



Adoption of Digital Leadership Style in Guiding Deviant Behavior of Police Personnel at Metro Jaya Regional Police

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ABSTRACT

Digital leadership style emphasizes the leader's ability to understand information technology and digital systems, data-driven decision making and analysis, quick response to environmental and technological changes, emphasis on information transparency, innovation, creative thinking, and inspiring change. This scientific article aims to conceptualize the adoption of digital leadership in coaching against misconduct of Polri members at Metro Jaya Regional Police. The method used is a qualitative approach with descriptive analytics to provide detailed descriptions of occurring situations. The data used includes primary and secondary data. Data collection techniques include observation, interviews, and document studies. The author tests data accuracy and validity using triangulation techniques. Research results show that leadership at Metro Jaya Regional Police still faces several weaknesses such as being militaristic in nature, lacking measurable future digital vision, limited managerial capabilities, insight and understanding of technology-based transparency concepts, limited mastery of digital-based facilities and infrastructure, minimal problem-solving policing capabilities, and insufficient attention to digital development and environmental directions. Strategies that can be applied in implementing digital leadership in coaching against misconduct of Polri members at Metro Jaya Regional Police include establishing vision, mission, and strategic direction of digitalization in member coaching, building digital systems that support coaching and early detection of violations, improving personnel capabilities in using and managing digital systems, operating digital systems gradually and integrated into coaching processes, assessing implementation effectiveness and conducting continuous improvement, and making digital leadership an embedded work culture.

Keywords: Coaching, Digital Leadership, Law Enforcement, Organizational Change, Police Misconduct

1. Introduction

In the era of rapid digital transformation, organizations across all sectors are required to adapt not only in technological aspects but also in leadership patterns and human resource development. The Indonesian National Police (Polri) as a law enforcement institution responsible for maintaining public security and order is no exception in facing this challenge. Police modernization demands a leadership style capable of responding to the complexity of the digital era, including handling internal issues such as member behavioral misconduct.

Metro Jaya Regional Police, as one of the largest and most strategic regional police forces in Indonesia, bears a high burden of responsibility in maintaining institutional image and ensuring member professionalism. However, public reports, internal findings from Bidpropam (Professional and Security Division), and media exposure still show member behavioral misconduct, ranging from disciplinary violations

to abuse of authority. Throughout 2024, Bidpropam Metro Jaya Regional Police recorded 91 disciplinary violations, 95 police code of ethics violations, and 5 criminal violations.

The types of prominent violations are not only limited to unprofessional behavior but also include cases that cause public concern such as LGBT-related violations, involvement in online gambling, and actions that cause viral cases that tarnish the institution's reputation. One striking example is the alleged extortion case by individuals during the Jakarta Warehouse Project (DWP) 2024 event, as well as the extortion case by a former Criminal Investigation Unit Chief that became national attention. This condition shows challenges in the effectiveness of coaching that has been conducted so far.

On the other hand, digitalization has presented new opportunities in redesigning leadership processes and personnel coaching (Nurwicaksono et al., 2023). Digital leadership style, which promotes the use of information technology, real-time communication, data-driven decision making, and collaborative and transparent approaches, has the potential to become an innovative approach in responding to Polri personnel coaching issues, including in reducing misconduct rates.

However, adopting digital leadership style is not without obstacles. Besides technology readiness and human resource factors, there are also organizational culture dynamics, hierarchical structures, and resistance to change that need to be overcome (Kane et al., 2019; Munir, 2020). Therefore, it is important to evaluate the extent to which digital leadership style has been adopted in the context of Polri member coaching at Metro Jaya Regional Police, and how its effectiveness in responding to personnel behavioral misconduct.

This research aims to examine in depth how digital leadership is implemented by leadership ranks at Metro Jaya Regional Police in the context of coaching against member misconduct. Additionally, this study will analyze supporting and hindering factors in digital leadership style adoption, and provide strategic recommendations for strengthening digital-based organizational governance within the Polri environment.

