

The Influence of Empowering Leadership and Organizational Culture on Job Satisfaction and Performance of Renmin Personnel at the Ditsamapta of the North Maluku Regional Police

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Abstract

This study aims to determine and analyze the effect of empowering leadership and organizational culture on job satisfaction and personnel performance at Renmin Ditsamapta of North Maluku Regional Police. This research is a quantitative study using questionnaires as data collection instruments. The research respondents consisted of 32 personnel from the Renmin Division of Ditsamapta at the North Maluku Regional Police. The data analysis technique used to examine the influence between variables was Structural Equation Modeling (SEM). The data analysis technique used to examine the effect between variables is Structural Equation Modeling (SEM).

The results show that empowering leadership and organizational culture have a positive and significant effect on job satisfaction and personnel performance. Job satisfaction also has a positive and significant effect on personnel performance and is able to mediate the effect of empowering leadership and organizational culture on personnel performance.

INTRODUCTION

Human resources are a key determinant of organizational success in modern institutions. Unlike physical assets, human resources possess unique capabilities such as creativity, knowledge, experience, and the ability to develop continuously. Therefore, human resources are considered strategic human capital that provides added value to organizations. Effective human resource management can improve organizational performance, innovation, and competitiveness (Armstrong, 2020).

In the context of the North Maluku Regional Police, human resources play a crucial role in supporting public services, law enforcement, and the maintenance of public security and order. Police personnel are required to demonstrate not only technical competence but also integrity, discipline, professionalism, and mental readiness in handling high-risk situations. Therefore, effective human resource management is essential to organizational performance. The success of police duties, including patrol activities, traffic control, public security services, and rapid response to public disturbances, largely depends on personnel performance. According to Armstrong and Baron (1998), performance refers to work outcomes that are closely related to organizational strategic goals, customer satisfaction, and economic contribution.

The achievement of the strategic objectives of the Indonesian National Police, as mandated in Law Number 2 of 2002 concerning the Indonesian National Police, including the maintenance of public security and order, professional law enforcement, and the provision of protection and public services (Law No. 2/2002), largely depends on the quality of personnel performance across all work units. These objectives cannot be achieved solely through policy

formulation or the provision of facilities and infrastructure, but also require the active role of personnel as the main executors of both operational and administrative police functions.

Within the context of Ditsamapta, particularly the Renmin division, personnel performance plays a crucial role in ensuring the effectiveness of administration, planning, personnel development, and operational support readiness, which directly influence the success of field operations. Personnel who demonstrate high performance, discipline, and professionalism contribute significantly to the achievement of the strategic goals of the Indonesian National Police. Therefore, improving personnel performance is a fundamental element in achieving the strategic objectives of the police institution in accordance with statutory regulations.

Based on data obtained from the annual report of the North Maluku Regional Police, personnel performance has shown a consistent increase during the 2023–2024 period, as reflected in the following data:

Tabel 1. Performance data of personnel of the North Maluku Regional Police from 2022 to 2024

Year	FS Score	FG Score	Final Score
2023-1	68,6	71,7	69,8
2023-2	70	72,4	71
2024-1	72,2	74,5	73,1
2024-2	73,7	76,3	74,8

Source : North Maluku Regional Police

The data in Table 1.1 show that the performance of personnel of the North Maluku Regional Police consistently improved during the 2023–2024 period, as measured by the FS (Specific Factor) and FG (Generic Factor) scores. In the first semester of 2023, the FS score was 68.6 and the FG score was 71.7, resulting in a final score of 69.8. In the second semester, both scores increased to 70 for FS and 72.4 for FG, with the final score rising to 71.0.

In 2024, the improvement became more significant. In the first semester, the FS score increased to 72.2 and the FG score to 74.5, resulting in a final score of 73.1. In the second semester, the scores further improved to 73.7 for FS and 76.3 for FG, with the final score reaching 74.8, the highest achievement during the research period. The increase in FS indicates improvements in personnel's technical and operational competencies, while the rise in FG reflects better work attitudes, discipline, and responsibility. However, the gradual nature of these improvements suggests that there are still several factors influencing personnel performance.

