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The Impact of Search and Rescue Training and Leadership on Employee Performance: Job Satisfaction as a Mediator Variable in the South Sumatra Regional Marine and Air Police Directorate

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ABSTRACT: Human Resource Management (HRM) is a crucial discipline in managing labor relations to achieve organizational goals effectively and efficiently. HRM integrates scientific elements and artistic aspects in managing human resources. The scientific approach focuses on systematic understanding of labor management, while the artistic approach emphasizes talent and skills in influencing individuals to achieve specific objectives. This research aims to explore the impact of Search and Rescue (SAR) training and leadership on employee performance, considering job satisfaction as a mediating factor. The research sample includes 128 personnel of the South Sumatra Regional Marine and Air Police Directorate using a quantitative descriptive analysis method. Data were collected through questionnaires and analyzed using linear regression. The findings indicate that SAR training and leadership significantly affect employee performance, with job satisfaction serving as a crucial mediator. Additionally, 45% of personnel have not attended SAR training, which can negatively impact their performance in emergency situations. These insights are valuable for the management of South Sumatra Regional Marine and Air Police Directorate in enhancing operational effectiveness and employee performance through improved training and effective leadership.

Keywords: Human Resource Management, National Police, South Sumatra Regional Police Directorate, training, Search and Rescue (SAR), leadership, job satisfaction.

INTRODUCTION

Human Resource Management (HRM) plays a pivotal role in managing workforce relations to achieve organizational goals effectively and efficiently (Burrichter et al., 2022; Gera et al., 2021; Raven et al., 2015; Wan, 2014). HRM integrates scientific principles and artistic approaches in human resource management. The scientific approach emphasizes a systematic understanding of workforce organization, while the artistic approach focuses on the talent and skills required to influence individuals towards achieving specific objectives. Human Resources (HR) are a crucial

asset for any organization striving to meet its goals effectively. Quality HR is a key determinant of success in achieving organizational objectives (Hasibuan, 2014; Parwita et al., 2022; Wu & Kao, 2022a, 2022b). To develop superior human resources, education and training are essential. Through education and training, HR can enhance knowledge and skills aligned with organizational demands. In the context of the National Police, advancements in information and communication technology, as well as shifts in public attitudes and behaviours, necessitate effective adaptation. The National Police must remain proactive in addressing various societal issues. As an institution responsible for maintaining public security and order, as well as enforcing the law, the National Police must possess professional human resources capable of navigating complex challenges in a rapidly evolving environment (Bohlouli et al., 2017; Collins, 2021; Rodríguez-Espíndola et al., 2018). The South Sumatra Regional Marine and Air Police Directorate holds significant responsibility in maintaining public security and order, particularly in maritime and aerial domains. Marine and Air Police Directorate is tasked with law enforcement, regulatory enforcement, and community services within these sectors. Given the expansive operational area that includes both maritime and aerial environments, personnel must be well-prepared and possess specialized expertise to handle emergencies, accidents, and legal violations occurring at sea and in the air. Despite recognizing the importance of high-quality human resources, there has been limited research exploring the impact of Search and Rescue (SAR) training and leadership on employee performance (AM et al., 2022), particularly within the South Sumatra Regional Marine and Air Police Directorate. This study aims to investigate the effects of SAR training and leadership on employee performance, with a focus on job satisfaction as a mediating factor. The findings are expected to provide valuable insights for the management of the South Sumatra Regional Marine and Air Police Directorate in enhancing operational effectiveness and employee performance through improved training and leadership.(Afandi, 2021)(Amalia et al., 2022)(Setyadi, Pearl, & Syed Ismail bin Syed Mohamad, 2023a)(Ghozali, 2015)(Andayani & Tirtayasa, 2019)(Hamonangan Ismail et al., 2024)(Eegis et al., 2019)(Amin et al., 2024)(Fathoni et al., 2021)(Setyadi et al., 2024)(Nurul Physio1, n.a .)(Pearl et al., 2024)(Setyadi, Pearl, & Syed Ismail bin Syed Mohamad, 2023b)(Setyadi, Pearl, Mohammad, et al., 2023)(Setyadi et al., 2022).

METHOD

This research employs a quantitative methodology. The study was conducted at the South Sumatra Regional Marine and Air Police Directorate, located at *Mayor Zen* Street, *Sungai Lais, Kalidoni Palembang*, South Sumatra 30119. The aim of this study is to identify the factors influencing performance, mediated by job satisfaction, using two independent variables, one dependent variable, and one mediating variable. The independent variables in this study are training and leadership, while the dependent variable is employee performance, and the mediating variable is job satisfaction. The quantitative method utilized in this research is based on systematically collected data from the study object, combining relationships between the involved variables. Specifically, the independent variables are Search and Rescue training (X1) and leadership (X2). This study measures the strength of the relationship between the dependent and independent variables within the population. Primary data were collected through questionnaires administered

to personnel of the South Sumatra Regional Marine and Air Police Directorate. Primary data are directly obtained from the source, providing first-hand information. Additionally, secondary data were gathered from various documents and written reports available at the South Sumatra Regional Marine and Air Police Directorate.