2. Literature Review

2.1. E-Leadership Operationalization

Van Wart et al. (2019) in his research titled "Operationalizing the definition of e-leadership: identifying the elements of e-leadership" states that to measure how well someone's development and mastery of digital leadership can be seen from six aspects or dimensions:

- a. Technological skill: technical skills related to digital technology that must be mastered by the leader
- b. Communication skill: skills in utilizing technology for more effective communication across unlimited time and place
- c. Social skill: skills to build conducive social systems supporting change toward better digital maturity
- d. Team building skill: ability to build and direct virtual work teams to achieve expected synergy
- e. Change management: ability to manage strategic cultural changes in the organization
- f. Trustworthiness: ability to develop, improve, and maintain trust of followers and partners to continue synergizing and collaborating in achieving organizational goals

2.2. Human Resources

Human Resources (HR) is one of the important factors in organizations that has a strategic role in determining task execution success and goal achievement. According to Handoko (2000), HR is work effort deployed in the production process, both physically and non-physically, originating from humans themselves. Meanwhile, according to Hasibuan (2005), HR is a workforce that has the potential of mind and body to contribute to organizational activities.

In the context of public sector organizations like police, HR quality and capability greatly influence service performance to the community (Pramita, 2023). Competent, professional, and integrity-based HR is the key to success in providing effective and efficient services. According to Sedarmayanti (2007), good HR management will directly impact increased work productivity and public service quality.

In the digital era and information openness, HR management faces new challenges such as adaptation to information technology, digital literacy improvement, and the need for change management. According to

Ulrich (1997), modern HR must be able to play roles not only as administrative executors but also as change agents, strategic partners, and organizational performance supporters.

2.3. Polri Professional Code of Ethics

Professional code of ethics is a set of norms, values, and moral principles that serve as behavioral guidelines for members of a profession in carrying out their duties and responsibilities. According to Soekanto (1986), code of ethics functions as moral standards that regulate professional interactions to run according to public expectations and legal norms. In the police context, professional code of ethics plays an important role in maintaining honor, dignity, and public trust in the Polri institution. Code of ethics is also an internal control tool to ensure all Polri members behave professionally, fairly, and responsibly.

The Polri Professional Code of Ethics is regulated in the Head of Indonesian National Police Regulation (Perkap) No. 14 of 2011 concerning the Indonesian National Police Professional Code of Ethics, which was later strengthened and updated in various latest regulations (Tana & Nita, 2024). According to this Perkap, the Polri Professional Code of Ethics covers three main aspects: state ethics emphasizing the importance of loyalty to the state and task execution based on the constitution, institutional ethics regulating attitudes and behavior of members toward fellow Polri personnel, superiors, subordinates, and toward the Polri organization as a whole, and community ethics regulating relationships between Polri members and society, including maintaining humanistic attitudes, neutrality, and upholding human rights (HAM).

According to Purbopranoto (1978) and Law No. 2 of 2002 concerning the Indonesian National Police, the purpose of Polri professional code of ethics is to maintain the honor and integrity of the police profession, serve as moral and professional foundation in task execution, realize work culture oriented toward public service, prevent member behavioral misconduct in exercising authority, and serve as reference in disciplinary enforcement and sanctions for ethical violations by Polri members.

Code of ethics enforcement is carried out through the Polri Professional Code of Ethics Commission (KKEP) mechanism, which has the authority to examine, try, and provide sanction recommendations for Polri members who violate the code of ethics. In the era of information openness, digitalization, and increased public participation, Polri code of ethics implementation is increasingly tested. Society demands transparency, response speed, and member behavior free from abuse of authority. Therefore, internal coaching and supervision must run continuously, including through information technology approaches.

3. Methodology

This research uses a qualitative approach with descriptive-analytical methods to describe in detail and depth the reality of digital leadership style implementation in coaching against Polri member misconduct within Metro Jaya Regional Police. This approach was chosen because it is suitable for exploring complex social phenomena, including leadership dynamics and organizational culture within law enforcement institutions.

This research uses two types of data: primary and secondary data. Primary data is obtained directly through field observation and in-depth interviews with informants consisting of officials and Polri personnel within Metro Jaya Regional Police, particularly in the Bidpropam work unit. Secondary data includes official organizational documents (Regional Police Performance Reports, Violation Data, Coaching SOPs), leadership and technology-related policies, scientific literature, journals, reference books, and legislation.

