

The Concept of Influencing, Empowering, and Politics in Organizations

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Abstract: This research is motivated by the complex phenomena that occur within modern organizations, where the dynamics of power, influence, and empowerment often determine work behavior and leadership effectiveness. In many organizations, poorly managed internal politics can lead to conflict, injustice, and decreased work motivation, whereas empowerment and ethical leadership can foster a highly competitive and collaborative culture. Based on this reality, the study aims to deeply analyze how the concepts of influencing, empowering, and organizational politics interact and affect the dynamics of work behavior, as well as to identify leadership strategies capable of managing organizational politics positively while creating an effective empowerment system for all members. The research employs a qualitative descriptive method using secondary data obtained through a literature review of various academic sources, scholarly journals, and previous relevant studies. The results show that organizational success largely depends on a leader's ability to balance power and participation, control and freedom, as well as individual and collective interests. The application of leadership strategies grounded in ethics, transparency, and empowerment has been proven to transform organizational politics into a positive force that enhances performance, loyalty, and trust among members. Thus, the integration of influence, empowerment, and organizational politics not only strengthens leadership effectiveness but also creates a productive, fair, and sustainable work environment.

Keywords: Educational Management; Islamic Education; Islamic Leadership; Organizational Systems; Spiritual Values.

1. Introduction

The ability to influence, empower, and manage internal political dynamics is key to success in achieving shared goals. Organizations are not simply formal structures governed by hierarchies and procedures, but rather social systems characterized by interactions between individuals, diverse interests, and forces that are not always explicitly visible (Aritonang, 2022). The process of influencing and empowering occurs not only vertically from leaders to subordinates, but also horizontally between organizational members who mutually shape perceptions, behaviors, and strategic decisions. In the context of management, the ability to influence is often associated with the art of leadership that is able to move others without coercion, while empowerment emphasizes creating conditions in which individuals have control over their work and feel they are contributing meaningfully to the organization. Both are at the heart of effective leadership, where formal authority is not the sole source of power, but rather the combination of integrity, communication, and trust that gives rise to true influence.

Organizational politics is an unavoidable phenomenon in any social system, as each individual brings different aspirations, motivations, and perceptions of power and justice. Organizational politics is often viewed negatively, but it is actually a reflection of power dynamics that can be a strategic tool when managed ethically and constructively (Ferdiawan, 2017). When influence and empowerment are carried out transparently and with the intention of advancing the organization, politics can be an instrument that balances individual interests

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with collective interests. Conversely, when politics is used for personal gain, it can lead to conflict, injustice, and lower work morale. Therefore, understanding how the concepts of influence, empowerment, and politics interact in an organizational context is crucial for both managers and employees to create a healthy, collaborative, and productive work environment.

Phenomena emerging in various organizations indicate that conflicts of interest, power gaps, and inequality in access to information and resources are the main triggers for destructive political practices. In many cases, employees with good communication skills and strong social networks are more easily able to influence leadership decisions than those who are high-achieving but less socially prominent (Korhonen, 2020). On the other hand, leaders who are unable to empower their subordinates tend to create a culture of dependency and hinder innovation. This phenomenon creates a paradox between the desire to create participation and the reality of the dominance of power in the decision-making process. As a result, organizations are often trapped in hidden conflicts, unhealthy competition, and decreased work motivation that hinder the organization's overall effectiveness.

Data from several studies shows that the level of employee trust and engagement is directly proportional to the level of empowerment they feel within the organization. For example, a survey conducted by (Dwipayana et al., 2022) shows that only 23% of employees worldwide feel truly engaged with their work, and one of the main factors causing this low engagement is the feeling of having no influence over decisions that affect their work. In Indonesia, research by (Kurniasih et al., 2024) revealed that more than 60% of employees feel they have no room to take initiative due to overly bureaucratic and centralized organizational structures. This indicates a gap between managerial ideals that emphasize empowerment and organizational realities that are still oriented towards hierarchical power. On the other hand, research by Robbins & Judge (2020) also highlights that excessive organizational politics can reduce team performance by up to 30%, especially when these practices are not balanced with strong transparency and ethics. This data reinforces the urgency of understanding the balance between influence, empowerment, and politics in building organizational effectiveness.

