THE ROLE OF PSYCHOLOGICAL EMPOWERMENT AND JOB SATISFACTION IN MEDIATING EMPOWERING LEADERSHIP AND PERSONALITY TOWARDS OCB IN THE SOUTHEAST ULTRA REGIONAL POLICE HUMAN RESOURCES BUREAU PERSONNEL

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Abstract

In accordance with the purpose of the study, namely to determine the effect of Empowering leadership, personality mediated by psychological empowerment and job satisfaction on organizational citizenship behavior. This study uses a quantitative approach to testing the hypothesis. The subjects of this study were personnel of the Human Resources Bureau of the Southeast Sulawesi Regional Police. The population and respondents in this study were personnel of the Human Resources Bureau of the Southeast Sulawesi Regional Police, 76 personnel consisting of 70 Polri members and 6 PNS Polri personnel, so with the consideration that the entire number of the population can be reached by the researcher, the population will then be used as respondents in this study. Data Analysis Techniques using PLS 4, the results of the study stated that there was a significant effect of empowering leadership on psychological empowerment was accepted. There was a significant effect of personality on job satisfaction was accepted. There was a significant effect of psychological empowerment on Organizational citizenship behavior OCB was accepted. There was a significant effect of job satisfaction on Organizational citizenship behavior OCB was accepted. There was an insignificant effect of empowering leadership on Organizational citizenship behavior OCB was rejected. there is no significant influence of Personality on Organizational citizenship behavior OCB is rejected. The indirect influence of the mediating role of Psychological empowerment, the influence of empowering leadership on organizational citizenship behavior of personnel of the Human Resources Bureau of the Southeast Sulawesi Regional Police, that empowering leadership has a positive and significant influence on organizational citizenship behavior mediated by Psychological empowerment. Thus, the seventh hypothesis is accepted. The indirect influence of Job Satisfaction plays a mediating role in the influence of Personality on organizational citizenship behavior of personnel of the Human Resources Bureau of the Southeast Sulawesi Regional Police. that personality has a positive and significant influence on organizational citizenship behavior mediated by job satisfaction. Thus, the eighth hypothesis is accepted.

Keywords: Empowering leadership, personality, psychological empowerment, job satisfaction, organizational citizenship behavior.

INTRODUCTION

The Human Resources (HR) Bureau at the Regional Police (Polda) is a strategic unit responsible for human resource management. The main tasks of the HR Bureau include recruitment, competency development, promotion, and management of police personnel welfare. This function plays an important role in supporting professionalism, improving personnel performance, and ensuring the implementation of organizational values that support the goals of the police institution. Through a competency-based approach and empowering leadership, the HR Bureau aims to create a workforce that is adaptive, has integrity, and is able to face dynamic challenges in police duties. The success of an organization can be determined by the success or failure of the organization in carrying out its organizational activities. Empowering leadership is an approach that focuses on providing trust, authority, and support to subordinates to improve performance, creativity, and job satisfaction. In the context of the HR Bureau at Polda, this approach is

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important because it faces complex organizational dynamics, the need for improved performance, and demands for professionalism. HR constraints in the Southeast Sulawesi Regional Police include the lack of specially trained resources to handle various police tasks, challenges in recruitment and selection that are in accordance with operational and managerial needs, and difficulties in retaining qualified personnel amidst high workloads. In addition, the problem of suboptimal job rotation and lack of facilities for professional development are also obstacles to improving the quality of HR in the Regional Police. Previous research Qaiser Suleman Et All (2021). Kim et al. (2021): Found a direct relationship between empowering leadership and increased perceptions of psychological empowerment in security organizations. Chen et al. (2021): Showed that empowering leadership has a significant impact on autonomy and sense of competence in work.

Personality is an important aspect in human resource management, especially in the Regional Police Human Resources Bureau, which is tasked with ensuring a balance between individual performance and organizational needs. Personality influences how personnel face work challenges, interact with colleagues, and carry out tasks. In this context, the development of adaptive, proactive, and collaborative personalities is the main focus to support work effectiveness and build a healthy organizational culture. Challenges related to personality include adaptability, conflict management, and work stress management. Big Five Personality Theory (Costa & McCrae, 1992): Personality dimensions such as conscientiousness, agreeableness, and emotional stability have a direct relationship with job satisfaction. Individuals with more stable and organized personalities tend to be more satisfied with their jobs. Dispositional Approach Theory (Judge et al., 1997): States that individual personality characteristics influence how they respond to the work environment, including the level of job satisfaction. Organizational citizenship behavior (OCB) is a contribution from an individual that goes beyond the role in the workplace from what is assigned and the salary compensation received. According to Organ (1988) there are five dimensions in OCB, namely altruism which is shown by helping other employees, civic virtue which is providing support for organizational functions, conscientiousness which is described by working beyond demands, courtesy which alleviates other people's problems and sportsmanship which is avoiding damaging issues in the company. High OCB in employees will make the employee not only carry out their main tasks, but also carry out other tasks outside the demands of their main tasks, such as helping coworkers, innovating, and doing tasks beyond standards.

