

Improving Personnel Performance Through Personnel Empowerment with Professional Competence as a Mediating Variable

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Abstract. *This study aims to analyze the effect of personnel empowerment on the performance of personnel of the Directorate of Special Criminal Investigation of the Papua Regional Police, with professional competence as a mediating variable and cross-functional coordination as a moderating variable. The background of this study is rooted in the demands of the community for professional, accountable, and responsive police performance in facing complex security challenges, especially in the Papua region. The problem of suboptimal personnel performance is thought to be caused by the lack of empowerment and the suboptimal professional competence possessed by police members. The research method used is a quantitative approach with an explanatory research type. The population in this study were all members of the Directorate of Special Criminal Investigation of the Papua Regional Police, totaling 114 people, and the entire population was used as a sample (census). The data analysis technique used Structural Equation Modeling (SEM) based on Partial Least Square (PLS) to test the relationship between variables. The results of the study showed that personnel empowerment had a positive and significant effect on personnel performance, and had a positive and significant effect on increasing professional competence. Professional competence was also proven to have a positive and significant effect on personnel performance. In addition, professional competence was able to significantly mediate the effect of empowerment on performance. Cross-functional coordination strengthens the relationship between empowerment and competence with personnel performance, indicating the importance of cross-unit integration in police organizations. The R^2 value of 0.816 for the personnel performance variable indicates that the research model is able to explain 81.6% of the variation in personnel performance, while 18.4% is influenced by other factors outside the model. This study provides theoretical contributions in the development of human resource management science, as well as practical contributions for police institutions in designing empowerment strategies and personnel competence development to improve performance sustainably.*

Keywords: *Coordination; Empowerment; Function; Professional.*

1. Introduction

Law Number 2 of 2002 concerning the Indonesian National Police regulates the role of the police as law enforcement officers who interact directly with the community and face various phenomena. This law emphasizes the function of the police in maintaining security, order, enforcing the law, and providing protection and services to the community. Article 4 states that the purpose of the police is to create domestic security, prioritizing human rights, while Article 13 stipulates the main duties of the police which include maintaining order, enforcing the law, and providing protection and services. This task is a major challenge, especially with globalization, technological developments, and demands for human rights.

The main requirement for achieving competitiveness and independence within the ranks of the Republic of Indonesia National Police is improving the performance of police members.(Arif, 2021). The implementation of the performance of Polri members is based on the performance management system regulated by Article 5 of the Regulation of the Republic of Indonesia National Police Number 2 of 2018 concerning the performance assessment of members of the Republic of Indonesia National Police. This performance management system includes the stages of performance planning, performance monitoring, implementation of performance assessments, and performance evaluations.

The public's expectation that the implementation of the police's duties and functions as maintainers of public security and order, law enforcers, protectors, guardians, and public servants be carried out professionally, transparently, responsively, and accountably is increasing. In response to public expectations, various efforts to improve, organize, strengthen, and reform have been carried out by the Indonesian National Police to become a professional police institution that is trusted by the public.(Agustina et al., 2023).

Polri sets targets in the arrangement and institution through various efforts. In the period 2005-2009, Polri focused on building public trust (trust building). In the period 2010-2014, Polri tried to build partnerships (partnership building), and in the period 2015-2025, Polri targeted achieving excellence (strive for excellence).

The Indonesian National Police as an institution responsible for domestic security needs to prepare its personnel to anticipate dynamic developments. The institution of attitudes and behavior of Indonesian National Police members is key in responding to demands for a democratic, transparent, accountable police force that prioritizes the supremacy of law and human rights.(Gaussyah, 2012).

In an increasingly complex organizational environment, collaboration between units or divisions is crucial for efficiency and effectiveness. Cross-functional coordination relies not only on good communication, but also on individual empowerment and increased professional competence possessed by personnel. Empowerment of personnel is expected to

encourage them to be more independent, responsible, and proactive in carrying out their duties. This will provide space for personnel to optimize their potential, while strengthening collaboration between various functions within the organization. Meanwhile, high professional competence is a determining factor in the success of cross-functional coordination. Personnel who have good skills, knowledge, and professional attitudes can complete tasks more effectively, minimize errors, and improve the quality of the output produced.