The population in this study encompasses the entire unit of analysis whose characteristics are anticipated for examination. An analysis unit refers to the entity that will be researched or analyzed. Specifically, the population consists of all personnel within the South Sumatra Regional Police Directorate, totalling 240 individuals. The sample represents a subset of the population, selected using a sampling technique. It is crucial that the sample accurately reflects the population, ensuring that conclusions drawn from the sample are applicable to the entire population (Renggo, 2020). The researchers employ cluster sampling, a probability sampling method, due to the extensive nature of the data source. Probability sampling is a technique that provides each population member with an equal opportunity to be selected as a sample (Setyorini et al., 2023).

The data analysis method utilized in this study is Structural Equation Modelling-Partial Least Squares (SEM-PLS) analysis, performed using SmartPLS software version 3.0. The Partial Least Square (PLS) method is particularly powerful due to its minimal assumptions: data need not follow a normal distribution, the measurement scale can be nominal, ordinal, interval, or ratio, the sample size need not be large, indicators can be both reflective and formative, and the model does not have to be theory-based. A t-test is conducted to individually test the significance of the constants and independent variables in the equation and their impact on the dependent variable. This test is performed by examining the output with the assistance of the PLS application program. If the t-value is less than the critical t-value, the null hypothesis is rejected, indicating a significant regression coefficient, and the alternative hypothesis stated in this study is accepted at a significance level of 5%. The percentage of influence of all independent variables on the dependent variable is measured by the coefficient of determination, R-Square (R^2), ranging between 0 and 1. An R-Square (R^2) value close to 1 indicates a high percentage of influence.

The analysis stages using PLS-SEM follow a five-stage process (Ghozali, 2015). Next, an Outer Model Analysis or Measurement Model is conducted to elucidate the relationship between the indicator block and its latent variables. There are three primary criteria for assessing reflective model units:

1. Convergent Validity:
    - Convergent validity reflects the extent to which indicators of a construct converge or share a high proportion of variance. It is assessed based on individual item reliability and the Average Variance Extracted (AVE).
    - Item Reliability: This is evaluated using the standardized loading factor, which describes the magnitude of the correlation between each indicator and its corresponding construct. A loading factor above 0.70 is considered ideal,

indicating a strong measure of the construct. However, during the early stages of research, a loading factor between 0.50 to 0.60 is deemed adequate.

- Average Variance Extracted (AVE): AVE is calculated as the square root of the standardized loading factors divided by the number of indicators. It measures the ability of a latent variable to represent the original data score. An AVE value of at least 0.50 is often used as a cutoff, indicating that the construct explains more than half of the variance of its indicators, which is satisfactory for convergent validity.

2. Discriminant Validity:

   - Discriminant validity assesses whether the indicators of a construct do not correlate too highly with indicators from other constructs, ensuring that the construct is distinct.

   - Cross-Loading: This method involves measuring the correlation of each indicator with all constructs. If the correlation of an indicator with its own construct is higher than its correlation with other constructs, it indicates good discriminant validity.

   - Fornell-Larcker Criterion: This criterion compares the square root of the AVE of each construct with the correlations between constructs. A construct should explain more variance in its indicators than it shares with other constructs, indicating good discriminant validity.

3. Composite Reliability:

   - Composite reliability is considered a superior method to Cronbach's alpha for assessing the reliability of constructs in structural models.

   - Internal Consistency and Cronbach's Alpha: While Cronbach's alpha provides a lower bound estimate of reliability, composite reliability offers a more accurate parameter estimation without assuming equal factor loadings among items. An acceptable threshold for both measures is a value of 0.70 or higher, indicating good internal consistency.

By ensuring convergent and discriminant validity and assessing composite reliability, the measurement model can be confirmed as reliable and valid, providing a strong foundation for further analysis in this study.

Next, an evaluation of the Inner Model (Structural Model) is conducted to assess the relationships between constructs. This involves several stages:

1. Path Coefficient Analysis: The path coefficient describes the strength and direction of the relationship between constructs. The signs of the path coefficients should align with the hypothesized theory. The significance of the path coefficients is assessed using the t-test (critical ratio), obtained through the bootstrapping process (resampling method).

2. R^2 Evaluation: The R^2 value indicates the proportion of variance in the endogenous variable explained by the exogenous variables, similar to linear regression. According to Chin (1998), R^2 values are classified as follows:
    - 0.67 and above is substantial
    - 0.33 is moderate
    - 0.19 is weak (Chin & Newsted, n.d.). Changes in the R^2 value are used to determine whether the exogenous latent variables have a substantive impact on the endogenous latent variables, measured by effect size.

a. Effect Size (f^2) Test: - The effect size (f^2) assesses the impact of exogenous latent variables on endogenous variables by observing changes in the R^2 value. According to Ghozali (2014), the interpretation of f^2 values is as follows: - 0.02 indicates a small effect - 0.15 indicates a moderate effect - 0.35 indicates a large effect (Chin & Newsted, n.d.).