Park et al. (2013) argue that developing organizational citizenship behavior (OCB) should be a focal point for organizational success, especially if the organization wants to achieve its sustainability goals. This opinion is in line with research that found that OCB improves the company's sustainability performance (Lee S. 2020). OCB is also believed to be able to improve employee performance. This is in line with research showing that OCB has been proven to partially mediate the relationship between job satisfaction and task performance (Casu et al., 2021). The job satisfaction that is felt will trigger the emergence of OCB and can then affect employee performance. Firdayanti et al. (2022); Khan et al. (2012) that organizational citizenship behavior has a positive effect on OCB performance. According to Firdayanti et al. (2022); Khan et al. (2012) simply understand OCB as doing tasks beyond what is supposed to be without expecting rewards. The main tasks and functions assigned by the organization to each of its personnel.

LITERATUR REVIEW

Human Resource Management Practices

Human resource management is the planning, organizing, directing and controlling of the workforce, development, compensation, integration, maintenance, and termination of employment with human resources to achieve individual, organizational and community goals. The same opinion was expressed by Ivancevich (2014:34) that human resource management is specifically required to focus on all activities related to humans. Armstrong and Taylor (2014) define HRM as 'a strategic, integrated and

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clear perspective on the work, development and well-being of people who function in organizations. Similarly, Wall and Wood (2005) define HRM as a term that represents the activities of organizations in attracting, developing and managing employees. According to Dessler (2017) defines HR management as the process of acquiring, training, assessing, and compensating employees, as well as attention to labor relations, health, safety, and fairness. David Ulrich (1997) in the book "Human Resource Champions", Ulrich stated that HR management functions to improve organizational efficiency through effective management of human assets. Ulrich (1997) also introduced the concept of HR as a strategic partner in the organization, not just an administrative function. Flippo (1984) defines HR management as planning, organizing, directing, and controlling the procurement, development, compensation, integration, maintenance, and separation of human resources to achieve individual, organizational, and societal goals.

Empowering Leadership

Kim (2018) stated that empowering leadership is a process of empowerment that emphasizes the autonomy, participation, and development of its employees through the direction given by a leader, the results of which will cause a positive psychological reaction to an employee in an organization. Liu (2015) brings a different concept compared to the understanding and concept put forward by other researchers because he sees empowering leadership based on social relationships and also based on psychological motivation. According to the social concept, empowering leadership is a resource allocation strategy that can reduce high dependency.

Personality

Vecchio Robert (2006:26) personality can be defined as relatively enduring individual traits and dispositions that form patterns that distinguish one person from another. Personality is a unique and relatively stable pattern of behavior, thoughts, and emotions shown by an individual by Greenberg & Baron (2008:135). The same opinion by Campbell et al. (2013:83) that personality is a set of relatively stable characters that influence individual behavior. Furthermore, Robbins and Judge (2018:139) state that personality is the whole of how a person reacts and interacts with others. The same opinion by Hellriegel and Slocum (2011:70) that personality combines a set of physical and mental characteristics that reflect how a person sees, thinks, acts and feels. Consistent with the opinion of Schermerhorn et al. (2011:31) personality is a unique and relatively stable pattern of behavior, thoughts, and emotions, shown by an individual and about how a person is different from others.

Psychological Empowerment

Psychological empowerment is an empowerment perspective developed by focusing on motivation (George et al., 2018). Psychological empowerment is an increase in an individual's intrinsic motivation towards their tasks or work which consists of dimensions of meaning, competence, self-determination, and impact (Spreitzer in Saifullah et al., 2019). The perspective on psychological empowerment is developed by linking it to intrinsic task motivation and identifying specific cognitive components that produce intrinsic motivation in individuals. These components will collectively contribute to a sense of empowerment and individual motivation in the workplace (Thomas & Velthouse in Kwistianus (2015). Then according to Tanriverdi et al. (2019), Psychological empowerment is an internal motivation in individuals that reflects the individual's orientation towards their role in work. Susanto et al. (2022) views psychological empowerment as the level of empowerment cognition felt by employees. By providing psychological empowerment to employees, employees will be more positive and active in working with better self-efficacy. Psychological empowerment can also be interpreted as an effort by an organization or company to provide support, recognition, responsibility and freedom to individuals to develop their abilities and skills.