Data collection techniques are conducted through participatory observation through direct observation, in-depth interviews, and documentation studies. Data analysis techniques use thematic analysis models including data reduction, data presentation, and conclusion drawing. To ensure research result validity and reliability, source triangulation techniques are used by comparing information from various sources, technique triangulation by combining observation, interview, and documentation results, and time triangulation where data collection is conducted at several times to ensure result consistency.

4. Results and Discussion

4.1. Human Resource (HR) Conditions at Metro Jaya Regional Police

Human Resources (HR) constitute the main asset in supporting the smooth operation of police duties, particularly within Metro Jaya Regional Police which has strategic, complex, and dynamic jurisdictional coverage. As an institution responsible for security and public order in the Jakarta metropolitan area and surroundings, HR quality and quantity at Metro Jaya Regional Police becomes a key factor in supporting organizational performance effectiveness. This is because, besides being a Polri showcase due to its jurisdictional duties in the national capital region of DKI Jakarta and its supporting areas, covering Tangerang City, South Tangerang City, Depok City, Bekasi City and Bekasi Regency. Therefore, Metro Jaya Regional Police is the only Regional Police with special type A+ classification. In executing its duties, Metro Jaya Regional Police is required to provide security and safety guarantees to at least 25,634,934 million residents in Metro Jaya Regional Police jurisdiction (Metro Jaya Regional Police Lakip, 2024).

Table 1. Metro Jaya Regional Police Personnel Data 2024

No	Rank	DSP	Real	Difference
1	High Officers	2	2	0
2	Middle Officers	476	474	-2
3	First Officers	1081	1257	176
4	Non-commissioned Officers	10242	11848	1606
5	Civil Servants	930	580	-350
Total		12731	14161	1430

Source: Metro Jaya Regional Police HR Bureau 2025

Quantitatively, Metro Jaya Regional Police personnel numbers have been fulfilled, with a surplus of 1,430 personnel (11.2%), with DSP totaling 12,731 people and actual totaling 14,161 people. However, qualitatively, Metro Jaya Regional Police's superior posture has not been fully achieved, marked by still high rates of misconduct or violations committed by members.

Table 2. Metro Jaya Regional Police Member Violation Data

No	Violation Type	Year		
		2022	2023	2024
1	Disciplinary Violations	110	133	91
2	Code of Ethics Violations	310	588	95
3	Criminal Violations	12	8	5
Total		432	729	191

Source: Metro Jaya Regional Police Bidpropam 2025

Metro Jaya Regional Police member violations experienced significant increases in 2023, where Police Code of Ethics violations peaked at 588 violations. In 2024, there was indeed a decrease in disciplinary violations, police code of ethics violations, and criminal violations. Nevertheless, the numbers remain high, including cases that cause public concern such as LGBT-related violations, involvement in online gambling, and actions that cause viral cases tarnishing institutional reputation. One striking example is the alleged extortion case by individuals during the Jakarta Warehouse Project (DWP) 2024 event, as well as the extortion case by a former Criminal Investigation Unit Chief that became national attention.

Various misconduct committed by Polri members according to the data explanations above show that the behavior of Polri members, particularly Metro Jaya Regional Police personnel in executing their main duties, has not yet demonstrated superior Polri posture, so violations still occur in forms of disciplinary, code of ethics, and criminal violations that are certainly contrary to morals and ethics as well as behavior as expected by society and the mandate of Law No. 2 of 2002.

Member behavioral misconduct remains a challenge, whether in forms of disciplinary, ethical, or criminal violations. Coaching that has been repressive (punishment-based) is beginning to be balanced with preventive and digital data-based approaches, including early detection systems for behavioral misconduct through digital supervision, reward and punishment provision based on performance transparency, technology involvement in Code of Ethics enforcement by Propam Division, and educational publication through internal

and external media. In this context, digital leadership becomes key to creating fast, accurate, and sustainable coaching. Leaders are expected not only to direct but also to set examples in technology use, maintain digital integrity, and embrace members in a more open system.

