degree to which, each indicator indicates a common latent factor. Reliability calculations are assessed by Cronbach's Alpha and Composite Reliability [26].

## 4. RESULT AND DISCUSSION

### 4.1. Respondent Profile

The population in this study was police officers who are leaders in their resort unit in Indonesia. Samples were taken 100 officers by purposive sampling for specific aims. Table 1 shows Respondents Profile that included in this study with the detail are 50% men and 50% women, age is ranged between 20-30 years (50%) and 31-40 years (50%), educational background as Master Degree (50%) and Bachelor Degree (50%), and length of work as more 10 years (50%) and less than 10 years (50%).

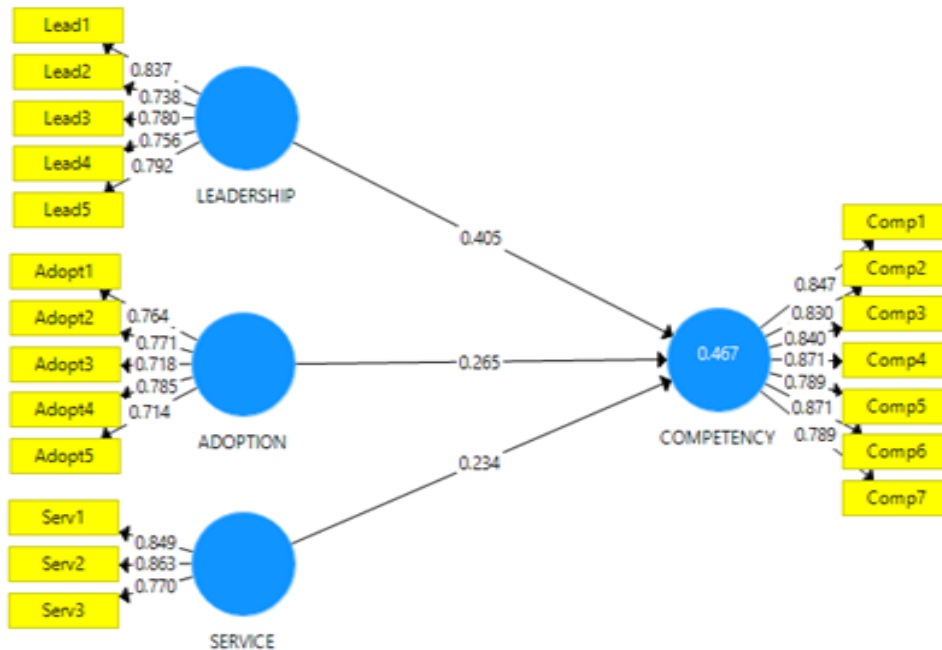


**Table 1.** Respondents Profile.

Description	Percentage	Percentage
Officers	Men 50%	Women 50%
Age	20-30 = 50%	31-40 = 50%
Education	Master 50%	Bachelor 50%
Work	Less 10 Y 50%	Above 10 Y 50%

**4.2. Outer Model Evaluation**

Based on Figure 2, convergent validity refers to the outer loading value > 0.7 which are valid for all indicators. R-square 0.467 on Job Competency (COMP), it means 46.7% can be explained by 3 dependent variables studied while the remaining 54.3% were explained by other variables outside the research model.



**Figure 2.** PLS Algorithm.

Based on Table 2, can be evaluated the Cronbach's Alpha (CA) and Composite Reliability (CR) for all variables related that were declared reliable. Average Variance Extracted (AVE) should > 0.50. Reliability of each variable that CA > 0.70 and CR > 0.70 and AVE > 0.50 [26].

**Table 2.** Reliability of Variables.

Variables	CA	CR
Technology Adoption	0.807	0.866
Job Competency	0.927	0.941
Transformational Leadership	0.841	0.887
Public Service	0.769	0.867

**4.3. Inner Model Evaluation**

Q-square is performed to generate a predictive relevance (Goodness of Fit) by using a Stone-Geisser test to find out relative influence of structural model on observation measurement for endogenous latent variables. Q-square = 1 – (1–R-square). Since the value of Q-square is positive and > 0.36 it indicates that the observed value has been well reconstructed and model has a strong predictive relevance [26].