Job satisfaction

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Job satisfaction describes how satisfied a person is with his/her job which is closely related to many factors in the organization such as work motivation, employee performance, leadership, attitude, conflict and others (Parvin and Kabir, 2011). Similarly, employees often develop a gradual combination of positive and negative feelings, values and perceptions about various job features, such as the nature of the job, supervision, co-worker relationships, working conditions, workload, promotion, training opportunities, job security and career by Luthans (2011:141-143). Therefore, job satisfaction is said to be a complex phenomenon with various aspects or factors that influence it including salary, work environment, autonomy, communication and organizational commitment.

Organizational Citizenship Behavior (OCB)

According to Organ (1988), OCB is defined as discretionary individual behavior, which is indirectly included in the reward system, and overall will increase the effectiveness of an organization's function. Simply put, Sumiyarsih, Mujiati, and Ariati (2012) define organizational citizenship behavior as an informal attitude outside the expectations given by the organization where this attitude can create welfare in the organization..

Organizational citizenship behavior refers to anything a worker wants to do of his own accord, which means that organizational citizenship behavior is the wisdom shown by an employee in an organization (Thiruvenkadam & Durairaj, 2017). This extra behavior involves proactive and deliberate behavior in taking action outside of the job description, employment contract, or main task (Banahene et al., 2017). Often organizational citizenship behavior appears internally motivated by an individual's intrinsic need for achievement, competence, or affiliation (Organ, 1988 in Jahangir et al., 2004).
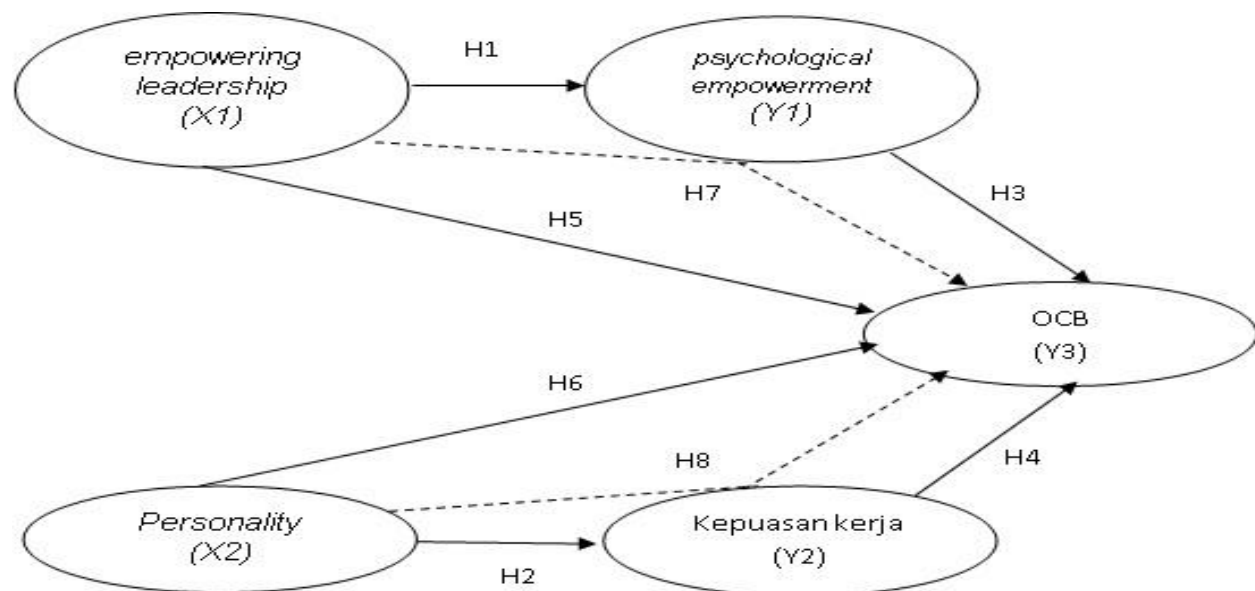

Figure 1 Conceptual Framework

Research Hypothesis

H1 : *Empowering leadership has a significant positive effect on the psychological empowerment of personnel at the Southeast Sulawesi Regional Police Human Resources Bureau.*

H2 : *Personality has a significant positive effect on the job satisfaction of personnel at the Southeast Sulawesi Regional Police Human Resources Bureau.*

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H3: *Psychological empowerment has a significant positive effect on the organizational citizenship behavior of personnel of the Human Resources Bureau of the Southeast Sulawesi Regional Police..*

H4: Job satisfaction has a significant positive effect on the organizational citizenship behavior of personnel at the Human Resources Bureau of the Southeast Sulawesi Regional Police..