4.2. Supporting and Hindering Factors in Digital Leadership Style Adoption

Digital leadership has a crucial role in coaching against Polri member misconduct at Metro Jaya Regional Police. A digital leader must not only have the ability to motivate people working under their supervision, be independent of space and time, and manage business in data and number-focused ways, but also be able to manage information in making competitive differences, use and manage information to complete work, and manage information to achieve and realize organizational vision (Cizmeci, 2020). Future digital leaders will execute three things: building digital organizations, integrating and utilizing technology trends, and developing deep understanding of involved people (themselves, their teams, and stakeholders) and their customers (Brett, 2019).



Figure 1. Three Components of Future Digital Leadership

Source: Brett (2019)

Several government institutions including Polri have problems regarding the minimal number of digital and visionary leaders. This is due to many ineffective concepts that are embedded in state efforts to build leadership spirit among the younger generation, such as leaders must be fully democratic toward their people, must always hold leadership positions, and leaders must be known as leaders. In fact, sometimes digital and visionary leaders sometimes don't have to stand out, don't always have to be democratic, and don't have to be considered leaders by society or the general public.

In observations conducted by the researcher, a series of weaknesses in Polri leadership patterns at Metro Jaya Regional Police that still develop to this day were found, including:

- 1) Polri leadership is not yet fully civilian in nature but still contains militaristic elements
- 2) Does not yet have measurable and clear future digital vision
- 3) Does not yet have adequate managerial capabilities oriented toward organizational environment and good mastery of technology and information
- 4) Still limited insight and understanding of transparency concepts based on information technology
- 5) Mastery of digital-based facilities and infrastructure is not yet optimal
- 6) Minimal problem-solving policing capabilities
- 7) Leaders still lack showing themselves as honest and responsible individuals with good integrity
- 8) Still minimal ability in observing digital development and environmental directions with minimal information technology-based innovation

Several notes on these leadership weaknesses will impact misconduct of members under them. This indicates that leaders do not yet have strong commitment in implementing digital leadership style. Based on the above conditions, several supporting and hindering factors in digital leadership adoption within Polri, particularly in the context of coaching against member misconduct at Metro Jaya Regional Police include:

1) Supporting Factors for Digital Leadership Adoption

- a. Polri Leadership Commitment: Visionary leadership with commitment to digitalization will facilitate technology adoption processes. This is strengthened by strategic Presisi policies by the National Police Chief that encourage digital transformation.
- b. Technology Infrastructure Availability: Availability of information technology-based management systems such as e-dumas, e-propam, and digital-based supervision applications.
- c. HR Capacity Improvement: Information technology training and education for Polri members. HR recruitment with IT or digital governance backgrounds.
- d. Regulatory Support: Internal policies and legislation that encourage technology use in supervision and coaching.
- e. Public Demand for Transparency: Public pressure for supervision and disciplinary enforcement processes to be more transparent and digitally monitored.
- f. Inter-Agency Collaboration: Cooperation with institutions such as KPK, Ombudsman, and Komnas HAM in using digital supervision platforms.

2) Hindering Factors for Digital Leadership Adoption

- a. Internal Resistance: Some members or leaders who are not ready or reluctant to change, especially those accustomed to manual systems. Fear that digital systems will expose previously hidden misconduct.
- b. Limited Digital Literacy: Still existing members who are not technology literate or unfamiliar with digital systems.
- c. Limited Budget and Logistic Support: Digital system updates require large budgets and sustainable maintenance.
- d. Data Security and Privacy: Concerns about data leaks or digital system misuse for certain interests.
- e. Lack of System Integration: Digital systems that are not yet comprehensively integrated can cause confusion or duplication.
- f. Lack of Continuous Evaluation and Monitoring: Digital transformation is often not accompanied by regular evaluation so implementation becomes stagnant or suboptimal.

4.3. Digital Leadership Style Adoption in Coaching Against Member Misconduct

Digital Leadership can become a role model for leadership types implemented at Metro Jaya Regional Police, particularly in coaching against member misconduct. Referring to E-Leadership operationalization theory (Van Wart et al., 2019), research results in the journal titled "Operationalizing the definition of e-leadership: identifying the elements of e-leadership" show that to measure how well someone's development and mastery of digital leadership, digital leadership can be broken down into 6 (six) dimensions or aspects:

4.3.1. Technological Skills in Digital Leadership for Coaching Against Member Misconduct

Technological skills encompass almost all aspects in technology design processes, from network design to computer equipment repair. However, when people talk about technology, what they mean is expertise in mastering computers and all forms of digital technology. Leaders at Metro Jaya Regional Police Bidpropam are actually not yet optimal in determining digital vision for comprehensive institutional development. Less capable of anticipating negative impacts of the industrial revolution 4.0 era, particularly in coaching against member misconduct. In fact, several Bidpropam Polri personnel are known to still not have good mastery of information technology in coaching against member misconduct.