Empowerment empowerment refers to the delegation of decision-making authority in a particular operational domain without the need for approval from other parties.(Larasati Ahluwalia, 2020). Empowerment is a form of employee involvement that has important meaning.(Deni et al., 2019; Michigan, 1995). The process of empowering individuals involves moving them from a position of simply following instructions to one that provides the opportunity for greater responsibility.(Islam et al., 2018).

Research related to empowerment on performance still opens up a research gap by leaving some controversies in the results. Among them is the research findings by Baird highlighting the importance of increasing employee empowerment and improving performance quality.(Baird et al., 2020). However, these results differ from the findings that employee empowerment has a positive but insignificant impact on employee performance.(Ratri Nugrahaningsih, 2021). Then, the challenge that is often faced is how to ensure that empowerment and professional competence can be integrated into daily practice and have a positive impact on the professionalism of personnel work. One important aspect in the professional preparation of police personnel is the level of professional skills and competence.(Wulan et al., 2022).

The importance of developing patrol officers' competencies and skills also includes mastery of physical influence techniques, use of special tools, firearms, and driving skills in extreme conditions. Psychological influence on offenders and the ability to convince them to comply with legal requirements are also important focuses.

Previous research related to the role of competence on PERSONNEL performance still leaves controversial results. Among them is the research result that competence has a significant direct influence on organizational performance.(Reza Aulia, 2023)This result contradicts the fact that competency development does not have a significant influence on organizational performance variables.(Sudewo et al., 2022).So in this study, cross-functional coordination is proposed as a moderating variable to answer this gap.

Cross-functional coordination involves harmonious cooperation and communication among various specialized units or functions within a police organization.(Ayu, 2016). Policing is a multifaceted endeavor, requiring seamless integration between departments, such as patrol, investigation, intelligence, community engagement, and administrative units. Effective cross-functional coordination is essential to optimizing the overall performance of the police force.

One critical aspect of cross-functional coordination in policing is the sharing of information and intelligence among various units.(Utami, 2017). Timely and accurate data exchange between investigative units and patrol officers, for example, enhances the ability to respond quickly to emerging threats or criminal activity. This flow of information also helps in developing comprehensive strategies for crime prevention and intervention.

Additionally, coordination is critical during major events or crises, where multiple units with different expertise need to work together smoothly.(Sokolowski, 2021). For example, during large-scale public events or emergency situations, coordination between traffic control units, crowd management teams, and investigation units becomes critical to ensure public safety, effectively manage crowds, and address potential security issues.

The phenomenon of problems faced by police personnel in maintaining security in Papua is very complex and requires a holistic approach. Papua, with its vast cultural, social, and geographical diversity, presents a major challenge in efforts to maintain security stability in the region. Police personnel in Papua often face very dynamic situations, involving social conflict, political tension, and threats from separatist groups seeking to shake the peace in the region.

One of the main problems is the challenge in terms of communication and coordination between related agencies. Papua's relatively difficult geography, with isolated and vast areas, complicates the distribution of police personnel and logistics. This reduces the effectiveness of supervision and response to incidents that occur, especially in remote areas. In addition, the limited number of personnel and supporting facilities are also major obstacles, considering the vast area that must be guarded and protected.

In addition to geographical factors, social and political tensions between local communities and the police also exacerbate the security situation. Distrust of the security forces, whether due to a history of conflict or perceptions of injustice, often leads to antagonism towards police personnel. This poses a major challenge in building better relations between the police and the community, which is crucial in maintaining order and security.