b. Stone-Geisser (Q^2) Test: - In addition to R^2, the PLS model's predictive relevance is evaluated using Q^2 Predictive Relevance. This measures how well the observed values are generated by the model and its parameter estimates. A Q^2 value greater than 0 indicates predictive relevance, while a Q^2 value less than 0 indicates low predictive relevance (Ghozali, 2014).

c. Goodness of Fit (GOF) Index: The overall model validation is conducted using the Goodness of Fit (GOF) Index, introduced by Tenenhaus et al. (2004). This index evaluates the quality of both the measurement and structural models, providing a simple measure for the alignment of model predictions. GOF values range from 0 to 1, with higher values indicating a better fit. The common thresholds for GOF values are:

- Small: 0.10
- Medium: 0.25
- Large: 0.36

These thresholds help in assessing the overall model fit and ensuring that the model is robust in predicting the observed data (Ghozali, 2014).

These classifications help in assessing the quality of the model fit. For instance, a GOF value of 0.10 is considered a small level of fit, while values of 0.25 and 0.36 represent medium and large levels of fit, respectively.

Hypothesis testing between constructs—both exogenous to endogenous constructs and between endogenous constructs—was conducted using the bootstrap resampling method developed by Geisser (Ghozali, 2014). This method allows for hypothesis testing without requiring normal distribution assumptions or large sample sizes.

- Test Statistics: The t-statistics (or t-test) are used to assess the significance of the path coefficients. The resampling method enables the analysis of data that does not adhere to normal distribution assumptions.
- Structural Equation Modeling (SEM): Hypothesis testing employs full model analysis within SEM using SmartPLS. The SEM model not only predicts the relationships between latent variables but also explains their interrelationships.
- Outer Model: Specifies the relationship between indicators and latent variables.
- Inner Model: Defines the relationships between latent variables.
- Weight Relation: Estimates the causal relationships among latent variables.

The decision to accept or reject hypotheses is based on the following criteria:

- T-Table Value: For a one-tailed test at a significance level (α) of 0.05, the t-table value is 1.65. This value serves as the cutoff for hypothesis acceptance or rejection.
- Acceptance Criteria: The research hypothesis is accepted if the weight value of the relationship between latent variables shows a positive direction with a statistical t-value exceeding the t-table value of 1.65 for $\alpha = 0.05$.
- Rejection Criteria: Conversely, the hypothesis is rejected if the weight value of the relationship shows a statistical t-value below the t-table value for $\alpha = 0.05$.

By following these procedures, the study ensures rigorous evaluation of the relationships between constructs and the robustness of the hypothesized model.

Table 1. Operational Variables

No	Operational Variables	Operational Definition	Indicator	Measure Scale
1	Search and Rescue Training (X1)	• Training is all efforts to provide learning, improve, and maintain work skills, products issued, attitudes, and ethics in certain levels of ability and skills, in accordance with standards and qualifications for positions and jobs (Sari, 2018).	a. Training Objectives b. Material c. Methods used d. Participant qualifications e. Trainer qualifications (Wahyuningsih,	Likert scale

			2019)	
		• Search and Rescue is an effort and activity to search, rescue, and save human lives that are lost or feared to be lost or facing danger in shipping and/or flight disasters and/or other disasters.		
2.	Leadership (X2)	Leadership is the activity of directing employees to realize the goals that have been set, encouraging employees to follow the direction of the leadership in realizing organizational goals, motivating employees to change the service culture for the better (Berman Sihite et al., 2020).	a. Climate trust each other b. Appreciation against idea subordinate c. Taking into account the feelings of subordinates d. Attention to work comfort for subordinates e. Attention at subordinate welfare f. Recognition of the status of subordinates appropriately and proportional g. Considering the job satisfaction factor of subordinates in performing the tasks assigned to them (Andayani & Vaccine (2019).	Likert scale
3	Employee Performance (Y)	Marjaya et al., (2019) Performance, namely a person or a group of people in an organization can be in accordance with their respective authorities and responsibilities, achieve work results to achieve	a. Quality is the measurement of performance.	Likert scale

		the goals of the organization in question legally, not violate the law, and comply with ethics (Marjaya et al., 2019).	b. Quantity is to measure performance. c. Time is for the type of work certain (Kasmir, 2019)	
4	Job Satisfaction (Z)	Job satisfaction is a person's general attitude towards their work. Job satisfaction is a complex sum of a number of elements of work that are distinguished and separated from each other. Job satisfaction is an emotional attitude that is pleasant and loves one's job. This attitude is reflected in the attitude of work morals discipline and work performance (Ilhamsyah & Maliah, 2020).	a. Jobs Wages b. Promotion c. Supervisor d. Co workers (Fahmi, 2019).	Likert scale

(Ghozali, 2015)