The relationship between influence, empowerment, and organizational politics is closely linked to leadership theory and organizational behavior. According to (Huda et al., 2021), influence is the core of leadership because through this process a leader can motivate, direct, and inspire others to achieve common goals. Meanwhile, the concept of empowerment as proposed by (Arisanto & Adi Wibawa, 2021) includes four main dimensions, namely the meaning of work (meaning), competence (competence), self-determination (self-determination), and impact (impact). Empowerment not only improves performance but also creates a sense of belonging to the organization. However, in social reality, the dynamics of organizational politics are a factor that often affects the effectiveness of empowerment. (Ardani, 2022) explains that organizational politics is behavior designed to maximize personal interests by using organizational resources informally. If this politics is managed well, it can be a tool for fighting for justice and innovation, but if not, it will become a source of conflict and organizational dysfunction. Therefore, management literature places these three concepts as important pillars in building an organizational culture that is adaptive, ethical, and oriented towards sustainable performance.

Based on the above description, this study aims to analyze in depth how the concepts of influence, empowerment, and politics in organizations interact and influence the dynamics of work behavior. This study also aims to identify how leadership strategies can positively manage organizational politics and create an effective empowerment system for all organizational members. The focus of the study is directed at efforts to find a balance between power and participation, between control and freedom, and between individual interests and collective interests. By understanding the relationship between influence, empowerment, and organizational politics, it is hoped that a leadership model can be found that is not only structurally effective but also morally and socially just, so that organizations can develop in an atmosphere of mutual trust, respect, and high competitiveness.

2. Literature Review

The Concept of Influence in Organizations

The concept of influence in organizations is at the heart of leadership and social dynamics in the workplace, where a person attempts to change the attitudes, perceptions, or behavior of others to achieve shared goals without relying solely on formal authority. According to (Mansir, 2022), influence is a social process that enables an individual, especially a leader, to

gain commitment, not just compliance, from organizational members. Forms of influence can arise through rational persuasion, inspiration, consultation, or role models that foster trust and loyalty. (Tanamal & Siagian, 2020) explains that sources of influence in organizations can come from positional power such as formal authority and control of resources, as well as personal power such as expertise, charisma, and credibility. In the increasingly complex context of modern organizations, the ability to influence becomes an important competency because leadership effectiveness is no longer determined by structural power, but by interpersonal skills in building communication, reciprocal relationships, and creating trust and sustainable collaboration.

The Concept of Empowerment and Politics in Organizations

The concepts of empowerment and politics in organizations are interrelated because both involve the distribution of power, access to resources, and participation in decision-making. According to (Santoso et al., 2023), empowerment is a psychological process that gives individuals a sense of control, competence, meaning, and influence over their work, thereby increasing motivation and performance. Effective empowerment occurs when the organizational structure supports participation, transparency, and trust between leaders and members. However, on the other hand, organizational politics, as stated by (Kuswara & Sumayana, 2020), is behavior aimed at gaining or maintaining power through informal means, often through social networks, coalitions, or strategic maneuvers. Organizational politics is not always negative; when managed ethically, it can be a means of championing collective interests and policy innovation. However, when empowerment is not accompanied by healthy political management, the potential for conflict, manipulation, and injustice can increase. Therefore, leaders need to balance empowerment and political control to create a collaborative, transparent, and equitable organizational climate.

3. Method

The research method used in this study is a qualitative method with a descriptive-analytical approach, which focuses on an in-depth review of concepts, theories, and previous research results regarding influence, empowerment, and politics in organizations (Sugiyono, 2019). The qualitative approach was chosen because it is able to provide a contextual, interpretative, and holistic understanding of the phenomena studied without having to collect data directly through interviews or field observations. This research is not oriented towards hypothesis testing, but rather on efforts to understand the meaning and conceptual relationships between variables that have been discussed by experts in the scientific literature. The analysis is carried out systematically through the process of identification, reduction, categorization, and interpretation of conceptual data so as to produce a deep and comprehensive understanding of the relationship between influence, empowerment, and politics in the context of modern organizations (Sugiyono, 2021).

The data sources used are entirely secondary data, namely data obtained through various scientific literature such as management textbooks, national and international academic journals, reputable scientific articles, research reports, and official documents relevant to the research topic (Creswell & Creswell, 2018). This secondary data was collected through library research which included a search for theories and previous research results. All collected data was then analyzed using content analysis techniques to find patterns, meanings, and relationships between the concepts of influencing, empowering, and organizational politics (Mubarok, Sari, Wibowo, 2025). Thus, this research produces a strong theoretical understanding without requiring an interview process or direct observation of the research subjects.

