Dynamics of Psychological Empowerment Through Self-Efficacy to Enhance Performance of Sabhara Personnel, North Sumatra Regional Police

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ABSTRACT

Performance is the level of success achieved by an individual in quality and quantity from task completion, aligned with job standards and organizational goals. This study examines psychological empowerment's influence on Sabhara Division personnel performance in the North Sumatra Regional Police, with self-efficacy as mediator. It employs quantitative methods and Structural Equation Modeling (SEM) with a 279-person sample. Data sources include HR performance appraisals (June–December 2024, period II), psychological empowerment scales, and self-efficacy scales. Findings show self-efficacy is not a strong intervening variable for performance improvement among Sabhara personnel. Direct psychological empowerment enhancement yields greater effects than indirect paths. Practically, organizations should prioritize direct empowerment, supported by clear roles and structures, to boost Sabhara performance while mitigating negatives. Non-significant mediation highlights contextual factors—like organizational constraints, leadership, or resources—as key in Indonesian police contexts for linking empowerment to outcomes.

KEYWORDS	*Psychological Empowerment; Performance; Self Efficacy; Personnel*

INTRODUCTION

The increasingly dynamic development of the world of work in the era of globalization requires organizations and institutions, including police institutions, to pay more attention to employee performance in order to accomplish the desired outcomes. The performance of the Indonesian National Police is getting great attention (Babalola, 2016; Mutawalli et al., 2023; Tacconi et al., 2019; Zhenjing et al., 2022). The rise of cases that drag members has made public trust decrease. According to Wahyuningsih, public trust is the belief that the people have in the government and the state, including its leaders, institutions, and policies.

According to the Indonesian Survey Institute (LSI), public trust in the National Police plummeted 17% points to 53% from the initial 72% in May 2022. This mainly happened after the premeditated murder case carried out by Police Inspector General Ferdy Sambo who at that time served as the Head of the Professional and Security Division of the Indonesian National Police (Chaeruddin et al., 2024; Hamid et al., 2025; Mayangsari et al., 2023; Young Ogola et al., 2021). As well as the Kanjuruhan stadium tragedy which took many victims because of procedural errors. The following is a graph of the level of public trust in the National Police in 2022 in the last 4 months.

As one of the organizations that fulfills the role of community service, the Indonesian National Police is expected to deliver the best possible service to the community by performing their duties in a way that is dependable, professional, and good (Alam & Purnamasari, 2024; Chachah et al., 2024; Herlambang et al., 2023; Saputra & Yopan, 2025). As a result, police

work is recognized as a professional occupation, and the car industry also needs to adhere to the professional code. In addition to performance and accomplishments, a police officer should possess clear credentials, competences, and certifications.

Based on the results of LSI above, the level of public trust in the National Police began to decrease by 2% points from 72% to 70% in August 2022. The figure then plummeted by 17% points to 53% in October 2022. LSI Executive Director Djayadi Hanan said that socio-demographically, people with higher education levels are more distrustful of the police. Even people who earn more money typically have less faith in the police.

The performance of employees in police institutions, especially in the Sabhara division of the North Sumatra Regional Police, has a crucial role in maintaining public security and order. As the spearhead of law enforcement, Sabhara employees are faced with various situations that require physical, mental, and decision-making skills quickly and precisely, especially in stressful and risky conditions. In carrying out these tasks, employee performance is a determining factor in the effectiveness of the implementation of police functions.

The performance of the National Police in carrying out its duties and functions as a law enforcement agency is often in the spotlight of the public. The National Police is often a hot topic on social media. Some time ago, several cases involved internal members of the National Police that caused criticism from the public regarding the implementation of state institutional functions. Furthermore, social media postings that expose these situations frequently have a detrimental effect on public confidence in law enforcement. Acts of violence and power abuse that reportedly take place within the police department itself are a reflection of this. Sentiment analysis methods can be used to examine a range of viewpoints regarding the National Police in order to gauge popular confidence in the force.