RESULT AND DISCUSSION

The South Sumatra Regional Marine and Air Police Directorate is a pivotal work unit under the South Sumatra Regional Police, responsible for law enforcement, maintaining security, and ensuring public order within the maritime and aerial regions of South Sumatra. This directorate's primary duties include enforcing laws against violations such as fisheries crimes and smuggling, patrolling maritime and aerial areas to prevent disturbances and ensure community security, and providing essential support during search and rescue operations. In addition to these responsibilities, the Directorate plays a significant role in community development by engaging in outreach and educational activities aimed at coastal communities and fisheries operators. These initiatives aim to raise legal awareness and promote safety practices within maritime areas. The Directorate's jurisdiction spans all maritime regions within South Sumatra Province, including major waterways like the Musi River and coastal zones. Routine activities include patrols, law enforcement operations, and search and rescue missions. Moreover, the Directorate frequently conducts educational sessions and training for coastal communities and fishermen, emphasizing the importance of safety in maritime environments and compliance with the law. With a high level of dedication, the South Sumatra Regional Marine and Air Police Directorate is instrumental in

maintaining security and public order within South Sumatra's maritime and aerial spaces. Their efforts contribute significantly to fostering a safe and conducive environment for the community.

The data utilized in this study consist of both primary and secondary sources, specifically data obtained directly from the research subjects. Data collection was conducted through the distribution of questionnaires to 128 targeted respondents, comprising personnel from the South Sumatra Regional Police Directorate, who served as the sample for this study.

The results of the questionnaire distribution to the personnel of the South Sumatra Police Directorate revealed that all 128 questionnaires were returned and deemed suitable for processing. These questionnaires were subsequently tested and analyzed. The return rate of the questionnaire is detailed in the following table.

Table 2. Questionnaire Return Rate

Criterion	Sum	Percentage (%)
Questionnaires Distributed	128	100%
Number of Questionnaires Not Returned	0	0%
Number of Incomplete Questionnaires	0	0%
Eligible Questionnaires	128	100%

Source: Primary Data 2024

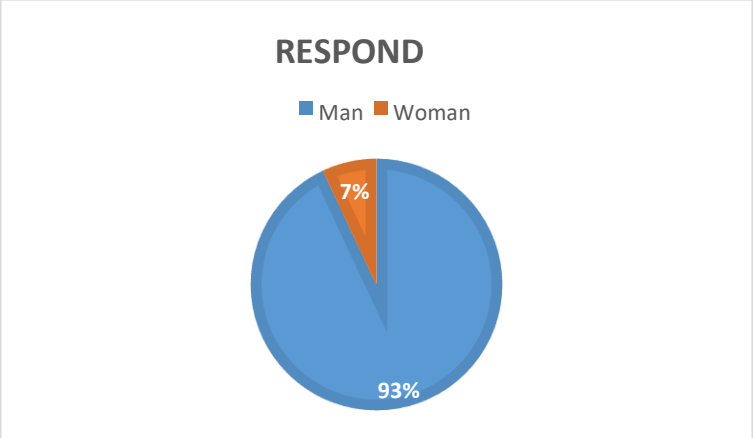
From Table 2 above, it can be observed that out of the 128 distributed questionnaires, all 128 were fully completed. This indicates a 100% return rate for the questionnaires, ensuring that the data collected is comprehensive and representative of the target respondents.

Table 3. Distribution of Statements Based on Variables

No	Variables	Sum
1	Search and Rescue Training	5
2	Leadership	7
3	Employee Performance	3
4	Job Satisfaction	5
	Sum	20

Source: Managed 2024

1. Respondent Characteristics by Gender



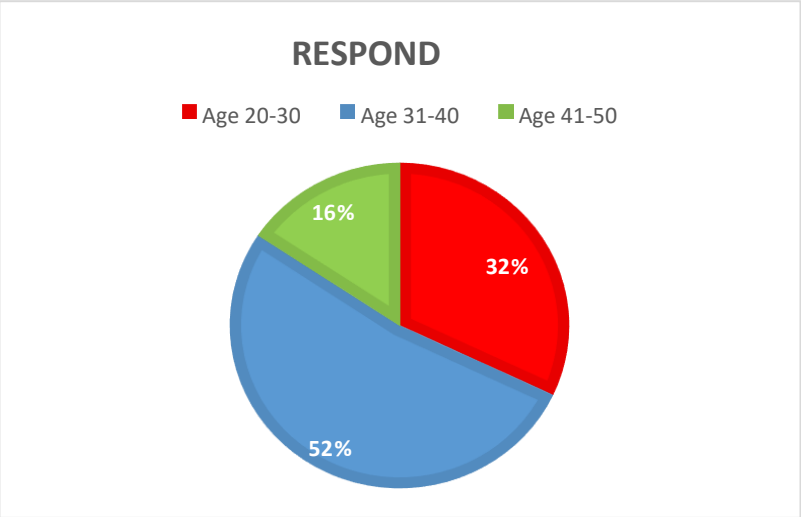
Source: Primary Data 2024

Figure 2. Distribution of Respondents by Gender

Based on Figure 2, it is evident that the number of male respondents is 119 (92.97%), while the female respondents number 9 (7.03%). This data indicates that the personnel of the South Sumatra Regional Police Directorate are predominantly male. The higher proportion of men can be attributed to the nature of the Directorate's responsibilities in shipping and aviation, where men are often perceived as more suited to the demanding tasks associated with these fields. Consequently, the institution has a higher representation of male personnel.