H5: *Empowering leadership has a significant positive effect on the organizational citizenship behavior of personnel at the Human Resources Bureau of the Southeast Sulawesi Regional Police.*

H6: Personality has a significant positive effect on the organizational citizenship behavior of personnel at the Human Resources Bureau of the Southeast Sulawesi Regional Police.

H7: *Psychological empowerment plays a mediating role in the influence of empowering leadership on organizational citizenship behavior of personnel at the Human Resources Bureau of the Southeast Sulawesi Regional Police.*

H8: Job Satisfaction plays a mediating role in the influence of Personality on organizational citizenship behavior of personnel at the Human Resources Bureau of the Southeast Sulawesi Regional Police..

RESEARCH METHODS

The location of this research is at the Human Resources Bureau of the Southeast Sulawesi Regional Police. Furthermore, this research requires an allocation of time for approximately three months for data collection, tabulation and data analysis for two months, and discussion of research results for two months, so it is expected that within a period of seven months this research can be completed. The subjects of this research are personnel of the Human Resources Bureau of the Southeast Sulawesi Regional Police. The population and respondents in this study were personnel of the Human Resources Bureau of the Southeast Sulawesi Regional Police, 76 personnel consisting of 70 Polri members and 6 PNS Polri personnel, so with the consideration that the population can be reached by the researcher, the entire population will then be used as respondents in this study.

RESEARCH RESULT

Average Variance Extracted (AVE) Value
After all indicators are declared valid, the next step in testing convergent validity is to look at the Average Variance Extracted (AVE) value, where the value must be above 0.5 (Ghozali, 2012).

Table 1 AVE Values

	Average variance extracted (AVE)
X1 (EMPOWERING LEADERSHIP)	0.935
X2 (PERSONALITY)	0.958
Y1 (PSYCHOLOGICAL EMPOWERMENT)	0.976
Y2 (JOB SATISFACTION)	0.961
Y3 (OCB)	0.956

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Source: Data processing results via Smartpls 4.0, 2025

Table 1 shows that the Average Variance Extracted (AVE) value is above 0.5 so that the requirements for convergent validity testing have been met. Therefore, all questionnaire items can be used for subsequent data analysis.

Reliability Test

According to Ghozali (2012), reliability measurement can be done by looking at the Composite Reliability value in the SmartPLS output where the Composite Reliability value must be greater than 0.7. If the composite reliability value of the construct gives results above 0.7, it can be said that the indicators of each construct are reliable and can represent the actual measurement (Ghozali, 2012).

Table 2 Composite Reliability

Variables	Composite Reliability
X1 (EMPOWERING LEADERSHIP)	0.977
X2 (PERSONALITY)	0.989
Y1 (PSYCHOLOGICAL EMPOWERMENT)	0.992
Y2 (JOB SATISFACTION)	0.990
Y3 (OCB)	0.988

Source: Data processing results via Smartpls 4.0, 2025

The composite reliability value as seen in table 5.12 above shows that each construct has good reliability, which is above 0.7. Where according to Chin (1998) in Ghozali (2012) a construct is said to have good reliability if its value is above 0.7. In table 5 above, it can be seen that the value for the composite reliability of the empowering leadership construct is 0.977, the personality construct is 0.989, the psychological empowerment construct is 0.992, the job satisfaction construct is 0.990, and the OCB construct is 0.988. Referring to Chin's opinion (1998), the results of the composite reliability of each construct are considered good and can be used in the analysis process because they have met the reliability requirements.

Q-Square Value

Testing on the structural model is evaluated by considering the percentage of explained variance, namely by looking at the R^2 value for the dependent latent variable. The closer the value is to 1, the better the model. Likewise, if it is below 0 (zero), it indicates that the model has less predictive relevance. The results of the analysis are presented in the following table:

Table 3 R Square

	R-square

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Y1 (PSYCHOLOGICAL EMPOWERMENT)	0.969
Y2 (JOB SATISFACTION)	0.976
Y3 (OCB)	0.992

Source: Data processing results via Smartpls 4.0, 2025

$$Q^2 = 1 – (1-R_1^2) * (1-R_2^2) * (1-R_3^2)$$

The calculation of Q-square using the R-square data in the two models above can be done as follows:

*Q2 = 1 – (1 - 0,969) * (1 - 0,976) * (1 - 0,992)*
Q^2= **0,9994/ 99,94**

The Role Model of Psychological Empowerment and Job Satisfaction in Mediating Empowering Leadership and Personality on OCB in the Human Resources Bureau Personnel of the Southeast Sulawesi Regional Police provides a Q-square value of 0.9994/99.94% while the remaining 0.06% is explained by other variables outside the model..