One of the main factors influencing organizational performance is the leadership style implemented within the organization. In this context, empowering leadership has been recognized as an effective leadership style in improving personnel performance. Empowering leadership emphasizes employee empowerment, delegation of authority, support, and active participation in work processes. Arnold et al. (2000) explain that empowering leadership is reflected in leaders' behaviors that provide autonomy, build trust, and offer coaching to enhance subordinates' capabilities. Similarly, Ahearne et al. (2005) state that empowering leadership encourages employees to understand the meaning of their work, improve their competence, and exercise greater freedom in decision-making.

This leadership style has been proven to positively affect employee performance by increasing intrinsic motivation, self-efficacy, creativity, and job responsibility (Zhang & Bartol,

2010). Furthermore, the meta-analysis conducted by Lee et al. (2018) found that empowering leadership consistently has a significant effect on performance improvement through increased job satisfaction, commitment, and employee engagement. Therefore, empowering leadership is considered an important factor in promoting optimal performance in organizations, including public institutions and police organizations that require independence, accurate decision-making, and effective task execution.

Previous studies have examined the influence of empowering leadership on job satisfaction and employee performance in both public and private sectors (Ahearne et al., 2005; Zhang & Bartol, 2010; Lee et al., 2018). However, most of these studies were conducted in general organizations such as banking, service companies, educational institutions, and civil government agencies, and therefore do not fully represent the leadership dynamics within police institutions, which are characterized by hierarchical structures, strict discipline, and distinct operational demands. Earlier studies also tended to position job satisfaction as a dependent variable rather than as a mediating variable explaining the relationship between leadership and performance (Nabillah, 2021).

Thus, there remains a research gap regarding the application of empowering leadership in the policing context, as well as the mediating role of job satisfaction in the relationship between leadership, organizational culture, and personnel performance. This gap highlights the importance of conducting research on personnel of the Directorate of Water and Air Police of the North Maluku Regional Police in order to enrich the literature and provide empirical findings in the relatively underexplored field of state security institutions.

Personnel performance in public institutions such as the police is influenced not only by leadership style but also by organizational culture. Organizational culture, which consists of shared values, norms, and practices, shapes employee behavior, motivation, and commitment. Several studies have shown that organizational culture has a positive and significant effect on employee performance. Rahayu and Agustin (2022) found that strong discipline and teamwork values directly improved employee performance, while Wulandari (2021) emphasized that organizational culture enhances productivity and job satisfaction, which in turn improve performance.

Theoretically, organizational culture refers to a system of shared values, beliefs, and norms that guide behavior and decision-making within an organization. Edgar Schein (2010) explained that organizational culture consists of visible practices, shared values, and deeply rooted assumptions. In police institutions, organizational culture is characterized by discipline, obedience to command, loyalty, and dedication to duty. These values are important for maintaining organizational stability and operational readiness. However, a culture that is too hierarchical may limit participation, initiative, and autonomy among personnel, causing employees to work only according to procedures without strong intrinsic motivation or job satisfaction (Denison, 2000; Wibowo, 2020). Therefore, police organizations still need to develop a more adaptive, participative, and empowering culture to improve personnel performance sustainably.

Although previous studies have confirmed the influence of organizational culture on performance across various sectors, several research gaps remain. Most earlier studies focused on general sectors such as education, service companies, distribution, and civil government institutions, while limited research has examined organizational culture within police institutions. In fact, police organizations have unique characteristics, including hierarchical command structures, strict discipline, high work risks, and constant operational readiness. These conditions may create different organizational culture dynamics and impacts on performance compared to

civilian organizations. Therefore, this study is important to examine how organizational culture influences personnel performance within the Directorate of Water and Air Police of the North Maluku Regional Police and to provide a more comprehensive understanding of internal organizational factors affecting police performance.