2. Respondent Characteristics by Age

The characteristics of respondents based on age are categorized into three groups, as illustrated in the following figure:

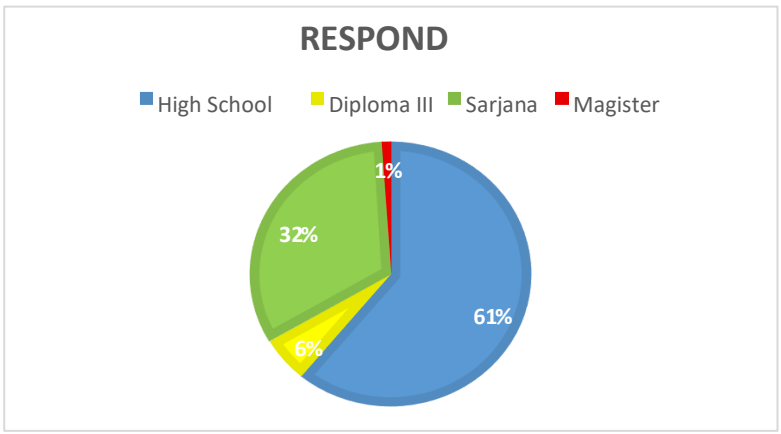


Source: Primary Data Processed 2024

Figure 3. Characteristics of Respondents by Age

Figure 3 above shows that the majority of respondents are in the fairly young age range, with 52.34% of respondents falling between 31 and 40 years old. Meanwhile, 32.03% of respondents are in the younger age range of 20 to 30 years. Respondents in the older age range of 41 to 50 years comprise 15.63% of the total. It can be concluded that the majority of personnel working at the South Sumatra Regional Marine and Air Police Directorate are between 31 and 40 years old. This indicates that most of the personnel in the institution are mature individuals in their productive period, which is considered to have a positive effect on the National Police Institution.

3. Respondent Characteristics by Education



Source: Primary Data 2024

Figure 4. Characteristics of Respondents by Education

Figure 4 above illustrates the educational background of personnel at the South Sumatra Regional Marine and Air Police Directorate. The majority, comprising 77 individuals or 60.16%, have completed their education at the high school level. In contrast, 7 personnel, or 5.47%, hold a Diploma. There are 41 individuals, accounting for 32.03%, with an undergraduate degree (S1). Lastly, 3 personnel, or 2.34%, have attained a master's degree (S2). The educational distribution reflects the Directorate's emphasis on having a workforce with a strong foundational education, which supports the productivity and effectiveness of its personnel in fulfilling the tasks assigned by the National Police Institution.

Measurement Model or Outer Model

The Outer Model analysis, also known as the Measurement Model, is used to describe the relationships between indicator blocks and their corresponding latent variables. This analysis is assessed through three key criteria: Convergent Validity, Discriminant Validity, and Composite Reliability.

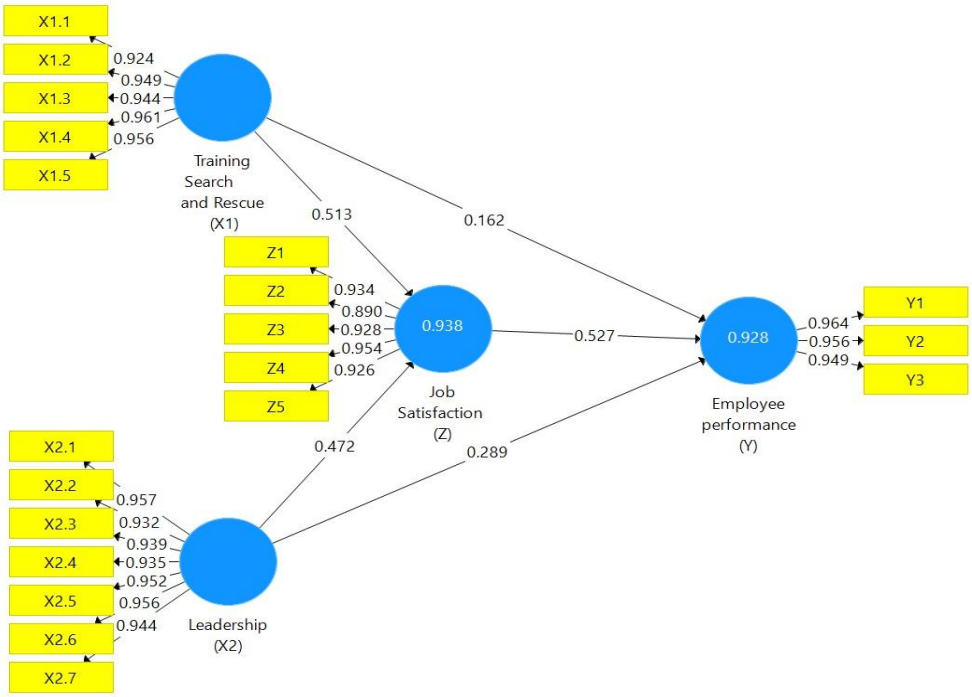
Table 4. Outer Model before Outlier

	Composite reliability	***Average variance extracted (AVE)***
Employee Performance (Y)	0.970	0.914
Job Satisfaction (Z)	0.968	0.859
Leadership (X2)	0.983	0.893
Search and Rescue Training (X1)	0.977	0.897