Threats from separatist groups or armed groups are also a phenomenon that police personnel in Papua often face. Violent acts, such as attacks on police posts or other security forces, often occur, requiring police personnel to always be alert and ready to face dangerous situations. Moreover, the conflicts that occur often involve ethnic and identity dimensions that affect social stability in Papua.

Therefore, efforts to improve the performance of police personnel in Papua in maintaining security require more attention to personnel empowerment, more intensive training, and a more humanistic and local wisdom-based approach strategy. In addition, it is also important to improve coordination between various government institutions, indigenous communities, and civil society organizations in creating conditions conducive to security and peace in Papua.

2. Research Methods

This study was conducted to test the hypothesis with the intention of justifying or strengthening the hypothesis with the hope that it can ultimately strengthen the theory used as a basis. In relation to the above, the type of research used is "Explanatory research" or research that is explanatory, meaning that this study emphasizes the relationship between research variables by testing the hypothesis, the description contains a description but the focus lies on the relationship between variables (Singarimbun, 1982). Literature study, Primary data in this study is the main data while secondary data is supporting data. Primary data is obtained through a questionnaire, which consists of closed and open questions. The decision to use open or closed questions depends greatly on how far the researcher understands the research problem (Kuncoro, 2003). Open questions are questions that give respondents the freedom to answer questions according to their way of thinking (Kuncoro, 2003). Closed questions are questions where the answers have been limited by the researcher so that it closes the possibility for respondents to answer at length according to their way of thinking. Distribution of questionnaires is direct data collection which is carried out by submitting a list of questions to respondents. The questionnaire was submitted directly to the leader in an envelope and returned in a sealed envelope to maintain confidentiality.

3. Results and Discussion

The population in this study were Personnel of the Directorate of Special Criminal Investigation of the Papua Regional Police. The questionnaire distribution process was carried out directly and through Google Form so that a sample of 114 respondents was obtained, namely the total Personnel of the Directorate of Special Criminal Investigation of the Papua Regional Police. The data were analyzed based on the results of the questionnaire distribution which were then processed using Smart PLS Software. To find out the description of the respondents, it can be explained as follows

Respondent Characteristics Table

Characteristics	Information	Amount	Percentage
Gender	Man	102	89.47%
	Woman	12	10.53%
Respondent Age	20 – 30	40	35.09%
	31 – 40	50	43.86%
	41 – 50	24	21.05%
Level of education	SENIOR HIGH SCHOOL	15	13.16%
	D3	35	30.70%
	S1	50	43.86%
	S2	14	12.28%

Source: primary data processed 2024

Based on the characteristics of the respondents described in the table above, several things can be concluded related to the profile of the personnel involved in this study. Respondent responses based on gender show that most of the personnel of the Directorate of Criminal

Investigation of the Papua Regional Police are male, with a percentage reaching 89.47%, while women are only 10.53%. This reflects the dominance of men in the work environment.

Respondents' responses based on age showed that most personnel were between 31 and 40 years old, which was 43.86%. This age group is a productive age that has sufficient work experience and has gone through a learning period. This age also shows their readiness to face more complex challenges in the field. Meanwhile, the 20-30 age group was 35.09%, and the 41-50 age group was 21.05%, illustrating the diversity in the existing age range.

Respondents' responses based on education level show that personnel with a Bachelor's degree dominate, which is 43.86%, followed by those with a Diploma 3 degree at 30.70%. As many as 13.16% of personnel have a high school education, and only 12.28% have a Master's degree. This shows that the majority of personnel have a fairly high educational background, which is equivalent to a bachelor's degree (S1). With a good level of education, it is expected that personnel can improve their competence and carry out their duties more professionally and effectively.