Based on the explanation above, although personnel performance at the Directorate of Water and Air Police of the North Maluku Regional Police improved during 2023–2024, the achievement cannot yet be considered fully optimal or sustainable. The improvement remains gradual and may still be influenced by internal organizational factors, particularly empowering leadership, organizational culture, and personnel job satisfaction. In police organizations with hierarchical structures, strict discipline, and high operational risks, improved quantitative performance does not necessarily reflect empowering leadership practices or a supportive organizational culture. Therefore, this study aims to analyze the role of empowering leadership and organizational culture in improving job satisfaction and personnel performance within the organization.

METHODS

This study employs a quantitative descriptive research method, which aims to objectively describe a particular condition using numerical data, starting from data collection, data interpretation, and presentation of the results (Arikunto, 2006). Quantitative descriptive research is intended to describe a phenomenon systematically and objectively. The variables used in this study consist of dependent, independent, and mediating variables. The dependent variable is personnel performance, the independent variables are empowering leadership and organizational culture, while job satisfaction serves as the mediating variable.

This research was conducted at the Directorate of Samapta of the North Maluku Regional Police, located at Jl. Bhayangkara No. 1 Bukit Durian, North Maluku Province. The location was selected because the performance of Ditsamapta personnel, particularly within the Renmin function, although showing improvement during the 2023–2024 period, has not yet reached an optimal level and still requires further enhancement. In addition, Ditsamapta has a strategic role in supporting police operational activities, making it relevant to examine the influence of empowering leadership and organizational culture on job satisfaction and personnel performance. The research was conducted over a period of two months, covering instrument preparation, instrument distribution, data collection, data processing and analysis, and thesis preparation.

According to Sugiyono (2019), population refers to a generalization area consisting of objects or subjects with certain characteristics determined by the researcher for study and conclusion drawing. The population in this study consisted of 32 personnel from several divisions within the Renmin function of the Directorate of Samapta of the North Maluku Regional Police, including Subbag Renmin, Urren (Planning Unit), Urlog (Logistics Unit), and Urkeu (Finance Unit). These divisions were selected because they are directly involved in administrative and operational support activities within the organization, making them relevant to the objectives of this study. Furthermore, Sugiyono (2019) defines a sample as a part of the population selected to represent the entire population in a study. This research applied a census sampling method, in which the entire population was used as the research sample, resulting in a total of 32 respondents. The use of the census method was intended to obtain more comprehensive and accurate data regarding the influence of empowering leadership and organizational culture on job satisfaction and personnel performance.

RESULTS AND DISCUSSION

Results

Respondent Characteristics

The characteristics of the respondents from the personnel of the Directorate of Samapta of the North Maluku Regional Police include gender, age, educational background, years of service, and experience in leadership training or courses. Based on gender, the respondents were dominated by males, accounting for 61.29%, while females represented 38.71%. This indicates that the composition of personnel within the Renmin Division of Ditsamapta is still predominantly male, reflecting the general characteristics of police organizations.

Based on age, the majority of respondents were in the 22–30 years age group, accounting for 48.39%, followed by the 36–40 years age group at 22.58%, the 41–45 years age group at 19.35%, and the 31–35 years age group at 12.90%. This condition indicates that most personnel are within their productive working age, enabling them to demonstrate good work capacity, enthusiasm, and adaptability in carrying out organizational duties and responsibilities.

In terms of educational background, most respondents had completed senior high school or vocational high school education (SMA/SMK), representing 77.42% of the respondents, while 22.58% held a bachelor's degree (S1). This finding shows that the majority of personnel have a secondary education background, supported by personnel with undergraduate qualifications who contribute to administrative and service-related duties within the Renmin Division of the Directorate of Samapta of the North Maluku Regional Police.

Regarding years of service, respondents had varying levels of work experience within the organization. Differences in years of service indicate variations in personnel experience, understanding of job responsibilities, and work adaptability in supporting organizational activities. Personnel with longer years of service tend to have a better understanding of organizational systems, work procedures, and job responsibilities within the Renmin Division of the Directorate of Samapta of the North Maluku Regional Police.