4.3.2. Communication Skills in Digital Leadership for Coaching Against Member Misconduct

Communication skills are someone's knowledge used in verbal, non-verbal, and media communication techniques effectively to maintain activeness in asking, interacting, and collaborating with others. Communication between Metro Jaya Regional Police Bidpropam leaders with related work units such as HR Bureau and other work units is not yet optimal in coaching against member misconduct due to lack of system integration that facilitates coaching processes. Additionally, there is no system integration with external supervisors such as ombudsman, Komnas HAM (National Commission on Human Rights), Kompolnas (National Police Commission), and others.

4.3.3. Social Skills in Digital Leadership for Coaching Against Member Misconduct

Social skills are verbal and non-verbal communication abilities including expressiveness, sensitivity, and control. Expressiveness refers to communication skills or sending messages to others. Sensitivity refers to skills in receiving and interpreting messages communicated by others. Control refers to skills capable of regulating and managing communication process abilities. Social skills enable someone to interact successfully with others. Leaders at Metro Jaya Regional Police Bidpropam are still less capable of empowering in solving occurring social problems and providing solutions (problem-solving policing), less capable of building equal relationships with society, less effective in involving society as external supervisors, and still limited coaching and counseling by leaders regarding digital leadership concepts and applications to all personnel.

4.3.4. Team Building Skills in Digital Leadership for Coaching Against Member Misconduct

Teams are groups of people consisting of members with complementary skills who produce synergy through coordinated efforts that enable each member to maximize their strengths and minimize their weaknesses. Team members are expected to learn to help each other, recognize their own potential, and create environments that allow everyone to exceed their limitations. Understanding and implementation in digital leadership for coaching against member misconduct cannot yet be fully implemented by implementing personnel, Standard Operational Procedures (SOPs) governing techniques, tactics, and patterns in digital leadership for coaching against member misconduct have not been compiled, professionalism coaching that is still conservative, and does not yet have character that can serve as example or role model.

4.3.5. Change Management in Digital Leadership for Coaching Against Member Misconduct

Organizational culture change can be done on structures including strategy and systems, technology, physical arrangement, and human resources. Change management in digital leadership for coaching against member misconduct is still not optimal. Leaders still lack showing responsible and honest personalities, lack personal integrity, lack attention to member capabilities in task division, and activity planning compilation that is less structured and has not utilized digital technology.

4.3.6. Trustworthiness in Digital Leadership for Coaching Against Member Misconduct

Factors that form someone's trust toward others are three: ability, benevolence, and integrity. Trust in digital leadership for member misconduct coaching has been realized through integrity pact signing. However, although computerization has been implemented, there are several things still done conventionally or manually. Information technology utilization is still not optimal in supporting coaching activities against member misconduct.

The ability to create digital leadership by Metro Jaya Regional Police Bidpropam leaders has not yet observed digital development and environmental directions translated into digital leadership innovation and development, consequently less capable of creating digital leadership and less capable of anticipating negative impacts of the Industrial Revolution era. Additionally, monitoring and control are still carried out incidentally, consequently minimal improvement efforts in coaching against member misconduct.

Digital leadership characteristics reflect a leader's ability to manage organizations in rapidly changing digital eras, data-based, and technology innovation-oriented. In institutional contexts like Polri, digital leadership is very important to ensure effective transformation, particularly in member supervision and coaching. Main digital leadership characteristics include having strong understanding of information technology, digital systems, and innovation trends such as AI, big data, and cloud computing; decision-making based on data and analysis, not just intuition or old habits; quickly adapting to technology changes, environmental conditions, and new challenges; emphasizing openness in information sharing and cross-unit collaboration, even cross-institutional; and encouraging use of new solutions, creative thinking, and not being trapped in rigid bureaucratic procedures.