The level of public trust in the performance of the National Police is still felt to be lacking, as expected. This is due to the strong impression in the community that the National Police is unresponsive, discriminatory and unprofessional in handling public reports and there are still individuals who have an attitude of impolite, uncommendable behavior in service. Heavy workloads, including patrols, traffic management, and handling of kamtibmas disturbances, can affect Sabhara's performance. Some of the things that arise related to Sabhara's lack of optimal performance are limited resources, such as the number of personnel and equipment, are a challenge in carrying out Sabhara's duties that have not been optimal. Technological developments and changes in crime patterns require Sabhara to continuously improve their abilities and knowledge. The expansion of the work area and the increase in the complexity of social problems can also be a challenge for Sabhara in carrying out his duties. This problem makes researchers interested in studying the performance problems of the Sabhara police department.

The empowerment of human resources represents a critical determinant of performance. In institutions such as the North Sumatra Police, the performance of employees in the Sabhara division is one of the vital elements that determines operational success. Therefore, the right strategy is needed to improve employee performance to be more effective and efficient in carrying out their duties. Arsita, A. (2021).

Psychological empowerment (PE) is one strategy that is seen to be effective in raising employee performance. A psychological state that encompasses significance, competence, self-determination, and the influence people feel while performing their jobs is known as PE.

Because they feel in control of their work, recognize the significance of their labor, and have faith in their ability to finish tasks, psychologically empowered employees are thought to be better equipped to manage their workload (Himawan, E. M., et al (2022).

In the context of the North Sumatra Regional Police Sabhara division, the role of psychological empowerment is very important because this unit is responsible for maintaining public security and order. Employees who are psychologically empowered tend to be more proactive in dealing with challenging situations and have the potential to develop innovative solutions. This will ultimately contribute to the overall operational success by improving the unit's performance. In human resource management, PE is a crucial notion to consider, particularly when it comes to the police, who bear a heavy burden of ensuring public safety. In the North Sumatra Police, especially in the Sabhara division, performance greatly affects the quality of public services and security. Personnel who have a high level of psychological empowerment are better able to face job challenges and are more likely to have the initiative to improve their performance. Kurniawan, A. (2024).

Performance is determined not only by technical skills, but also by psychological factors, such as motivation and self-confidence. One approach that can improve employee performance is Psychological Empowerment. Through this empowerment, employees are given a sense of control, confidence, and meaning in their work, which can encourage them to be more responsible and take the initiative in carrying out their duties. Kustandi, T. (2024).

In the application of psychological empowerment in the Sabhara Division of the North Sumatra Police which has not been fully optimized. This shows that there are obstacles in the aspect of self-efficacy (SE) or employee self-confidence in their ability to face challenging tasks. Therefore, this study is important to delve deeper into the dynamics of PE and SE in improving employee performance in the North Sumatra Police Sabhara Division. By understanding these factors, it is hoped that effective strategies can be found to increase employee motivation, initiative, and productivity, so that their performance in maintaining public safety and order can be more optimal. Kala'Padang, F. I., & Daromes, F. E. (2023).

This empowerment gives employees a sense of control, confidence, and meaning in their work, so they feel more responsible and take the initiative in carrying out their duties. Increasing employee PE can have a significant impact on work effectiveness, both individually and in teams. Therefore, this research is important to explore the dynamics of PE and SE in improving employee performance in the Sabhara division, as well as offer solutions to overcome existing obstacles. This effort is also relevant given the need for Sabhara's division to continue to adapt to evolving security challenges, which require employees with a high level of initiative and a sense of responsibility. With psychological empowerment, it is hoped that employees can be more motivated and productive, so that their performance in carrying out police duties can be improved.

According to various studies, PE has been shown to have a positive impact on employee intrinsic motivation, which ultimately improves performance. Dimensions of PE and SE, such as the meaning of work, competence, self-career determination, and perceived impact, all contribute to the formation of more positive work behaviors. Therefore, PE needs to be one of the focuses in human resource development with the aim of improving individual and team performance.

In the context of employee performance in the North Sumatra Police Sabhara Division, it is very important to maintain public security and order. As the spearhead of law enforcement, Sabhara employees must work optimally under pressure and high risk. In addition to technical skills, psychological aspects such as motivation, morale, and decision-making also play an important role.

One of the best strategies to boost performance is through PE. This empowerment gives employees a sense of control, confidence, and meaning in their work, which encourages greater responsibility and initiative. However, this approach has not been implemented optimally in Sabhara, as there are still employees who only follow instructions without initiative. This research is important to understand the extent to which Psychological Empowerment and self-efficacy are applied and their impact on employee performance. With the right psychological empowerment, Sabhara employees are expected to be more motivated, productive, and contribute better to carrying out police duties.