Research Instrument Validity Test

Table 2. Recapitulation of Validity and Reliability Test Results

Variable	Indicator	R	sig.	Description	Reliability	Description
Empowering Leadership	X1.1	0.948	0.000	Valid	0.911	Reliabel
	X1.2	0.846	0.000	Valid		
	X1.3	0.916	0.000	Valid		
	X1.4	0.859	0.000	Valid		
	X2.1	0.823	0.000	Valid		
Organizational Culture	X2.2	0.879	0.000	Valid	0.926	Reliabel
	X2.3	0.805	0.000	Valid		
	X2.4	0.836	0.000	Valid		
	X2.5	0.900	0.000	Valid		
	X2.6	0.804	0.000	Valid		
	X2.7	0.786	0.000	Valid		
Job Satisfaction	Z.1	0.556	0.000	Valid	0.655	Reliabel
	Z.2	0.810	0.000	Valid		
	Z.3	0.740	0.000	Valid		
	Z.4	0.686	0.000	Valid		
	Y.1	0.825	0.000	Valid		

	Y.2	0.770	0.000	Valid
Personnel	Y.3	0.587	0.000	Valid
Performance	Y.4	0.441	0.000	Valid
	Y.5	0.708	0.000	Valid

It can be concluded that all research instrument items and variable indicators were valid. Before the questionnaires were distributed, they were first validated by the validation team of the Graduate Program of Muhammadiyah University of Makassar, as presented in the appendix.

Research Instrument Reliability Test

Reliability is an index that indicates the extent to which a measuring instrument can be trusted and relied upon. A measuring instrument is considered reliable when it consistently produces the same results for unchanged measurement conditions at different times. The reliability test in this study used the Cronbach's Alpha technique, in which a research instrument is considered reliable if it has a reliability coefficient or alpha value of 0.6 or higher.

Based on the results of the reliability testing of the research instruments, all research instruments were found to be reliable. This can be seen from the fact that all research variables had reliability coefficient (Cronbach's Alpha) values greater than 0.6. According to the reliability coefficient criteria proposed by Suharsimi Arikunto (1998), the reliability level of the research instruments can be categorized as high. Therefore, the research data are considered reliable and appropriate for use in testing the research hypotheses.

Hypothesis Testing

Table 3. Hypothesis Testing

HIP	Variabel Independen	Variabel Dependen	Direct Effect			
			Standized	CR	p-value	Result
H1	Empowering Leadership	Job Satisfaction	0.388	3.358	< 0.001	Accepted
H2	Organizational Culture	Job Satisfaction	0.857	5.888	< 0.001	Accepted
H3	Empowering Leadership	Personnel Performance	0.114	0.826	0.409	Rejected
H4	Organizational Culture	Personnel Performance	0.594	2.939	0.003	Accepted
H5	Job Satisfaction	Personnel Performance	0.453	2.706	0.007	Accepted
Indirect Effect						
	Variabel Independen	Variabel Dependen	Variabel Intervening	Standar	P-Val	Result
	Empowering leadership	Personnel Performance	Job Satisfaction	0.176	0.034	Accepted
	Organizational Culture	Personnel Performance	Job Satisfaction	0.388	0.012	Accepted

Of the seven hypothesized paths in the overall model, six paths were found to be significant, while one path was not significant, namely the effect of empowering leadership on personnel performance.

Empowering leadership had a positive and significant effect on job satisfaction with a p-value of $0.000 < 0.05$ and a coefficient value of 0.388. This coefficient indicates that better implementation of empowering leadership will lead to higher job satisfaction among personnel. Organizational culture also had a positive and significant effect on job satisfaction with a p-value of $0.000 < 0.05$ and a coefficient value of 0.857. This finding shows that a stronger organizational culture contributes to increased job satisfaction.