Source: SmartPLS 3.0 Processed Data

Based on Table 4, the composite reliability values for the variables of job satisfaction, employee performance, leadership, and search and rescue training all exceed 0.9. Additionally, the Average Variance Extracted (AVE) values for these variables are above 0.8. These results indicate that the variables of employee performance, job satisfaction, leadership, and search and rescue training meet the required criteria for reliability and validity.

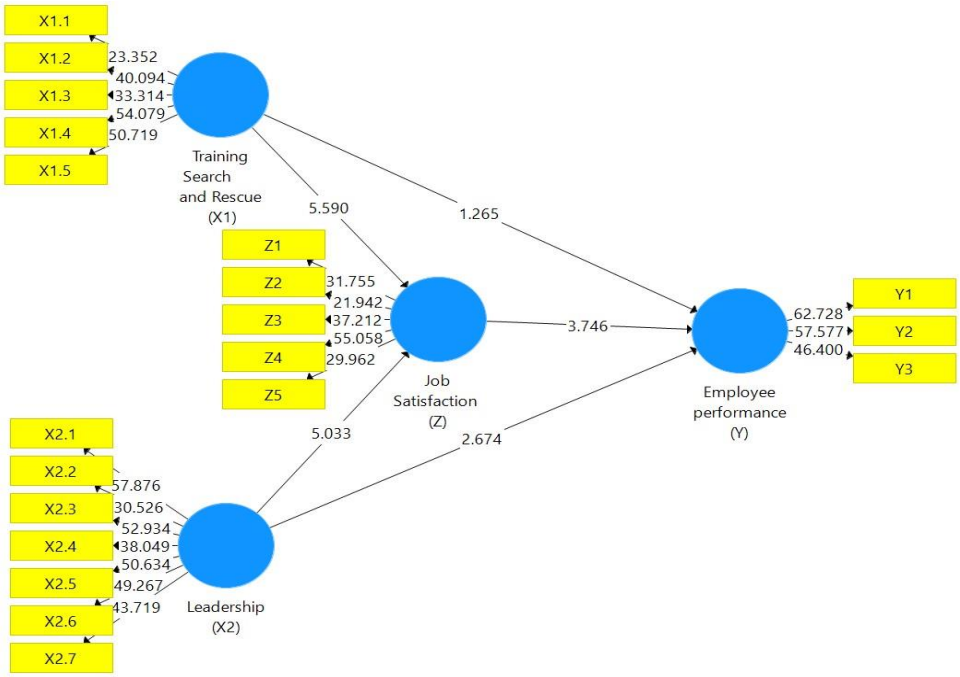
To ensure accurate representation of the latent variables, it is important to identify and address any outliers among the variable indicators. The structural research model, before addressing outliers, is as follows:



Source: SmartPLS 3.0 Processed Data

Figure 5. Outer model before outlier

Outlier analysis is conducted to ensure the validity and reliability of the outer model. This involves identifying and removing one or more indicators that do not strongly relate to their corresponding latent variables. In this study, outlier analysis focused on the 1st and 2nd indicators of search and rescue training, as well as the 1st, 2nd, and 3rd indicators of leadership. These indicators were excluded due to their low values in describing the latent variables and their failure to meet validity assumptions. The revised research model, reflecting these adjustments, is depicted in the figure below.



Source: SmartPLS 3.0 Processed Data

Figure 6. Outer Model After Outlier

The assessment of the outer model to evaluate validity and reliability, following the outlier analysis, is as follows:

Table 5. Outer Model After Outlier

	Composite Reliability	Average Extracted Variance (AVE)
Employee performance (Y)	0,970	0,914
Job Satisfaction (Z)	0,968	0,859
Leadership (X2)	0,983	0,893
Search and Rescue Training (X1)	0,977	0,897

Source: SmartPLS 3.0 Processed Data

Based on Table 5 above, the model meets the criteria for validity and reliability testing. The Composite Reliability values exceed 0.7, and the Average Variance Extracted (AVE) values are greater than 0.5. These results indicate that the model is robust in terms of both reliability and validity.

Table 6. *Average Variance Extracted* (AVE)

Variable	Average Variance Extracted (AVE)	Information
Employee Performance	0,956	Valid
Job Satisfaction	0,927	Valid
Leadership	0,945	Valid
Search and Rescue Training	0,947	Valid

Source: SmartPLS 3.0 Processed Data

Based on the table above, the Average Variance Extracted (AVE) values for each construct are as follows: Employee performance has an AVE of 0.956, job satisfaction has an AVE of 0.927, leadership has an AVE of 0.945, and search and rescue training has an AVE of 1.000. These high AVE values indicate that all constructs—employee performance, job satisfaction, leadership, and search and rescue training—exceed the 0.50 threshold, demonstrating strong validity and substantial explanatory power for each construct.