This study aims to investigate the dynamics of psychological empowerment and self-efficacy in enhancing the performance of Sabhara Division personnel, North Sumatra Regional Police. Specifically, this research seeks to: (1) examine the direct effect of psychological empowerment on self-efficacy; (2) assess the direct effect of self-efficacy on performance; (3) evaluate the direct effect of psychological empowerment on performance; and (4) determine whether self-efficacy mediates the relationship between psychological empowerment and performance.

Based on the theoretical framework and empirical literature reviewed, this study tests four formal hypotheses: H1: Psychological empowerment has a significant positive effect on self-efficacy among Sabhara Division personnel. H2: Self-efficacy has a significant positive effect on the performance of Sabhara Division personnel. H3: Psychological empowerment has a significant positive effect on the performance of Sabhara Division personnel. H4: Self-efficacy significantly mediates the relationship between psychological empowerment and performance among Sabhara Division personnel. By testing these hypotheses, this research contributes both theoretical insights into the boundary conditions of empowerment theory in paramilitary contexts and practical guidance for police management seeking evidence-based strategies to enhance frontline personnel performance.

METHOD

This study employed a causality model to examine influence relationships. Structural Equation Modeling (SEM), run via AMOS 21 software, served as the analysis method to test the research hypotheses. SEM enabled the researcher to address both dimensional problems (i.e., measuring indicators of a concept) and regression problems (i.e., evaluating the influence or degree of association between elements whose dimensions had been established). Research involving multiple independent, dependent, moderating, and intervening variables—analyzed partially and simultaneously—could be handled using the SEM approach.

The study's population comprised 819 employees in the Sabhara Division of the North Sumatra Regional Police (Polda Sumut). Purposive sampling was used, based on specific attributes: (1) work experience of 5–10 years, (2) male gender, and (3) fieldwork outside the office. The sample size was 279 personnel.

This study utilized a quantitative approach with documentation methods and two scales: psychological empowerment and self-efficacy. Subsequent analysis involved structural modeling, which combined Confirmatory Factor Analysis (CFA) diagrams for each latent variable (Psychological Empowerment, Self-Efficacy, and Performance Assessment). The full initial/iterative combined model was analyzed similarly to individual CFA stages, evaluating loading factor values for construct validity and Goodness-of-Fit (GOF) indices against required thresholds.

A good fit for the combined (structural) model was achieved after one iteration. The following figure presents the final fitted structural model diagram.
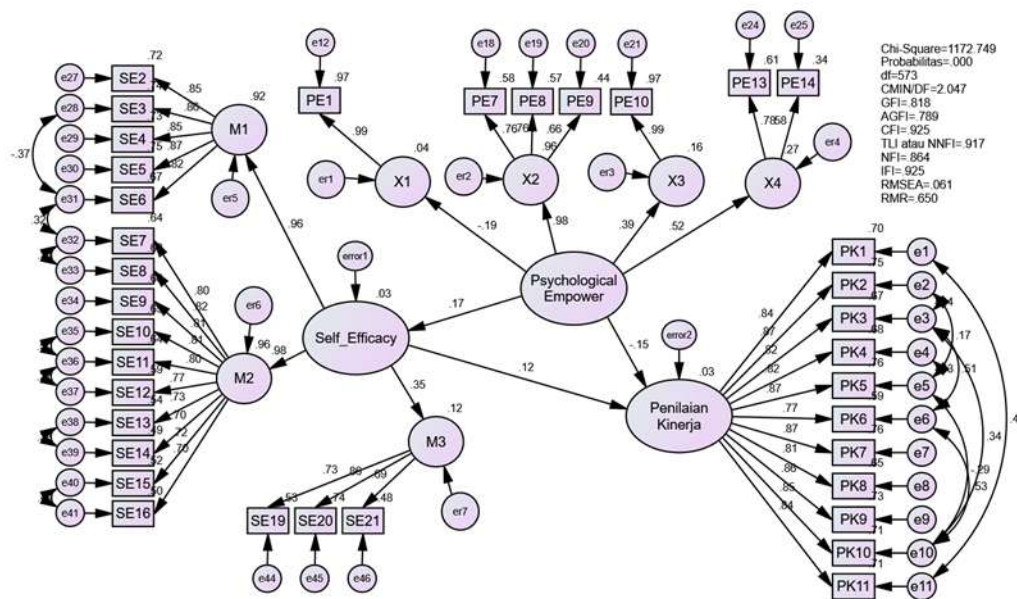