However, empowering leadership did not have a significant direct effect on personnel

performance, as indicated by a p-value of $0.409 > 0.05$ and a coefficient value of 0.114. This result suggests that improvements in empowering leadership alone are not sufficient to directly enhance personnel performance. In contrast, organizational culture had a positive and significant effect on personnel performance with a p-value of $0.003 < 0.05$ and a coefficient value of 0.594. This indicates that better understanding and implementation of organizational culture among personnel can improve their performance.

Job satisfaction was also found to have a positive and significant effect on personnel performance with a p-value of $0.007 < 0.05$ and a coefficient value of 0.453. This means that higher levels of job satisfaction contribute to better personnel performance. In addition, empowering leadership had a positive and significant indirect effect on personnel performance through job satisfaction, with a coefficient value of 0.176. This finding indicates that effective empowering leadership can improve job satisfaction, which subsequently enhances personnel performance.

Furthermore, organizational culture had a positive and significant indirect effect on personnel performance through job satisfaction, with a coefficient value of 0.388. This result demonstrates that a strong organizational culture, well understood by personnel within the Directorate of Samapta of the North Maluku Regional Police, can improve job satisfaction and ultimately contribute to higher personnel performance.

The model feasibility test in IBM SPSS AMOS used the Goodness of Fit Index (GFI), which is similar to the coefficient of determination in regression analysis using IBM SPSS Statistics. The GFI value of 0.698 indicates that the constructed model explains 69.8% of the actual conditions and phenomena occurring in the research setting, while the remaining 30.2% is influenced by limitations of the research instruments and possible research errors in capturing the actual conditions.

Personnel Performance Data

The performance data of personnel within the Directorate of Samapta of the North Maluku Regional Police during the 2023–2024 period indicate a consistent improvement in performance scores in each semester. The improvement can be seen from the increase in the Specific Factor (FS), Generic Factor (FG), and final performance scores. In the first semester of 2023, the final performance score was recorded at 69.8, and it increased to 74.8 in the second semester of 2024.

This improvement indicates that personnel were able to gradually enhance work quality, discipline, and achievement of organizational targets. The increase in the Specific Factor (FS) reflects improvements in personnel technical abilities and task implementation, while the increase in the Generic Factor (FG) indicates better work attitudes, responsibility, and work behavior among personnel.

These conditions demonstrate that personnel of the Directorate of Samapta of the North Maluku Regional Police have been able to carry out their duties and responsibilities effectively. However, the improvement in performance has not yet reached an optimal level. Therefore, the organization still needs to strengthen the implementation of empowering leadership, organizational culture, and job satisfaction in order to support sustainable improvement in personnel performance.

DISCUSSION

The Effect of Empowering Leadership on Job Satisfaction

The results of the path analysis indicate that empowering leadership has a positive but not significant effect on the performance of personnel within the Directorate of Samapta of the North Maluku Regional Police. This finding suggests that improvements in empowering leadership have not been able to directly enhance personnel performance. The result differs from the findings of Purnama and Indrawijaya (2022), who found a significant influence of empowering leadership on employee performance. However, this condition can be explained by the hierarchical structure and command-oriented system within police organizations, where personnel are more accustomed to working based on instructions, rules, and procedures rather than independent decision-making.

The descriptive statistical results show that the indicator providing autonomy from bureaucratic constraints (X1.4) had the highest average value in the empowering leadership variable. This indicates that trust and autonomy in task implementation are the most dominant factors shaping positive perceptions of leadership. Nevertheless, the autonomy provided has not been sufficient to directly improve personnel performance because decision-making authority among personnel remains limited.

In practice, leaders within the Directorate of Samapta of the North Maluku Regional Police have provided guidance, support, and trust to personnel in carrying out daily tasks. Personnel are also given opportunities to complete tasks according to their responsibilities, which helps create a sense of responsibility at work. However, personnel still perform their duties based on organizational procedures and leadership instructions. Therefore, the influence of empowering leadership is more strongly reflected in improving work comfort and job satisfaction rather than directly improving personnel performance.