Inner Model Testing

The assessment of the structural model using SmartPLS began with examining the R-squared (R^2) values for each endogenous variable. These variables are influenced by search and rescue training and leadership, with job satisfaction serving as a mediator for employee performance. The R-squared values indicate the predictive power of the structural model.

a. R Square

R-squared (R^2) in linear regression indicates the extent to which endogenous variables are explained by exogenous variables. The criteria for interpreting R^2 values are as follows:

$R^2 = 0.67$: Substantial

$R^2 = 0.33$: Moderate

$R^2 = 0.19$: Weak

Table 7. R Square

	R Square	Adjusted R Square
Employee performance (Y)	0,928	0,927
Job Satisfaction (Z)	0,938	0,937

Source: SmartPLS 3.2.9 Processed Data

Based on Table 7 above, the following interpretations can be made:

R-squared for Model I = 0.928: This indicates that variables X1 and X2 explain 92.8% of the variance in variable Z, demonstrating a high explanatory power.

R-squared for Model II = 0.938: This shows that variables X1 and X2, through variable Z, explain 93.8% of the variance in variable Y, also indicating a high level of explanatory power.

b. F Square

F^2 (effect size) is a measure used to assess the relative impact of an exogenous variable on an endogenous variable. The criteria for interpreting F^2 values are as follows:

$F^2 = 0.02$: Small effect

$F^2 = 0.15$: Medium effect

$F^2 = 0.35$: Large effect

Table 8. F Square

	Employee performance _(Y)	Job Satisfaction _(Z)	Leadership_(X2)	Training Search and Rescue_ (X1)
Employee performance (Y)				
Job Satisfaction (Z)	0,239			
Leadership (X2)	0,103	0,473		
Search and Rescue Training (X1)	0,031	0,558		

Source: SmartPLS 3.0 Processed Data

Based on the table above, the effect sizes (F^2) are as follows:

X1 → Y = 0.0015: Small effect

X2 → Y = 0.356: Large effect

X1 → Z = 0.037: Medium effect

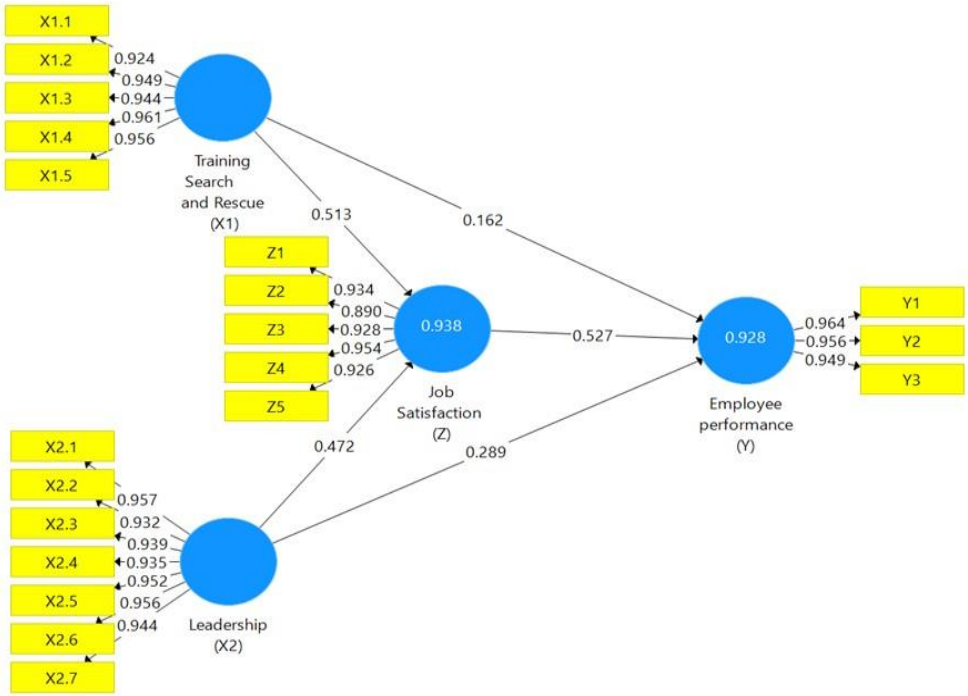
X2 → Z = 0.411: Large effect

Z → Y = 0.259: Medium effect

Hypothesis Testing

The assessment of the proposed hypotheses is conducted by evaluating the structural model (inner model) through the R-squared (R^2) values, which serve as indicators of model fit. The test statistics used are t-statistics or t-tests. The resampling method employed in this analysis allows for the validation of the data without assuming a normal distribution and does not require large sample sizes. The results of the bootstrapping test from the SmartPLS analysis are presented in the output, showing the inner weights in the structural model diagram.