4. Results and Discussion

Interaction between the Concepts of Influencing, Empowering, and Politics in the Dynamics of Work Behavior

The interplay between the concepts of influence, empowerment, and politics within organizations forms a complex and dynamic foundation for shaping individual and group work behavior. These three concepts do not exist in isolation, but rather intertwine, forming a social ecosystem that determines how an organization functions and reacts to internal and external challenges. In the context of work behavior, the process of influence can be

understood as an individual's or leader's efforts to instill values, beliefs, and a direction of action in others, while empowerment serves as a mechanism that provides space for individuals to actualize their potential and take an active role in decision-making. On the other hand, organizational politics exists as an informal power arena where individuals and groups negotiate for resources, recognition, and strategic positions. When these three elements interact constructively, organizations are able to create a balance between control and freedom, between leadership and participation, and between individual interests and collective goals.

The ability to influence plays a vital role in shaping work behavior, as it provides a means to direct the actions of organizational members without relying on formal power. Leaders with significant influence do not always possess structural power, but rather possess moral credibility, communication skills, and role models that foster trust. (Viedini et al., 2024) states that influence is the core of effective leadership because through influence a leader can move members to commit to a common goal without coercion. In modern organizations, effective forms of influence are no longer based on vertical authority, but are horizontal and participatory, where each individual has the opportunity to influence one another in a collaborative context. This process not only changes behavior, but also builds a psychological climate that allows for learning, innovation, and a sense of collective responsibility.

Empowerment acts as a catalyst that transforms potential influence into productive power. Empowerment provides individuals with autonomy and confidence to make decisions and solve problems within their scope of responsibility. (Susianto, 2024) explains that empowerment consists of four main dimensions: meaning, competence, self-determination, and impact. These four dimensions shape a psychological experience in which individuals feel their work is meaningful, have the ability to carry out tasks, have the freedom to act, and feel that their actions bring real change to the organization. In the context of work behavior, effective empowerment increases engagement and emotional commitment, because members feel they are an important part of the organization's success. However, empowerment cannot run optimally if it is not accompanied by leadership that is fair, transparent, and open to differences of opinion. Without structural support and an inclusive organizational culture, empowerment will only be a slogan without substance.

Organizational politics is a factor that is often difficult to avoid because each individual and group within an organization has different interests. Organizational politics arises from social interactions involving the distribution of power, access to resources, and influence over strategic decisions. (Maulidyna, 2022) emphasizes that organizational politics is behavior intended to obtain, maintain, or expand power and personal gain within an organizational context. However, politics is not always negative; within ethical boundaries, politics can be an instrument for fighting for justice, balancing power, and expediting difficult decision-making. Leaders who understand the dynamics of organizational politics can transform it into a means of social coordination, not a source of conflict. In other words, politics, managed wisely, can strengthen empowerment and expand the space for positive influence within an organization.

The interaction between influence, empowerment, and politics becomes crucial when organizations face major changes or environmental uncertainty. In such situations, a leader's ability to manage these three aspects will determine whether the organization is able to adapt effectively or experiences internal dysfunction. Leaders who focus on positive influence and empowerment tend to create a collaborative work environment, where politics is used to achieve consensus and harmonize interests. Conversely, leaders who use politics manipulatively to strengthen personal power will create distrust, division, and decreased work motivation. In this regard, organizational culture becomes a crucial arena that determines the direction of the interaction of these three concepts. Organizations with open, participatory, and meritocratic cultures tend to direct organizational politics in a constructive direction, while organizations with hierarchical and closed cultures increase the risk of destructive politics.

The reciprocal relationship between these three concepts also reflects how individual work behavior is formed. Healthy influence fosters trust; consistent empowerment builds a sense of responsibility; and ethically managed politics strengthens justice and social solidarity within the organization. Conversely, an imbalance between the three will give rise to dysfunctional symptoms such as work stress, dissatisfaction, or disengagement. (Maulidyna, 2022) explains that when organizational politics become dominant without empowerment and ethical influence, individuals will feel a loss of control over their work environment and begin to decrease active participation. Therefore, the success of an organization in building positive

work behavior depends heavily on the ability to integrate these three concepts in a mutually reinforcing management and leadership system.