These findings indicate that job satisfaction plays an important role in strengthening the relationship between empowering leadership and personnel performance. Personnel who feel appreciated, supported, and trusted by their leaders tend to have higher motivation and work enthusiasm, which ultimately contributes to better personnel performance.

The Effect of Organizational Culture on Personnel Performance

To answer the second research question and hypothesis, the results of the path analysis indicate that organizational culture has a positive and significant effect on personnel performance, with a coefficient value of 0.594 and a p-value of 0.003 (< 0.05). This means that a stronger organizational culture tends to improve personnel performance. These findings are consistent with the study of Prasetyo et al. (2023) and the theory proposed by Stephen P. Robbins and Timothy A. Judge (2017), which state that a strong organizational culture can direct work behavior and improve individual performance within an organization.

The descriptive statistical results show that the *stability* indicator (X2.7) had the highest average value in the organizational culture variable, indicating that work stability is the dominant factor supporting personnel performance. In practice, the organization has a relatively stable and structured work system, which helps personnel carry out their duties consistently and effectively. In addition, the average value of the organizational culture variable was 3.32, categorized as moderate, indicating that the organizational culture has been implemented fairly well but still requires improvement.

The conditions within the Directorate of Samapta of the North Maluku Regional Police

show that the existing organizational culture has created disciplined, structured, and target-oriented work patterns. Values such as loyalty, responsibility, teamwork, and compliance with organizational rules serve as guidelines for personnel in performing their daily duties, thereby contributing to improved work quality and effectiveness in task implementation.

The Effect of Empowering Leadership on Personnel Performance

To answer the third research question and hypothesis, the results of the path analysis indicate that empowering leadership does not have a significant effect on personnel performance, with a coefficient value of 0.114 and a p-value of 0.409 (> 0.05). This finding suggests that the implementation of empowering leadership within the organization has not been able to directly improve personnel performance. These results are inconsistent with previous studies by Ahearne et al. (2005) and Zhang & Bartol (2010), which stated that empowering leadership can improve employee performance.

The descriptive statistical results show that the indicator *providing autonomy from bureaucratic constraints* (X1.4) had the highest average value within the empowering leadership variable. This indicates that leaders have provided autonomy and trust to personnel in carrying out their duties. However, the autonomy provided has not been sufficient to directly improve personnel performance. This condition suggests that other factors play a role in improving performance, particularly job satisfaction as a mediating variable.

The conditions within the Directorate of Samapta of the North Maluku Regional Police show that leadership support and attention have made personnel feel more comfortable at work. Personnel feel appreciated when they are given opportunities to participate in completing tasks and are trusted in carrying out their responsibilities, which ultimately contributes to increased job satisfaction among personnel.

The Effect of Organizational Culture on Job Satisfaction

To answer the fourth research question and hypothesis, the results of the path analysis indicate that organizational culture has a positive and significant effect on job satisfaction, with a coefficient value of 0.857 and a p-value < 0.001 (< 0.05). This finding indicates that a stronger organizational culture contributes to higher job satisfaction among personnel. These results are consistent with the study conducted by Hutabarat and Lubis (2023), which stated that a good organizational culture can improve employee job satisfaction.

The descriptive statistical results show that the *stability* (X2.7) and *team orientation* (X2.5) indicators had relatively higher average values compared to the other indicators. This indicates that work stability and teamwork are important factors contributing to personnel job satisfaction. In addition, the average value of the organizational culture variable was 3.32, categorized as moderate, indicating that the organizational culture has been implemented fairly well although it still requires improvement.

The conditions within the Directorate of Samapta of the North Maluku Regional Police show that an organizational culture emphasizing teamwork, discipline, and good interpersonal relationships among personnel has created a conducive work environment. Such conditions make personnel feel more comfortable, secure, and directed in carrying out their duties, which ultimately increases their job satisfaction.