Direct Effect Hypothesis Testing

Based on the results of the bootstrapping process, the value of the direct path coefficient (direct effect) in this research model is obtained. A summary of the results of the path analysis calculations in this study can be presented through the table below:

Table 4 Summary of Results of Direct Influence Path Analysis

Research Variables	Path coefficient	P-Value	information
X1 (EMPOWERING LEADERSHIP) -> Y1 (PSYCHOLOGICAL EMPOWERMENT)	0.985	0.000	Accepted/ significant
X2 (PERSONALITY) -> Y2 (JOB SATISFACTION)	0.988	0.000	Accepted/ significant
Y1 (PSYCHOLOGICAL EMPOWERMENT) -> Y3 (OCB)	0.774	0.000	Accepted/ significant
Y2 (JOB SATISFACTION) -> Y3 (OCB)	0.320	0.012	Accepted/ significant
X1 (EMPOWERING LEADERSHIP) -> Y3 (OCB)	-0.036	0.653	Rejected/Not significant
X2 (PERSONALITY) -> Y3 (OCB)	-0.060	0.582	Rejected/Not significant

Source: Data processing results via Smartpls 4.0, 2025

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Indirect Effect Hypothesis Testing

This study, in addition to analyzing the direct influence of exogenous variables on endogenous variables, also analyzes the indirect influence through the mediating role of the organizational change process on the influence of human resource management practices on operational performance, employee retention and organizational neglect. The results of the mediating role path analysis can be presented in the following table:

Table 5 Results of Indirect Influence Analysis (Mediation)

Variables	Original sample (O)	P values	information
X1 (EMPOWERING LEADERSHIP) -> Y3 (OCB)	0.762	0.000	accepted
X2 (PERSONALITY) -> Y3 (OCB)	0.316	0.012	accepted

Source: Data processing results via Smart PLS 4.0, 2025

DISCUSSION

The Influence of Empowering Leadership on Psychological Empowerment

Hypothesis 1 testing which states that there is a significant influence of empowering leadership on psychological empowerment is accepted. Empowering leadership focuses on delegating authority, providing trust, and involving employees in decision making, which increases the sense of responsibility and intrinsic motivation. Empowering leadership increases psychological empowerment (PE) by strengthening the sense of competence, meaning, autonomy, and impact on work. Empowering Leadership (Ahearne et al., 2005) increases individual capabilities by providing autonomy, recognition, and competency development. Empowering leadership is a leadership style that focuses on providing autonomy, trust, and opportunities for team members to take initiatives, improve skills, and be responsible for the results of their work. The results of this study found that the Indicator of Recognition of Contributions to the Empowering Leadership Variable The results of the recapitulation of respondents' answers to each question showed that the average score of respondents' answers was on the lowest indicator. Recognition of this contribution can be in the form of formal awards, positive feedback, or simply appreciation for the efforts and achievements of employees in the organization. In the context of the Southeast Sulawesi Regional Police HR Bureau and other organizations, recognition of contributions has several main benefits. Not optimal in Increasing Motivation and Employee Engagement in the HR Bureau of the Southeast Sulawesi Regional Police, when leaders actively acknowledge the hard work of employees, they feel not optimally appreciated and more motivated to provide the best performance. To be able to Strengthen Loyalty and Commitment, recognition helps build stronger relationships between leaders and employees, thereby increasing retention and commitment to the organization.

Indicators of Openness and Effective Communication. The results of the recapitulation of respondents' answers to each question show that the average score of respondents' answers is on the highest indicator. When leaders in the Human Resources Bureau of the Southeast Sulawesi Regional Police implement openness and effective communication, several positive impacts that can be achieved include. Employees of the Human Resources Bureau of the Southeast Sulawesi Regional Police who understand the goals and expectations of their leaders tend to work more effectively. Employees of the Human Resources Bureau of the Southeast Sulawesi Regional Police feel appreciated and more loyal to the organization. Open

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communication creates a more harmonious and productive work environment. Employees of the Human Resources Bureau of the Southeast Sulawesi Regional Police are more courageous in proposing new ideas because they feel supported by their leaders. Clear and transparent communication reduces the potential for miscommunication in the organization. By implementing openness and effective communication, a leader can truly empower his team, create a healthier work environment, and encourage the growth and sustainability of the organization. Qaiser Suleman Et All (2021). Kim et al. (2021): Finding a direct relationship between empowering leadership and increased perceptions of psychological empowerment in security organizations. Chen et al. (2021): Shows that empowering leadership has a significant impact on autonomy and sense of competence at work.