From a theoretical perspective, the interaction between influence, empowerment, and politics in organizations can be viewed as a continuous, circular process. The influence exerted by leaders fosters trust and participation, which in turn strengthens member empowerment. This empowerment, in turn, creates a healthier balance of power and reduces detrimental political practices. When organizational politics is conducted ethically and transparently, it becomes a productive negotiating space, where the values of fairness and togetherness are maintained. This cycle will continue to repeat itself, producing an empowering, adaptive, and equitable organizational culture. Therefore, understanding the interaction of these three concepts is not only theoretically important but also strategically important for the development of sustainable human resource management.

In practice, these interactions require leaders to be sensitive to the social dynamics within the organization. Leaders cannot simply rely on formal authority; they must also be facilitators of influence, catalysts of empowerment, and astute political managers. They must be able to recognize potential conflicts, transform competition into collaboration, and ensure that each individual has the space to contribute without feeling marginalized by larger political forces. In this context, organizational success is measured not only by efficiency and productivity, but also by the extent to which the organization is able to create a sense of justice, participation, and balance of power among its members. With a harmonious integration of influence, empowerment, and organizational politics, the resulting work behavior will reflect the ethical values, social responsibility, and collective spirit that are the foundation of organizational sustainability in an era of global competition.

Leadership Strategies in Managing Organizational Politics and Creating Effective Empowerment

Leadership in the context of modern organizations is no longer simply about organizing, controlling, or directing subordinates to achieve certain performance targets, but rather about the ability to manage the social, political, and psychological dynamics inherent within them. In an increasingly complex and competitive organizational environment, leaders are required to have a high sensitivity to the interaction of power, communication, and individual motivation. Organizational politics is an unavoidable reality, because it involves the process of bargaining for interests, distribution of resources, and formation of influence. If politics is not managed well, it can cause conflict, tension, and even damage work morale (Wahid, 2024). However, when managed positively, organizational politics can actually be a strategic instrument to strengthen coordination, fight for justice, and drive innovation. This is where leadership strategy plays a crucial role: how leaders are able to transform political dynamics into collective energy, and create an empowerment system that not only increases productivity but also fosters a sense of ownership among organizational members.

An effective leadership strategy in managing organizational politics begins with the awareness that power is not only a tool of control, but also a source of legitimacy and trust. Wise leaders understand that true influence does not come from formal positions, but from the ability to build strong interpersonal relationships, transparent communication, and high moral integrity. According to Yukl (2013), effective leadership requires a balance between *task-oriented* and *relationship-oriented behavior*, where leaders not only focus on achieving goals but also pay attention to the welfare and involvement of team members. In this context, leaders must be able to use politics strategically to balance various interests without causing injustice. Well-managed politics can become a "social mechanism" to channel aspirations, reduce power imbalances, and ensure that organizational decisions are made based on rational considerations, not personal interests (Mansir, 2022).

1. One key strategy in managing organizational politics is establishing transparency in the decision-making process. Destructive politics typically thrives in conditions where information is not evenly distributed, opening up space for speculation, rumors, and manipulation. Leaders who implement open communication will narrow the scope for negative politics because every member of the organization understands the rationale for every decision. Transparency does not mean revealing all organizational secrets, but rather creating clarity regarding roles, responsibilities, and shared goals. With consistent and open communication, leaders not only build trust but also instill the value of fairness as the foundation of the organization's political ethics. When organizational members

- feel involved and understand the rationale behind policies, resistance to decisions decreases, while participation and loyalty increase.
2. Another important strategy is creating a participatory culture that allows organizational members to contribute to the decision-making process. In a democratic organization, leadership is not solely top-down but emphasizes a consultative process where aspirations from various levels are valued. This approach aligns with the concept of empowerment proposed by Spreitzer (1995), who emphasized that psychological empowerment involves four main dimensions: meaning, competence, self-determination, and impact. When individuals feel that their work is meaningful, they have the competence to carry it out, they are free to make decisions, and their actions have a real impact, they will demonstrate high emotional engagement. Leaders who implement this strategy not only reduce the dominance of personal politics but also strengthen collective solidarity. Organizational politics is transformed from a competitive arena to a collaborative space.
 3. Leadership strategies for managing organizational politics must also consider power mapping and social networks within the organization. Leaders need to understand key actors, informal groups, and existing mechanisms of influence. Unrecognized politics tends to grow wild and uncontrolled. By recognizing informal power patterns, leaders can intervene appropriately: building strategic alliances with influential figures, listening to the aspirations of minority groups, and balancing interests across organizational units. Ferris et al. (2019) emphasize that organizational politics is essentially a social phenomenon that can be managed through a relational, not a repressive, approach. Leaders who embrace relational leadership will be able to navigate political dynamics by building networks based on trust and mutual respect. This approach differs from authoritarian leadership, which tends to suppress politics with tight control, as it creates hidden resistance that can undermine long-term stability.
 4. Strengthening the values of integrity and organizational ethics as the primary filter against destructive political behavior. Destructive politics often arises when individuals prioritize personal interests over the interests of the organization. To prevent this, leaders need to instill strong moral values and work ethics. Ethical leadership demands consistency between words and actions, honesty in communication, and responsibility for decisions. Robbins and Judge (2020) explain that integrity is the most crucial factor in building organizational trust, because without it, any form of empowerment loses meaning. When leaders consistently uphold ethics, organizational members will emulate that behavior and make it the standard for their interactions. Thus, the resulting organizational political culture is no longer based on intrigue or manipulation, but rather on the principles of fairness, transparency, and professionalism.