Figure 1. Diagram Full Model Structural (Standardized Estimate)
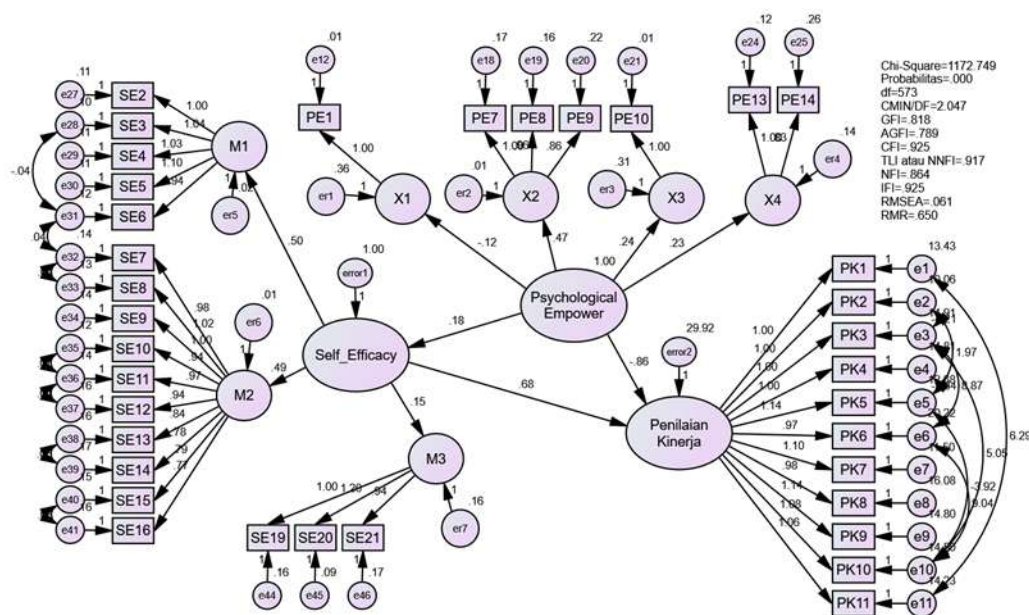

Figure 2. Diagram Full Model Structural (Unstandardized Estimate)

Figure 1 is diagram output with a Standardized value, while Figure 1 is a diagram with an unstandardized value, both are complete (combined) full model analysis outputs. Consequently, the study hypothesis can be tested using the generated SEM model, analyze the hypotheses put forth in this study, and explain the relationship or influence between latent variables, dimensions, and indicators.

a. The Resulting Regression Equation

To find out the complete structural equation model consisting of structural equations, the forming regression coefficient is obtained from Table 1. (Standardized Regression Weights), and residual values (error of estimates) can be found from Table 4.15. Squared Multiple Correlation.

Table 1. Standardized Regression Weights

			Estimate
Self_Efficacy	<---	Psychological_Empower	.174
Performance_Assessment	<---	Self_Efficacy	.125
Performance_Assessment	<---	Psychological_Empower	-.154

Source : Primary data processed by researchers with AMOS 23

Table 2. Squared Multiple Correlations

	Estimate
Self_Efficacy	.030
Performance_Assessment	.033

Source : Primary Data processed by researchers with AMOS 23

Drawing from Table 2, showing Standardized Regression Weights, residual errors, and Squared Multiple Correlations, a regression equation for this study can be formulated:

Structural Equations:
Self-Efficacy = 0.174*Psychological Empowerment + error (1-0.030) = 0,97
Sub-Structural Equations:
Performance Assessment = 0.125*$Self$-$Efficacy$ - 0.154*$Psychological\ Empowerment$ + error (1-0.033) = 0.67

RESULT AND DISCUSSION

Statistical hypothesis testing was conducted for three direct (partial) hypotheses and one mediating (intervening) hypothesis. The testing employed the Critical Ratio (C.R.) method, where a C.R. value $\geq$ 1.96 at a 5% significance level (α = 0.05) indicates that the alternative hypothesis (H_1) is accepted and the null hypothesis (H_0) is rejected. Additionally, hypothesis testing utilized the probability significance (p-value). If the p-value $\leq$ 0.05, H_1 is accepted and H_0 is rejected. A p-value marked with '*' denotes significance at the 1% level (p $\leq$ 0.01).**

To evaluate the mediating (intervening) effect, the Sobel test was applied. A mediating variable is considered statistically significant if it passes the Sobel test at the 5% significance

level (p < 0.05). According to Ghozali (2011), if the Sobel test yields a p-value less than 0.05, the variable is deemed to play a significant mediating role.