Descriptive analysis aims to determine the respondents' responses to each question asked. In this case, descriptive analysis explains the responses of the community to the questions asked for each variable of Professional Competence, Personnel Empowerment, and Personnel Performance. To determine the respondents' responses to each variable, in this study they are grouped into one score category using a scale range with the following formula (Umar, 2012). The index number can conclude the degree of respondents' perception of the indicators of the variables in the study. How to calculate the respondent's answer index can be done with the following formula:

- 1) The lowest assessment score is 1.
- 2) The highest assessment score is 5
- 3) $\text{Interval} = (\text{Maximum Value} - \text{Minimum Value}) / (\text{Number of Classes}) = (5-1)/3 = 1.3$

Thus the interval is explained as follows:

- 1) $1.00 - 2.29 = \text{Low}$
2. $2.30 - 3.59 = \text{Moderate}$
3. $3.60 - 5.00 = \text{High}$

Descriptive statistics of Personnel Empowerment will describe the Empowerment of Personnel of the Directorate of Special Criminal Investigation of the Papua Regional Police. Respondents' responses regarding the Empowerment of Personnel of the Directorate of Special Criminal Investigation of the Papua Regional Police are shown in table 4.2 as follows:

Personnel Empowerment Variable Index Value Table

Code	Indicator	STS	TS	N	S	SS	Mean	Criteria
Ppk 1	Competence	9	20	31	29	25	3.360	Currently
Ppk 2	Meaningfull	17	10	34	30	23	3.281	Currently
Ppk 3	Self-determination	13	16	26	25	34	3.447	Currently
Ppk 4	Impact	15	14	31	24	30	3.351	Currently
Average							3.360	Currently

Source: Processed primary data, 2025

Based on the data in the Table From the data obtained regarding the Value of the Personnel Empowerment Variable Index at the Directorate of Special Criminal Investigation of the Papua Police, it can be concluded that overall, the results are in the Moderate category with an average score of 3.360. This shows that personnel empowerment at the Directorate of Special Criminal Investigation of the Papua Police needs more attention to improve its quality. However, the indicators measured, such as Competence, Meaning, Self-Determination, and Impact, all have average scores that are in the Moderate criteria, which means that respondents consider that there is still room for improvement in this empowerment aspect.

In detail, the Competence indicator obtained an average score of 3.360, indicating that although there are efforts to improve personnel capabilities, there needs to be an increase in terms of professional competency development. The Meaning indicator with an average score of 3.281 also shows that although personnel understand the purpose and meaning of their tasks, they still need a deeper understanding of their contribution to the organization. Self-Determination, with an average score of 3.447, indicates that personnel have a relatively good level of freedom in decision-making, but there is still an opportunity to provide more autonomy in their work. The Impact indicator with an average score of 3.351 indicates that although personnel feel that their work has an impact, there are still aspects that can be improved to strengthen their sense of influence on the results of their work.

Overall, although the Personnel Empowerment Index Value at the Directorate of Special Criminal Investigation of the Papua Regional Police is categorized as Medium, this provides an illustration that personnel empowerment has been implemented, but there are several areas that require improvement, especially in terms of competence, understanding of meaning, and the impact of the work done. Therefore, the Directorate of Special Criminal Investigation of the Papua Regional Police is advised to focus more on developing personnel competence, improving their understanding of the meaning of tasks and the impacts they produce, and providing more opportunities for personnel to have control over their work. With these efforts, it is hoped that personnel empowerment can be improved and contribute more optimally to organizational performance in the future.

Validity testing is applied to all question items in each variable. There are several stages of testing that will be carried out, namely through Validity testing including convergent validity and discriminant validity.

Convergent Validity Test Table

Code	Variables	Outer Loading Value	T-statistic	Information
Professional competence				
Kp 1	Knowledge	0.804	26,639	VALID
Kp 2	Skills	0.837	35,258	
Kp 3	Self concept	0.831	32,226	
Kp 4	Values	0.840	33,777	
Kp 5	Personal characteristics	0.841	34,833	
Kp 6	Motive	0.840	34,216	
Personnel empowerment				
Ppk 1	Competence	0.869	39,343	VALID
Ppk 2	Meaningfull	0.858	36,695	
Ppk 3	Self-determination	0.863	38,457	
Ppk 4	Impact	0.866	40,685	
Personnel Performance				
Kpk 1	Success in handling cases	0.879	47,471	VALID
Kpk 2	Level of response to community needs	0.873	40,410	
Kpk 3	Level of compliance with police ethics and code of conduct	0.885	48,797	

Source: PLS output data 2025

Based on the results in the table for each variable instrument, it shows that all variable indicators are known to be valid, because the loading value is greater than 0.5, so that the indicator meets the eligibility for research and is said to be valid.