Leadership must also be able to implement sustainable empowerment strategies. Empowerment means not only granting authority but also building individual capacity to carry out these responsibilities independently. In this regard, the leader's role is as a facilitator, providing adequate training, guidance, and emotional support. Sustainable empowerment creates a sense of competence and confidence among organizational members, while reducing dependence on leaders. When individuals feel empowered, they tend to behave proactively, take initiative, and contribute beyond formal requirements. This indirectly suppresses negative political practices, as decisions and innovation are no longer monopolized by a few individuals but rather become the result of transparent collective work.

Empowerment strategies also include a proportional redistribution of power. Effective leaders are not afraid to share power because they understand that distributed power actually strengthens the overall organizational system. The concept of *shared leadership* is relevant in this regard, where each team member has the opportunity to lead in their respective areas of expertise. This approach not only increases individual responsibility but also enriches perspectives in decision-making. Furthermore, the leader maintains a guiding role to maintain harmony between various interests to prevent internal conflict. Thus, power becomes not a source of domination, but rather an instrument of coordination.

Leaders who want to create effective empowerment must also foster a climate of psychological safety where every member feels free to express their opinions without fear of retribution. In such a climate, organizational politics can be managed openly and healthily because two-way communication is honest. Individuals can voice differing views as contributions, not threats. Leaders must respond to every criticism or suggestion constructively, as repressive actions will only foster silent politics and worsen working relationships. Furthermore, a climate of psychological safety also enhances cross-departmental collaboration and expedites the decision-making process.

One important aspect of an empowerment-oriented leadership strategy is the development of transformational leadership. Transformative leadership emphasizes changing values, motivations, and long-term vision through inspiration and role modeling. Bass and Riggio (2006) state that transformative leaders are able to inspire followers to transcend personal interests for the collective benefit of the organization. In the context of organizational politics, transformative leaders do not eliminate politics but instead direct political energy into an innovative force. They motivate members with a clear vision, integrate moral values into policies, and foster trust through consistent actions. Thus, empowerment becomes a natural outcome of a leader-follower relationship of mutual respect and trust.

Another equally important strategy is strengthening reward and accountability systems. Organizational politics often becomes destructive when rewards are not based on actual achievement, but rather on personal affinity or loyalty. Leaders must ensure that incentive, promotion, and recognition systems are based on meritocracy. When individuals see that success is determined by competence and contribution, not political intrigue, work motivation will increase and manipulative practices will decrease. On the other hand, accountability must be consistently enforced to prevent abuse of authority. Leaders must have the courage to impose sanctions on behavior that violates the organization's political ethics, while also rewarding those who uphold integrity and professionalism (Hidayat, 2023).

Leadership strategies for managing politics and creating empowerment also need to be accompanied by constructive conflict management. Conflict isn't always negative; when managed properly, it can be a source of innovation and learning. Leaders must be able to distinguish between productive task conflict and destructive relationship conflict. Through mediation, open dialogue, and mutually beneficial resolutions, organizational politics can be directed toward strengthening teamwork, not divisiveness. Effective empowerment doesn't mean eliminating conflict, but rather managing it within a collaborative framework.

A leadership strategy that successfully manages politics and empowerment will produce an adaptive and equitable organizational culture. This culture is characterized by trust, participation, transparency, and a collective desire to grow together. Organizational politics is no longer perceived as a threat, but as a means of healthy negotiation of interests. Empowerment is no longer viewed as merely a management policy, but as a value embedded in daily work behavior. Leaders who act as mentors and facilitators will encourage the emergence of a new generation of leaders at various levels, ensuring the continuity of ethical values and organizational productivity.