1) Statistical Analysis of Direct Impact (t-statistical test)

Table 3. Regression Weights Full Combined Model Fit

			Estimate	S.E.	C.R.	P
Self_Efficacy	<---	Psychological_Empower	.176	.072	2.443	.015
Performance_Asses sment	<---	Self_Efficacy	.682	.351	1.964	.049
Performance_Asses sment	<---	Psychological_Empower	-.856	.391	-2.188	.029

Source: Primary data was processed by researchers with AMOS 23.0.

The regression weights full fit combined model above, as shown in Table 4.18, can be diagrammatically represented as follows in Figure 3:
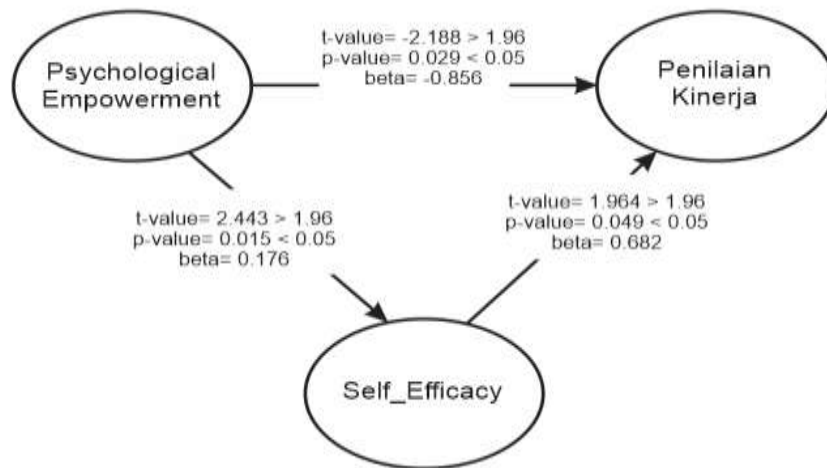
Figure 3. Diagrams (t-calculus, Sig. P-value & beta value)

Sobel Test (H4)

In this Sobel test, it was used to determine the mediating role of SE variable in influencing PE on Performance Assessment. The Sobel test is used to examine the significance of the indirect effect of the independent variable (X) on the dependent variable (Y2) through a mediating (intervening) variable (Y1). This is done by calculating the indirect effect, which is the product of the path coefficient from X to Y1 (a) and the path coefficient from Y1 to Y2 (b), expressed as ab. In this context, the coefficient ab is equivalent to (c - c'), where c represents the total effect of X on Y2 without considering the mediating variable Y1, and c' represents the direct effect of X on Y2 after accounting for the influence of Y1.

Ghozali (2011) claims that a method created by Sobel Test can be used for hypothesis testing. The following is the formula for the Sobel test:

$$Sab = \sqrt{b^2 Sa^2 + a^2 Sb^2 + Sa^2 Sb^2}$$

Information:

Sab : The magnitude of the indirect influence error standard

a : Independent variable path (X) with intervening variable (Y1)
b : Path of intervening variable (Y1) with dependent variable (Y2)
Sa : Standard error coefficient a
Sb : Standard error coefficient b

  Additionally, the Sobel Test Calculator for the Significance of Mediation program on the website https://www.danielsoper.com/statcalc/calculator.aspx?id=31 aids in the analysis of the Sobel test in this study.
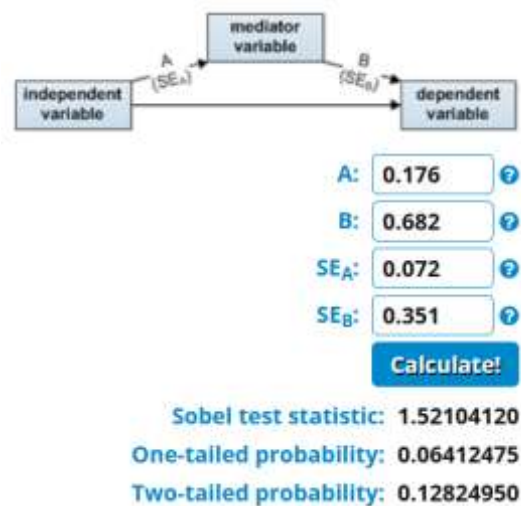