Later, it can be continued to test all hypotheses by performing PLS Bootstrapping from the smartPLS as shown in Figure 3 below:

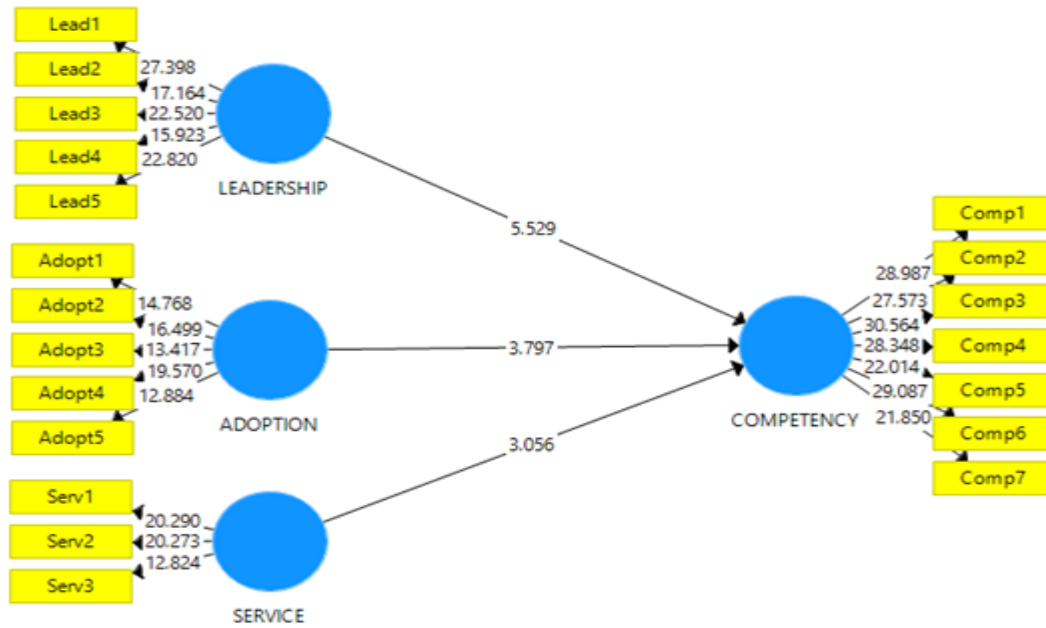


Figure 3. PLS Bootstrapping.

It can be evaluated also by using significance level 5%, the value of acceptance area  $H_0 \pm 1.96$ . If value of T Statistics is greater than  $\pm 1.96$  then  $H_0$  is rejected or alternative hypothesis is accepted, as per Table 3.

Table 3. Path, T-Statistics and P Values.

Variables	Path	T Statistics	P Values
Transformational Leadership => Job Competency	0.405	5.529	0.000
Technology Adoption => Job Competency	0.265	3.797	0.000
Public Service => Job Competency	0.234	3.056	0.002

Based on Table 2, it can be interpreted as follows. Transformational Leadership have significant positive effect on Job Competency. Technology Adoption has significant positive effect on Job Competency. Public Service has significant positive effect on Job Competency.

## 5. CONCLUSION

Based on the analysis and discussion of the research result above, it can be concluded as follows. Transformational Leadership have significant positive effect on Job Competency. Technology Adoption has significant positive effect on Job Competency. Public Service has significant positive effect on Job Competency.

Job Competency is an important stage, because no matter how good a policy that has been made it will be in vain if there is no effort to implement it because it will not bring the desired goal. Without effective implementation will not be successfully implemented. The success of Job Competency has several variables that influence it, such as Transformational Leadership, Technology Adoption, and Public Service.

It is suggested that the legislative and executive as the public officials in making policies and regulations have to be involved for revising regulation on police policy in Indonesia. The related institutions as the public officials in making regulations in Indonesia should be conducted for making better regulation covering the holistic policy and management.

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DOI: <https://doi.org/10.15379/ijmst.v10i2.1389>

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