The success of a leadership strategy in managing organizational politics and creating effective empowerment lies in the ability to maintain a balance between power and participation, control and freedom, and the individual and the collective. Leaders who place too much emphasis on control will stifle creativity and foster underground politics, while leaders who exercise too much freedom without accountability will create chaos and uncertainty. Therefore, ideal leadership must be adaptive, responsive to change, and sensitive to social dynamics within the organization. By integrating the values of positive influence, genuine empowerment, and ethical political management, organizations will be able to survive and thrive in an uncertain environment while maintaining morality and social balance within them.

5. Comparison

The results of this study indicate that the interaction between influencing, empowering, and politics in organizations is closely related in shaping adaptive, collaborative, and ethically oriented work behavior. This finding is in line with research (Ferdiawan, 2017) which emphasizes that leadership effectiveness depends on the leader's ability to influence members through interpersonal relationships based on trust, not solely on formal authority. In addition, this study also supports the view (Febrian & Samawati, 2022) which states that psychological empowerment increases employee engagement and reduces destructive political practices because individuals feel they have control and meaning over their work. Thus, this comparison strengthens the argument that ethical, transparent, and empowerment-oriented leadership is able to manage organizational politics positively and create harmonious and productive work behavior in various institutional contexts.

6. Conclusion

Based on the overall research results, it can be concluded that the concepts of influence, empowerment, and politics in organizations interact and significantly determine the dynamics

of work behavior. All three form a complex social system where organizational effectiveness is determined not only by formal structures, but also by interpersonal strengths, trust, and the collaborative culture that grows within it. Ethically conducted influence processes can foster commitment and collective awareness, while consistently implemented empowerment provides space for individuals to actualize their potential, actively participate in decision-making, and feel responsible for the organization's success. On the other hand, well-managed organizational politics can be a strategic instrument to strengthen justice and the balance of power. When leaders are able to integrate these three elements through open communication, transparency, and moral integrity, a productive, adaptive, and equitable work environment is created, where each individual works not only for personal interests but also contributes to the collective progress of the organization.

Based on the findings and analysis of this study, it is recommended that organizational leaders place greater emphasis on implementing participatory leadership strategies oriented toward sustainable empowerment, by making positive influence and healthy politics part of ethical organizational governance. Leaders need to strengthen two-way communication systems, open up space for aspirations for all members, and create a safe psychological climate so that each individual feels valued and able to contribute without destructive political pressure. Furthermore, a meritocracy-based monitoring and reward mechanism needs to be established to prevent abuse of power and ensure that empowerment is not limited to rhetoric, but is actually implemented in policies and work culture. Further research is also recommended to expand the context of this study with an empirical approach through field studies, so that the relationship between influence, empowerment, and organizational politics can be measured more concretely and provide practical contributions to improving the quality of leadership and human resource management in various organizational sectors.

Author Contributions All authors actively contributed to the development of this research in accordance with their respective areas of expertise and academic responsibilities. The conceptualization of the research was carried out by Desy Utari and Aina Warda Agissa, who formulated the main idea, research direction, and focus of the study on the interaction between the concepts of influence, empowerment, and politics in organizations. Desy Utari was also responsible for developing the methodology and formal analysis, ensuring the suitability of the qualitative approach based on literature review with the research objectives. Validation was carried out by Kasinyo Harto and Tutut Handayani, who provided academic supervision and reviewed the accuracy of the scientific substance, clarity of theoretical arguments, and alignment of the research conceptual framework. Aina Warda Agissa also played a role in the literature search process, secondary data collection, and the development of relevant theoretical foundations, while Tutut Handayani supported thematic analysis, theory synthesis, and the preparation of the final reference list. The initial draft of this research was written by Desy Utari, then reviewed and edited jointly by Kasinyo Harto and Tutut Handayani. Overall research supervision was carried out by Kasinyo Harto, while project administration coordination and final manuscript revision were carried out by Desy Utari.

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Data Availability Statement: All data used in this study are sourced from publicly available academic literature, scientific publications, and conceptual documents. This study does not utilize primary data such as interviews, surveys, or field observations, and therefore does not produce a new data set that can be archived. All references used in the analysis are listed in full in the bibliography and are publicly accessible. The corresponding author, Desy Utari, can be contacted for additional clarification or methodological information if needed.

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