Figure 4. *Sobel Test Calculation*

Information:
Independent Variable: Psychological Empowerment
Mediator Variable: Self-Efficacy
Dependent variable: Performance Assessment
A: The Direction of Variable Independent Influence on the Mediator Variable
B: The Direction of the Influence of the Mediator Variable on the Dependent Variable
SE: Standard Error

  The following is a description of the analysis's findings based on the output of Table 4.18: Regressions Weights Full Combined Model Fit and Figure 4.13: Sobel Test Statistics calculation:

a. Hypothesis Test 1
 H0 : No influence psychological empowerment against self efficacy against the North Sumatra Regional Police Sabhara Division.
 H1 : There is an influence psychological empowerment against self efficacy against the North Sumatra Regional Police Sabhara Division.
Conclusion:
Based on Table 4.18, the C.R. value (t-calculated) is 2.443 > 1.96 and or the P-value is 0.015 < 0.05. Thus, it can be concluded that Hypothesis 1 is accepted with the sentence

"There is an influence of psychological empowerment on self efficacy on Police Personnel of the North Sumatra Police Sabhara Division.".

b. **Hypothesis Test 2**

H0 : No influence SE on the Performance of Police Personnel of the North Sumatra Regional Police Sabhara Division

H2 : There is an influence SE on the Performance of Police Personnel of the North Sumatra Regional Police Sabhara Division

Conclusion:

Based on Table 4.18, the C.R. value (t-calculated) is 1.964 > 1.96 and or the P-value is 0.049 < 0.05. Thus, it can be concluded that Hypothesis 2 is accepted with the sentence "There is an influence of self-efficacy on the Performance of Police Personnel of the North Sumatra Police Sabhara Division".

c. **Hypothesis Test 3**

H0 : No influence on PE the Performance of Police Personnel of the North Sumatra Regional Police Sabhara Division

H3 : There is an influence PE on the Performance of Police Personnel of the North Sumatra Regional Police Sabhara Division

Conclusion:

Based on Table 4.18, the C.R. value (t-calculated) is -2.188 > 1.96 and or the P-value is 0.029 < 0.05. Thus, it can be concluded that Hypothesis 3 is accepted, with the sentence "There is an effect of psychological empowerment on the Performance of Police Personnel of the North Sumatra Police Sabhara Division".

d. **Hypothesis Test 4**

H0 : No influence PE on the Performance of the North Sumatra Police Sabhara Division with self efficacy as a mediation

H4 : There is an influence PE on the Performance of the North Sumatra Police Sabhara Division with self efficacy as a mediation

Conclusion:

Based on the figure, the Sobel Test calculation is known that the probability value (two-tailed) is 0.128 > 0.05, or with the Sobel Test Statistic value obtained a value of 1.521 < 1.96. Thus, it can be concluded that Hypothesis 4 is rejected, with the sentence "There is no effect of psychological empowerment on the Performance of Police Personnel of the North Sumatra Police Sabhara Division with self-efficacy as mediation".

**Analysis of Direct Effects and Indirect *Effects***

1. **Direct Effect**

The SEM model's Standardized Direct Effect and Standardized Indirect Effect allow one to determine the degree to which one variable influences another variable, both directly and indirectly. As shown in table 4, the standard coefficient of direct effect regression.