The Influence of Personality on Job Satisfaction

Hypothesis 2 testing which states that there is a significant influence of personality on job satisfaction is accepted. Personality traits describe typical characteristics referring to the way individuals face life. Personality is a broad and integrated concept. Schermerhorn et al. (2011:31) states that personality is a unique and relatively stable pattern of behavior, thoughts, and emotions shown by individuals and about how someone differs from others in an effort to achieve achievement. Personality is a combination of overall stable physical and mental characteristics including appearance, thoughts, actions, and feelings is a product of genetic and environmental influences that interact to improve performance by Schemerhon et al. (2012:29) and Kreitner and Kinicki (2014:131). The same opinion by Robbins and Timothy (2018:154) that personality is a dynamic organization within an individual of psychological systems that determine the improvement of their performance. The results of the recapitulation of respondents' answers to the Extraversion indicator of the personality variable in each question show that the average score of respondents' answers is on the lowest indicator. Employees at the Human Resources Bureau of the Southeast Sulawesi Regional Police Extraversion plays an important role in the ability to interact in the workplace. Employees at the Human Resources Bureau of the Southeast Sulawesi Regional Police who have suboptimal extraversion tend to be less communicative, less adaptable, and do not have a wide social network, which can have an impact on the lack of team collaboration, job satisfaction, and organizational effectiveness and employees at the Human Resources Bureau of the Southeast Sulawesi Regional Police with low levels of extraversion may be more comfortable working independently and need support to improve their social skills.

Openness Indicator, the results of the recapitulation of respondents' answers to each question show that the average score of respondents' answers is on the highest indicator. Employees at the HR Bureau of the Southeast Sulawesi Regional Police with a high level of openness tend to be more innovative and adaptive to policy changes in HR management. Conversely, a high level of openness indicates a preference for existing procedures and is more flexible to change. Rahman et al. (2020): Found that agreeableness and emotional stability increase job satisfaction in the public sector. Kim et al. (2020): Showed that conscientiousness plays a significant role in increasing job satisfaction by increasing intrinsic motivation. Shin et al. (2021): Found a positive relationship between the personality dimensions of agreeableness and conscientiousness with job satisfaction in security institutions. Iqbal et al. (2021): Reported that neuroticism has a negative impact on police job satisfaction because it increases sensitivity to stress. This study supports the importance of personality management in increasing job satisfaction of police personnel.

The Influence of Psychological Empowerment on Organizational Citizenship Behavior (OCB)

Hypothesis testing 3 which states that there is a significant influence of Psychological empowerment on organizational citizenship behavior of personnel of the Southeast Sulawesi Regional Police HR Bureau is accepted. Psychological Empowerment Theory (Spreitzer, 1995): Explains that empowerment consists of four dimensions (meaning, competence, self-determination, impact) that increase commitment and extra-role behavior. The attitude of organizational citizenship behavior is described as a form of voluntary employee behavioral contribution, not required by the organization, and the

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implementation of organizational citizenship behavior is also not directly related to rewards, but this is a consideration in job promotions according to Birze et al. (2022); Chiang et al. (2012) showed that an employee who carries out organizational citizenship behavior will improve his performance. According to El-Kassar et al. (2022) argue that organizational citizenship behavior will increase productivity in performance. The autonomy indicator from the recapitulation of respondents' answers to each question shows that the average score of respondents' answers is on the lowest indicator. Autonomy in work refers to the extent to which employees have the freedom to make decisions and organize the way they work. The autonomy indicator in the Regional Police HR Bureau is low, meaning that employees feel they have little control over their work. Autonomy in work refers to the extent to which individuals have the freedom to make decisions and organize the way they work (Deci & Ryan, 1985). The impact indicator where the results of the recapitulation of respondents' answers to each question show that the average score of respondents' answers on the highest indicator The impact indicator in the Regional Police HR Bureau of Southeast Sulawesi reflects the extent to which employees feel that their work has an impact on the organization. Employees feel that their contributions are appreciated, have optimal influence on HR policies, and only carry out administrative tasks with various innovations. Firdayanti et al. (2022); Khan et al. (2012) that Psychological empowerment has a positive effect on OCB performance. According to Firdayanti et al. (2022); Khan et al. (2012) simply understand OCB as doing tasks beyond what is expected without expecting a reward. The main tasks and functions assigned by the organization to each of its employees. These studies support the relevance of psychological empowerment in creating extra-role behavior in organizations such as the police.

The Influence of Job Satisfaction on Organizational Citizenship Behavior (OCB).