Additionally, digital leadership also focuses on user needs, both internal members and wider society, encourages information transparency and performance accountability through open platforms, and inspires organizational culture change, builds shared digital vision, and empowers members to become part of transformation. Digital leadership is not just about using technology, but about changing ways of thinking,

working, and leading in the digital era. In Polri coaching contexts, these characteristics become very important for creating responsive, transparent, and trustworthy institutions in public eyes.

Therefore, in the researcher's view, digital leadership can be implemented in Metro Jaya Regional Police organization, particularly in coaching against member misconduct by implementing various following steps:

- 1) Establishing vision, mission, and strategic direction of digitalization in member coaching. Situation analysis and mapping of frequently occurring misconduct problems. Identifying digitalization needs in coaching contexts. Compiling digital leadership roadmaps in coaching and supervision. Involving internal and external stakeholders (such as Divpropam, IT, HR, and external supervisors).
- 2) Building digital systems that support coaching and early detection of violations. Developing or integrating digital platforms such as e-Propam, e-Dumas, and e-Monitoring. Utilizing AI/analytics to monitor potential member behavioral misconduct. Improving cybersecurity and data protection.
- 3) Improving personnel capabilities in using and managing digital systems. Digital leadership training for structural and functional officials. Socializing new technology to all members. Coaching change agents (champions) in work units.
- 4) Operating digital systems gradually and integrated into coaching processes. Testing digital systems in several work units (pilot projects). Integrating digital systems into reporting, evaluation, and internal supervision mechanisms. Data-based coaching and early warning systems.
- 5) Assessing implementation effectiveness and conducting continuous improvement. Regular evaluation of digital platform utilization and its results on misconduct reduction. User satisfaction surveys (internal and public). Policy and system adjustments based on evaluation results and organizational dynamics.
- 6) Making digital leadership an embedded work culture. Strengthening digital ethics and transparency in coaching. Reward & punishment based on digital performance. Forming organizational culture that supports openness, accountability, and technology-based services.

5. Conclusion

Based on the research results conducted by the researcher, several conclusions can be drawn. Digital leadership is a leadership style characterized by a strong understanding of information technology and digital systems, decision-making based on data and analysis, quick adaptation to technological changes and environmental conditions, openness in sharing information and promoting cross-unit collaboration, innovative and creative thinking, encouragement of transformation and performance accountability, as well as inspiring cultural change and building a shared digital vision. However, the leadership style applied by Metro Jaya Regional Police still shows many weaknesses. These include the leadership not being fully civilian and still heavily influenced by militaristic elements, the absence of a measurable future-oriented digital vision, limited managerial capabilities, inadequate understanding of technology-based transparency concepts, lack of mastery in digital-based infrastructure, minimal problem-solving capabilities in policing, and insufficient attention to digital development and environmental directions.

The adoption of digital leadership is supported by factors such as strong commitment from Polri leadership, availability of technology infrastructure, improvement of human resource capacity, regulatory backing, public demand for transparency, and collaboration with other agencies. On the other hand, several factors hinder this adoption, including internal resistance, limited digital literacy, lack of budget and logistical support, issues related to data security and privacy, lack of system integration, and absence of ongoing evaluation and monitoring.

To implement digital leadership effectively in coaching against misconduct among Polri members at Metro Jaya Regional Police, strategies that can be applied include setting a clear vision, mission, and strategic direction for digitalization in member coaching; developing digital systems that support coaching and early detection of violations; enhancing personnel capabilities in using and managing these systems; integrating digital systems gradually into the coaching process; evaluating the effectiveness of implementation and continuously improving it; and embedding digital leadership into the organizational culture.

In terms of recommendations, it is essential to implement a digital leadership style through development programs, education, and training, while also instilling commitment and leadership ethics aligned with Polri's

professional ethics. This should be targeted at all Metro Jaya Regional Police leaders, particularly within Bidpropam work units from first-level to mid-level officers, to support coaching efforts against member misconduct. Moreover, the implementation of digital leadership within Bidpropam must include a comprehensive proclamation of vision, mission, strategy, and work programs specifically designed to enhance misconduct prevention and coaching efforts.

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