Table 4. Standardized Direct Effect

	Psychological_Empower	Self_Efficacy	Performance_Assessment
Self_Efficacy	.174	.000	.000

	Psychological_Empower	Self_Efficacy	Performance_Assessment
Performance_Assessment	-.154	.125	

Source: Primary data was processed by researchers with AMOS 23.0.
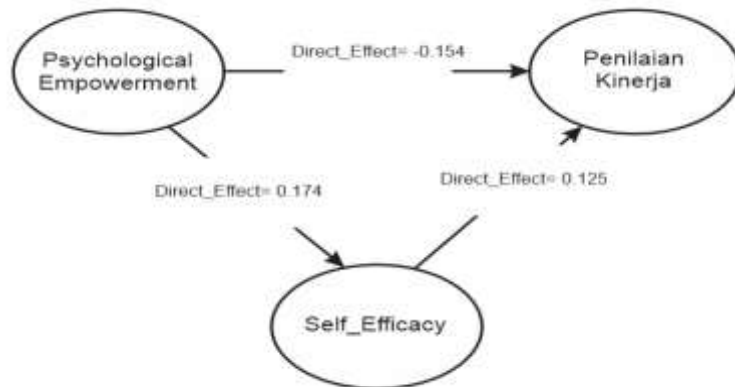
Figure 5. Direct Influence Coefficient Diagram

Based on Table 4.19 and Figure 4.14, the direct influence of PE is more dominant with a coefficient of -0.154 (-15.4%) with a negative influence direction, compared to the direct influence of Self-Efficacy which is only 0.125 (12.5%) with a positive influence direction on Performance Assessment. Meanwhile, the direct influence of Psychological Empowerment on Self-Efficacy was 0.174 (17.4%) with a positive influence direction.

2. Standardized Indirect Effect

The indirect impact coefficient can be used to determine whether the mediation variables are effective in the SEM model's structure. It will be possible to determine whether the mediation or intervening variables had the anticipated impact by directly comparing the indirect influence coefficient's size.

Table 5 below displays the computation's outcomes using AMOS 23.00 indirect influence.

Table 5. Indirect Effects

	Psychological_Empower	Self_Efficacy	Performance_Assessment
Self_Efficacy	.000	.000	.000
Performance_Assessment	.022	.000	

Source: Primary data processed by the researcher with AMOS 23.00
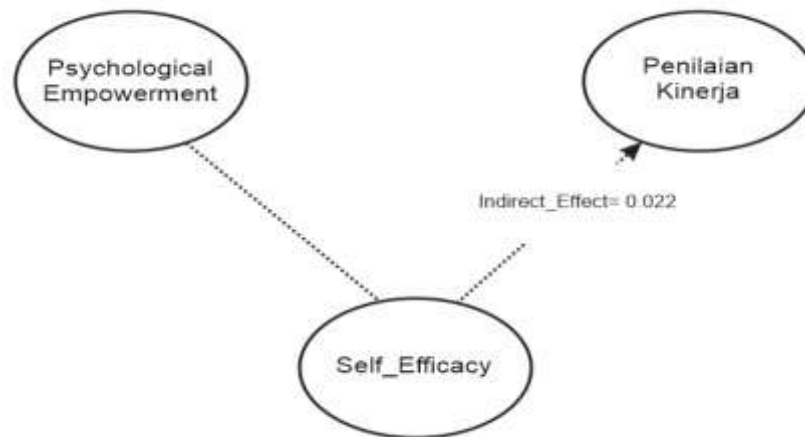
Figure 6. Indirect Effect

Based on Table 5 and Figure 6, the results of the calculation of indirect effects show that the Psychological Empowerment variable has an indirect effect of 0.022 (2.2%) through Self-Efficacy on Performance.

Based on the results of the analysis of the intervening or mediation model, either by comparing or looking at the value of direct and indirect effects, or by the Sobel Test Statistics analysis technique, it is known that SE variable in this study is not a good intervening variable, or it is not a variable that has a great influence in an effort to improve the performance variable, especially in the case of Personnel Police Sabhara Division of the North Sumatra Police. Based on these results, what caused an increase in the Performance of Police Personnel of the North Sumatra Regional Police Sabhara Division was through an increase in the Psychological Empowerment variable directly.

CONCLUSION

This study on the dynamics of psychological empowerment mediated by self-efficacy in enhancing performance among Sabhara Division personnel of the North Sumatra Regional Police (Polda Sumut) revealed significant direct effects: psychological empowerment positively influenced self-efficacy, self-efficacy positively affected performance, and psychological empowerment directly enhanced performance. However, self-efficacy did not mediate the relationship between psychological empowerment and performance. For future research, investigators should explore additional mediators or moderators—such as organizational support, leadership styles, or training interventions—in larger or diverse police samples to better understand empowerment dynamics in high-stress paramilitary contexts.

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