Weight



Source: SmartPLS 3.0 processed data

Figure 7. *Inner Analysis*

a. Direct Effect (Path Coefficient)

Direct effect analysis is used to test hypotheses regarding the direct influence of an exogenous variable on an endogenous variable. Key components of direct effect analysis include:

- Path Coefficient:
    - If the path coefficient is positive, the influence of the exogenous variable on the endogenous variable is positive, meaning that an increase in the exogenous variable is associated with an increase in the endogenous variable.

- If the path coefficient is negative, the influence is negative, meaning that an increase in the exogenous variable is associated with a decrease in the endogenous variable.

- Probability/Significance Value (P-Value):
  - A p-value < 0.05 indicates that the result is statistically significant.
  - A p-value > 0.05 indicates that the result is statistically insignificant.

Table 9. *Direct Effects*

	Original Sample (O)	Average Sample (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values	Description
Leadership (X2) -> Employee Performance (Y)	0,477	0,460	0,081	5,914	0,000	Significant
Leadership (X2) -> Job Satisfaction (Z)	0,535	0,527	0,097	5,518	0,000	Significant
Search and Rescue Training (X1) -> Employee Performance Y)	0,083	0,091	0,085	0,980	0,328	Not Significant
Search and Rescue Training (X1) -> Job Satisfaction (Z)	0,161	0,147	0,095	1,688	0,092	Not Significant

Source: SmartPLS 3.0 Processed Data

Table 10. *Indirect Effects*

	Original Sample (O)	Average Sample (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values	Description
Leadership (X2) -> Job Satisfaction (Z) -> Employee performance_(Y)	0,249	0,254	0,077	3,227	0,001	Significant
Search and Rescue Training (X1) -> Job Satisfaction (Z) -> Employee Performance (Y)	0,271	0,282	0,097	2,797	0,005	Significant

Source: SmartPLS 3.0 Processed Data

Based on the analysis results, the following conclusions can be drawn:

1. The Effect of Search and Rescue Training on Job Satisfaction: The analysis reveals a p-value < 0.05, indicating a positive and significant effect of search and rescue training on job satisfaction (H1 is accepted). The path coefficient is 0.513 with a p-value of 0.000, suggesting that improved search and rescue training is associated with increased job satisfaction. This highlights the importance of enhancing search and rescue training at the South Sumatra Regional Marine and Air Police Directorate, particularly under the leadership's role in boosting employee job satisfaction.

2. The Influence of Leadership on Job Satisfaction: The analysis shows a p-value < 0.05, indicating a positive and significant effect of leadership on job satisfaction (H2 is accepted). The path coefficient is 0.472 with a p-value of 0.000, demonstrating that effective leadership positively impacts job satisfaction.

3. The Effect of Search and Rescue Training on Employee Performance: The analysis shows a p-value > 0.05, suggesting that the effect of search and rescue training on employee performance is positive but not significant (H3 is rejected). The path coefficient is 0.162 with a p-value of 0.207, indicating that search and rescue training does not have a statistically significant impact on employee performance. This may imply that if training needs are not met, employee performance may not improve.

4. The Influence of Leadership on Employee Performance: The analysis indicates a p-value < 0.05, showing a positive and significant effect of leadership on employee performance

(H4 is accepted). The path coefficient is 0.472 with a p-value of 0.000, suggesting that effective leadership significantly enhances employee performance.

5. The Mediating Effect of Job Satisfaction on the Relationship between Search and Rescue Training and Employee Performance: The analysis reveals a p-value < 0.05, indicating that job satisfaction mediates the effect of search and rescue training on employee performance positively and significantly (H5 is accepted). The path coefficient is 0.271 with a p-value of 0.005, suggesting that job satisfaction plays a significant role in the relationship between search and rescue training and employee performance.

6. The Mediating Effect of Job Satisfaction on the Relationship between Leadership and Employee Performance: The analysis shows a p-value < 0.05, indicating that job satisfaction mediates the effect of leadership on employee performance positively and significantly (H6 is accepted). The path coefficient is 0.249 with a p-value of 0.001, demonstrating that job satisfaction significantly mediates the relationship between leadership and employee performance.

CONCLUSION

Based on the results of testing the six hypotheses, four were found to be significant while two were not. The analysis reveals several key insights: Search and Rescue (X1) and leadership (X2) training both have a significant positive impact on job satisfaction (Z). This highlights the crucial role of these training programs in enhancing employees' job satisfaction. However, while Search and Rescue training positively affects job satisfaction, it does not significantly influence employee performance (Y). Additionally, job satisfaction does not serve as a significant mediator between Search and Rescue training and employee performance. In contrast, job satisfaction acts as a significant mediator between leadership training and employee performance. This indicates that effective leadership improves employee performance by increasing job satisfaction. In practical terms, these findings suggest that organizations should focus on improving leadership as a key strategy to enhance employee performance. Strong leadership not only boosts job satisfaction but also positively affects employee performance through this increased job satisfaction. On the other hand, while Search and Rescue training is important for job satisfaction, it does not directly enhance employee performance. Therefore, organizations should prioritize leadership development and ensure that training programs are specifically designed to address aspects that directly impact employee performance.

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