The Effect of Job Satisfaction on Personnel Performance

To answer the fifth research question and hypothesis, the results of the path analysis indicate that job satisfaction has a positive and significant effect on personnel performance, with a coefficient value of 0.453 and a p-value of 0.007 (< 0.05). This finding is consistent with the theory proposed by Afandi (2021), which states that job satisfaction can encourage improvements in employee performance.

The descriptive statistical results show that the *job* indicator (*Z1*) had the highest average value among the indicators of the job satisfaction variable. This indicates that job suitability plays an important role in improving personnel performance. In addition, the average value of the job satisfaction variable was 3.64, categorized as good, indicating that the level of personnel job satisfaction was relatively high.

The conditions within the Directorate of Samapta of the North Maluku Regional Police show that personnel who feel satisfied with their work tend to have higher motivation and greater responsibility in carrying out their duties. Good working relationships between leaders and co-workers also encourage personnel to be more enthusiastic in completing their work, which ultimately contributes to improved work quality and achievement of organizational targets.

The Effect of Empowering Leadership and Organizational Culture on Personnel Performance through Job Satisfaction

To answer the sixth and seventh research questions and hypotheses, the results of the path analysis indicate that empowering leadership and organizational culture influence personnel performance through job satisfaction as a mediating variable. This is shown by the indirect effect value of empowering leadership on personnel performance of 0.176 and the indirect effect value of organizational culture of 0.388.

Furthermore, the results show that empowering leadership has a significant indirect effect on personnel performance through job satisfaction, while its direct effect is not significant. Therefore, this finding indicates the existence of full mediation. In contrast, organizational culture has both direct and indirect significant effects on personnel performance, indicating partial mediation. These findings are consistent with the study conducted by Purnama and Indrawijaya (2022), which stated that job satisfaction acts as a mediating variable in the relationship between leadership and employee performance.

These results indicate that job satisfaction is an important factor that strengthens the influence of empowering leadership and organizational culture on personnel performance. The conditions within the Directorate of Samapta of the North Maluku Regional Police show that when personnel feel appreciated, supported, and work in a positive environment, they tend to work more optimally, resulting in improved performance through increased job satisfaction.

In practice, the empowerment provided by leaders and the implementation of a supportive organizational culture are more strongly reflected in improving personnel comfort and job satisfaction rather than directly improving performance. Personnel who feel trusted, supported, and work within a disciplined and conducive environment tend to have higher work enthusiasm, which increases job satisfaction and ultimately contributes to better personnel performance.

CONCLUSION

Based on the results of the study and discussion regarding the influence of empowering leadership and organizational culture on job satisfaction and personnel performance within the

Directorate of Samapta of the North Maluku Regional Police, it can be concluded that empowering leadership has a positive but not significant effect on personnel performance, indicating that the implementation of empowering leadership has not yet been able to directly provide a strong influence on improving personnel performance. In contrast, organizational culture has a positive and significant effect on personnel performance, which means that a strong and conducive organizational culture is capable of improving personnel effectiveness and productivity.

The study also found that empowering leadership has a positive and significant effect on personnel job satisfaction. This indicates that leadership practices emphasizing trust, support, participation, and autonomy can increase personnel job satisfaction. Similarly, organizational culture was found to have a positive and significant effect on job satisfaction, suggesting that positive organizational values, norms, and practices are able to create a supportive work environment and improve personnel satisfaction. In addition, job satisfaction itself has a positive and significant effect on personnel performance, indicating that higher levels of job satisfaction contribute to more optimal personnel performance.

Furthermore, the results show that empowering leadership has a positive and significant indirect effect on personnel performance through job satisfaction as a mediating variable. This finding confirms that empowering leadership not only influences performance directly but also indirectly through increased job satisfaction. Likewise, organizational culture has a positive and significant indirect effect on personnel performance through job satisfaction, indicating that a supportive organizational culture can enhance personnel job satisfaction, which subsequently contributes to improved personnel performance.

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