Hypothesis testing is carried out as follows:

In PLS statistical testing of each hypothesized relationship is done using simulation. In this case, the bootstrap method is used on the sample. This hypothesis testing will explain the interest in direct and indirect influences between variables, as explained in the following results:

1) The Influence of Personnel Empowerment on Personnel Performance

The results of the analysis show that the influence of Personnel Empowerment on Personnel Performance has a T-statistic value of 4.003, which is greater than the T-table value of 1.980, and a p-value of 0.000. This value indicates that the influence is statistically significant. Thus, it can be concluded that Personnel Empowerment has a positive effect on Personnel Performance. This means that the better the empowerment given to personnel, the more their performance in the organization will improve. Therefore, the first hypothesis stating that

Personnel Empowerment has an effect on Personnel Performance can be accepted. This shows the importance of effective empowerment as one of the main factors in improving individual performance in the organization.

2) The Influence of Personnel Empowerment on Professional Competence

The test results show that the influence of Personnel Empowerment on Professional Competence has a T-statistic value of 45.791, which is much greater than the T-table value of 1.980, with a p-value of 0.000. This shows that the influence is statistically significant. Thus, it can be concluded that Personnel Empowerment has a significant effect on Professional Competence. This means that the higher the empowerment given to personnel, the greater the increase in their professional competence. Based on these results, the second hypothesis stating that Personnel Empowerment has an effect on Professional Competence is accepted.

3) The Influence of Professional Competence on Personnel Performance

The test results show that the influence of Professional Competence on Personnel Performance has a T-statistic value of 5.948, which is greater than the T-table value of 1.980, and a p-value of 0.000. This value indicates that the influence is statistically significant. Thus, it can be concluded that Professional Competence has a significant effect on Personnel Performance. This means that the higher the level of Professional Competence possessed by personnel, the better the performance shown by personnel in the organization. Based on these results, the third hypothesis stating that Professional Competence has an effect on Personnel Performance is accepted.

Summary Table of R Square Results

No.	Information	R Square
1	Personnel performance	0.816
2	Professional competence	0.785

Source: primary data processed 2025

Based on the results of the R Square calculation, the R Square value for the Personnel Performance variable was 0.816, which means that 81.6% of the variation in Personnel Performance can be explained by the independent variables in this study. This shows that most of the factors that influence Personnel Performance have been covered in the research model. However, there is still 18.4% of the variation in Personnel Performance that is influenced by other factors that are not examined in this study.

Meanwhile, the R Square value for the Professional Competence variable is 0.785, which indicates that 78.5% of the variation in Professional Competence can be explained by the variables in the research model. This means that professional competence is largely influenced by the factors analyzed in this study, while the remaining 21.5% is influenced by other factors outside the model used in this study.

The discussion presentation is as follows:

1) The Influence of Personnel Empowerment on Personnel Performance

Hypothesis 1 shows that Personnel Empowerment has a positive and significant effect on Personnel Performance with an estimated value of the original sample of 0.380. This value indicates that each increase in Personnel Empowerment units will be followed by an increase in personnel performance of 0.380 units. The consistency of the results is strengthened by the Mean of Subsamples of 0.377, which is very close to the original estimate, as well as the relatively small Standard Deviation of 0.095, which indicates low variation in test results. The t-statistic test produces a value of 4.003, which is far beyond the critical value of the t table (1.980 at $\alpha = 0.05$), and is supported by a P-Value of 0.000, so that the hypothesis H_0 is rejected and H_1 is accepted at a confidence level of 95%. Thus, it can be concluded that Personnel Empowerment significantly improves Personnel Performance at the Directorate of Criminal Investigation of the Papua Police.