Hypothesis 4 testing which states that there is a significant influence of the relationship between job satisfaction and organizational citizenship behavior is accepted. Robbins and Judge (2013) explain that job satisfaction is a general attitude that a person has towards their job. This attitude is influenced by the individual's perception of certain aspects of the job, such as responsibility, rewards, work relationships, and career development opportunities. Job Satisfaction Theory (Locke, 1976): Explains that job satisfaction is a positive emotional condition that arises from the assessment of one's job, which motivates extra-role behavior. Social Exchange Theory (Blau, 1964): When personnel feel satisfied, they are more likely to reciprocate the organization by showing OCB. Indicators of satisfaction with incentives and satisfaction with working conditions from the recapitulation of respondents' answers to each question show that the average score of respondents' answers to the two highest indicators. Indicators of satisfaction with employee incentives at the Human Resources Bureau of the Regional Police include fairness, transparency, timeliness, suitability to workload, form and amount of incentives, consistency, and its influence on motivation and performance. Employees of the Human Resources Bureau of the Southeast Sulawesi Regional Police feel satisfied with the implementation of incentives that are considered fair, transparent, timely, and adequate, so employees will be more satisfied and motivated in working. Satisfaction with working conditions at the Human Resources Bureau of the Southeast Sulawesi Regional Police is influenced by the physical environment, work facilities, security, workload, work relationships, superior support, flexibility, stress levels, work-life balance, and career stability. Working conditions at the Human Resources Bureau of the Southeast Sulawesi Regional Police have met the categories of comfort, security, work-life balance, and career development, so employees will be more satisfied and motivated in improving their performance. Referring to the theory of Allen et al. (2019), Found that high levels of job satisfaction correlate with increased altruism behavior in OCB. Rahman & Singh (2019): Job satisfaction increases OCB dimensions such as conscientiousness and courtesy in the public service sector. Goff et al. (2019): Research in the context of security organizations shows that job satisfaction is a major predictor of OCB. This study

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supports a positive relationship between job satisfaction and OCB in organizations with structural characteristics such as the police.

The influence of empowering leadership on organizational citizenship behavior

Hypothesis 5 testing which states that there is no significant effect of empowering leadership on Organizational citizenship behavior OCB is rejected. Connides (2019) stated that empowering leadership focuses on encouraging initiative, self-management and self-leadership by providing autonomy, responsibility, self-confidence and opportunities for employee development. It can be concluded that employee empowerment aims to achieve common goals where to achieve this goal employees are given trust and opportunity to take initiatives for mutual progress. Meanwhile, Praszkier (2015) stated that empowering leadership is a process of empowering the capabilities of a group, organization or community through identification of capabilities and joint decision-making to achieve a goal. The lowest indicator is Conscientiousness (Professional Obligation). The results of the recapitulation of respondents' answers to each question show that the average score of respondents' answers to the indicator Employees at the Southeast Sulawesi Regional Police HR Bureau are disciplined in carrying out their duties and are present on time. Employees at the Southeast Sulawesi Regional Police HR Bureau have not optimally shown initiative to complete work more than expected. Employees at the Southeast Sulawesi Regional Police HR Bureau have not optimally had a work ethic and maintained professionalism. The results of this study are in line with the research of Aryee et al. (2012), who found that the relationship between empowering leadership and OCB becomes insignificant if it is not moderated by psychological empowerment. This means that only employees who feel truly empowered show OCB, while those who do not feel it are not motivated to do OCB. Fong & Snape (2015), in a study of public sector employees, they found that empowering leadership has no significant effect on OCB if the level of employee trust in the leader is low. Cheong et al. (2016), found that in organizations with a strict hierarchical structure, empowering leadership does not have a direct impact on OCB because decisions are still controlled by the highest leader. Amundsen & Martinsen (2014), found that empowering leadership is only effective in the context of work that allows high autonomy, while in a highly bureaucratic environment, its effect on OCB becomes insignificant. In a highly competitive or individualistic culture, empowering leadership does not always encourage OCB because employees focus more on personal interests. However, this is different from the research of Chen et al. (2022): Found that empowering leadership increases OCB dimensions such as helping behavior and sportsmanship in government organizations. Iqbal et al. (2022): Showed that empowering leadership creates a positive relationship with OCB through increasing the sense of involvement.