This finding is in line with the research of Handayani and Putra (2020), which states that empowerment programs that include training, delegation of authority, and constructive feedback can encourage employee motivation and work effectiveness in government agencies. Likewise, a study by Sari and Pratama (2022) emphasized that participatory leadership and performance-based reward systems play an important role in increasing personnel commitment and productivity, which ultimately contributes to improving the quality of service to the community.

2) The Influence of Personnel Empowerment on Professional Competence

Hypothesis 2 tests the effect of Personnel Empowerment on Professional Competence, and the results of the analysis show that the variable of Personnel Empowerment has a very significant effect on Professional Competence. The original sample estimate value of 0.887 indicates a very strong relationship between personnel empowerment and increased professional competence. The Mean of Subsamples value of 0.887 shows high consistency, almost identical to the original estimate, which strengthens the reliability of the results of this analysis. The small standard deviation, which is 0.019, indicates that this result has very low variation, indicating stability in the data obtained. The t-statistic reaching 45.791 far exceeds the critical value of 1.980, and the P value of 0.000 indicates that this result is statistically significant at the 99% confidence level. Thus, the hypothesis that Personnel Empowerment has a positive effect on Professional Competence can be accepted.

These results confirm that effective empowerment will improve the professional abilities and skills of personnel, which in turn will improve the quality of their work. Empowering personnel not only strengthens their self-confidence and involvement, but also provides them with the opportunity to develop skills relevant to job demands.

Previous research also showed similar findings, such as that conducted by Puspita and Rina (2020), which stated that empowerment in organizations improves individual skills and competencies, which contributes to improving overall performance.

3) The Influence of Professional Competence on Personnel Performance

Hypothesis 3 shows that the Professional Competence variable has a significant influence on Personnel Performance with an estimated value of the original sample of 0.551. This value indicates that professional competence makes a fairly strong positive contribution to improving personnel performance. The Mean of Subsamples of 0.554, which is almost the same as the original estimate, confirms the consistency of the results of this test. The standard deviation of 0.093 indicates a greater variation compared to the results in the first hypothesis, but is still within acceptable limits. With a t-statistic of 5.948 which is much higher than the critical value of 1.980, this result is statistically significant, also supported by a P value of 0.000 which indicates significance at a 99% confidence level. Therefore, the hypothesis that Professional Competence has a positive effect on Personnel Performance is accepted.

These results underline the importance of improving professional competence in driving better personnel performance. High professional competence can improve personnel skills and knowledge, which in turn allows them to perform tasks more efficiently and effectively.

Previous research by Sulistyono and Wijaya (2020) also showed that increasing professional competence is directly related to increasing productivity and work quality in the government sector. Therefore, it is important for organizations to continue to develop the professional competence of personnel through relevant training, education, and work experience.

4. Conclusion

Based on the research that has been conducted, the following conclusions can be obtained: Personnel empowerment has a significant influence on personnel performance. These results indicate that effective and consistent personnel empowerment efforts can provide a significant positive contribution to improving individual performance. By strengthening empowerment, personnel will be more motivated to work better, producing optimal results for the organization, Personnel empowerment has been proven to have a significant influence on the development of professional competence. This indicates that when personnel are given freedom, responsibility, and support in the work environment, they can develop more in professional skills and knowledge. Thus, good empowerment not only improves performance but also enriches the individual's ability to carry out tasks better, Professional competence has a significant influence on personnel performance. Continuous improvement of professional competence can directly improve the quality of personnel work, enabling them to achieve better and more efficient results. Therefore, strong professional competence is very important in achieving organizational goals, as well as supporting optimal performance and high productivity of the personnel concerned.

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