The Influence of Personality on Organizational Citizenship Behavior

Hypothesis testing 6 which states that there is no significant influence of Personality on Organizational citizenship behavior OCB is rejected. Personality is a way of life or overall style of individual behavior shown in the form of attitudes, character, values, beliefs, motives, and so on. In general, personality is a relatively permanent character pattern and a unique character that provides consistency and individuality for a person's behavior. Thus, it can be stated that with the personality possessed by each employee of the Southeast Sulawesi Regional Police Human Resources Bureau, it does not necessarily increase the voluntary attitude to help coworkers who experience problems in carrying out the main tasks of the Southeast Sulawesi Regional Police Human Resources Bureau. This indicates that with the personality that comes from the environment, culture and genetic factors also contribute low to OCB. The existence of work capabilities based on the individual attitude of the Southeast Sulawesi Regional Police Human Resources Bureau in carrying out tasks makes the role of the Southeast Sulawesi Regional Police Human Resources Bureau OCB not running so well. This is in line with the opinion of (McCrae, 2017) who stated that high neuroticism from a person makes it difficult to create OCB behavior because the higher the person shows his existence towards hubristic pride. The same thing was also stated by (Tracy & Robins,

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2007). Factors That May Influence the Insignificance of Personality Influence on OCB at the Southeast Sulawesi Regional Police HR Bureau. . The results of this study are not in line with the research conducted by (R. Batilmurik, Noerm jati, et al., 2020); (Batimurik, 2020), and (Mone et al., 2020); (Batimurik, 2020). This study supports the research conducted by (Hakim & Fernandes, 2017); (Indarti et al., 2017); (Shang et al., 2016) and (Sawyerr et al., 2009).

The Mediation Role of Psychological Empowerment in the Influence of Empowering Leadership on Organizational Citizenship Behavior

Based on table 5. shows that the indirect effect of the mediating role of Psychological empowerment on the influence of empowering leadership on organizational citizenship behavior of personnel of the Human Resources Bureau of the Southeast Sulawesi Regional Police has a path coefficient value of 0.762 and a p-value of 0.000 smaller than $\alpha = 0.05$, which means that empowering leadership has a positive and significant effect on organizational citizenship behavior mediated by Psychological empowerment. Thus, the seventh hypothesis is accepted. The increase in OCB of employees of the Human Resources Bureau of the Southeast Sulawesi Regional Police is influenced by two main factors, namely internal factors such as morale, satisfaction, positive attitudes, and external factors originating from outside the employee, such as the management system, leadership system, organizational culture (Panjta Jati, 2011). This finding is in line with (Handayani et al., 2018; Najafi et al., 2011) which states that psychological empowerment has a significant positive effect on OCB. The higher the psychological empowerment, the higher the extra role of employees of the Human Resources Bureau of the Southeast Sulawesi Regional Police towards the organization.

The Mediating Role of Job Satisfaction and the Influence of Personality on Organizational Citizenship Behavior

Based on table 5. shows that the indirect effect of Job Satisfaction plays a role in mediating the influence of Personality on organizational citizenship behavior of personnel of the Human Resources Bureau of the Southeast Sulawesi Regional Police. has a path coefficient value of 0.316 and a p-value of 0.012 smaller than $\alpha = 0.05$, which means that personality has a positive and significant influence on organizational citizenship behavior mediated by job satisfaction. Thus, the eighth hypothesis is accepted. Organizational Citizenship Behavior (OCB) refers to voluntary employee behavior that goes beyond formal job demands and contributes to organizational effectiveness. Personality and job satisfaction factors are often considered to influence OCB. In the context of employees of the Human Resources Bureau (HR) at the Southeast Sulawesi Regional Police (Polda), it is important to understand how job satisfaction mediates the influence of personality on OCB. Job satisfaction can act as a mediator in the relationship between personality and OCB. This means that the personality of certain employees of the Southeast Sulawesi Regional Police HR Bureau can increase job satisfaction, which in turn encourages OCB behavior. Research shows that internal factors such as personality and external factors such as job satisfaction together influence OCB.

CONCLUSION

The results of the study stating that there is a significant influence of empowering leadership on psychological empowerment are accepted. There is a significant influence of personality on job satisfaction is accepted. There is a significant influence of psychological empowerment on Organizational citizenship behavior OCB is accepted. There is a significant influence of job satisfaction on Organizational citizenship behavior OCB is accepted. There is an insignificant influence of empowering leadership on Organizational citizenship behavior OCB is rejected. There is an insignificant influence of Personality on Organizational citizenship behavior OCB is rejected. The indirect influence of the mediating role of Psychological empowerment on the influence of empowering leadership on organizational citizenship behavior of

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personnel of the Human Resources Bureau of the Southeast Sulawesi Regional Police is that empowering leadership has a positive and significant influence on organizational citizenship behavior mediated by Psychological empowerment. Thus the seventh hypothesis is accepted. The indirect influence of Job Satisfaction plays a role in mediating the influence of Personality on organizational citizenship behavior of personnel of the Human Resources Bureau of the Southeast Sulawesi Regional Police. That personality has a positive and significant influence on organizational citizenship behavior mediated by job satisfaction. Thus the eighth hypothesis is accepted. The results of this study provide recommendations for theoretical implications in the form of: Development of a research model by adding independent variables of work ethic and professionalism and the object of research is Government Agencies.

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