

## Islamic Work Motivation, Transformational Leadership of the Police and Work Environment on the Performance of Grobogan Police Personnel

Sandi Widayanto

Faculty of Economy, Universitas Islam Sultan Agung (UNISSULA) Semarang, Indonesia, E-mail: [sandwidayanto.std@unissula.ac.id](mailto:sandwidayanto.std@unissula.ac.id)

**Abstract.** *This study aims to examine the influence of Islamic work motivation, transformational leadership of the Police, work environment, and performance of police personnel at the Grobogan Police. The research method used is explanatory research with a sample of 89 respondents taken from a total of 406 human resources at the Grobogan Police using proportional stratified random sampling. Measurement of variables was carried out with a questionnaire using a statement interval of 1 to 5 with a scale from Strongly Disagree to Strongly Agree. Data analysis used Partial Least Square (PLS). The results of the hypothesis test showed that work motivation, work environment, and transformational leadership of the Police have a positive and significant influence on personnel performance. The implication of this finding is that increasing Islamic work motivation, creating a good work environment, and implementing transformational leadership of the Police can help improve the performance of police personnel at the Grobogan Police.*

**Keywords:** Leadership; Motivation; Police; Work.

### 1. Introduction

The role of human resources is the most vital element in an organization, even though other factors are available, an organization cannot operate without human contribution. Humans are the main drivers and determinants of the direction of an organization.(Bakirova Game 2022). Therefore, it is important for organizations to provide positive direction to this human element by focusing on human resource development. Humans are considered the most valuable asset for an institution, because through their work, the goals of the institution are achieved, innovations are generated, and the achievement of organizational goals becomes possible.(Gabcanova 2012). Leadership is often referred to as a factor that plays a key role in achieving the success of an institution or organization.(Carp 2020). Through innovative abilities, ideas, behavior, and leadership, individuals are able to guide organizations towards achieving their goals.(Alrowwad, Abualoush, and Masa'deh 2020). Leaders who are able to direct, enhance, and mobilize the potential of individuals and their

team members collectively, can achieve organizational success. The creativity of leaders also allows for maximum potential in the organizational environment, increases efficiency, and achieves optimal performance.(Pawar 2016).

Besides leadership, work motivation is also a factor that can influence employee performance in an organization.(Andersen et al. 2018). Motivation is defined as the process by which behavior is energized and directed.(Oudeyer and Kaplan 2009). Motivation plays a central role in the organizational context, describing a combination of internal and external drives within an individual that are manifested through passion and interest.(Islam and Ismail 2008). The right motivation can encourage the driving force to create work enthusiasm, effective cooperation, and integration of efforts to achieve satisfaction.(Locke and Schattke 2019). Therefore, motivation can be a trigger or supporter of individual behavior, encouraging the desire to work hard and enthusiastically achieve optimal results. The influence of motivation that comes from both superiors and from the company plays an important role in improving employee welfare.(Li, Li, and Chen 2018). In addition to motivation, another variable that needs to be considered is the work environment. Optimal human performance can be achieved if supported by good work environment conditions.(Tannady et.al 2019). A conducive, healthy, safe and comfortable environment will increase the productivity of the institution, ensuring the achievement of organizational goals more effectively.(Kumbadewi et.al., 2021). The work environment includes physical and non-physical aspects that are inherent to employees, which cannot be separated from efforts to develop employee performance.(Oluwatayo and Adetoro 2020). The work environment is also a factor that influences performance.(Mulyadi, Purnamasari, and Hatta 2023).Hasibuan and Bahri (2018)explains that the work environment includes all facilities and infrastructure around employees who are working, including the workplace, facilities, cleanliness, lighting, tranquility, and work relationships between individuals in the place. All of this contributes to increasing employee morale. However, several things such as lack of lighting in the room, lack of neatness in arranging office equipment, and minimal facilities and infrastructure can affect a work environment that is less friendly and less supportive of collaboration between coworkers. Overall, the work environment is an integral factor that can affect the implementation of employee tasks(Mamangkey, Tumbel, and Uhing 2015). In the work environment, aspects such as the workplace, facilities, cleanliness, lighting, quietness, and interaction between individuals greatly affect employee productivity and work spirit. Therefore, it is important to create a conducive and friendly work environment to support the welfare and optimal performance of personnel.

Several research results on motivation and performance show different results and provide a black box for further research. Research states that motivation has a very strong influence in improving HR performance.(Hendra 2020; Kusjono and Firmansyah 2020)However, the results of these two studies differ from the results of research which states the opposite, that motivation has no influence on HR performance.(Rozali and Kusnadi 2020)as other studies have shown that work motivation has no partial effect on employee performance variables(Hasyim et al. 2020).

## 2. Research Methods

The type of research that used This research is an explanatory research type which is associative in nature, namely aiming to find out the relationship between two or more variables.(Sugiyono 2018). This study aims to explain the hypothesis testing with the intention of justifying or strengthening the hypothesis with the hope that it can ultimately strengthen the theory that is used as a basis. In this case, it is to test the influence of Islamic work motivation; Transformational leadership of the Police; work environment and performance of police personnel.

## 3. Results and Discussion

The description of the characteristics of the research respondents is displayed with statistical data obtained through the distribution of questionnaires. This description of the respondents provides some brief information about the conditions of the respondents being studied. The research was carried out by distributing research questionnaires to human resources at Grobogan Police as many as 88 personnel. The distribution of questionnaires using online questionnaires (googleform). The results of the distribution of research questionnaires obtained 88 questionnaires that were completely filled out and could be processed. The description of respondents in this case can be presented according to the characteristics of the respondents presented as follows:

Table  
Respondent Description

	Gender	Quantity	%
1	Man	57	50.44
	Woman	31	27.43
2	Age	Quantity	%
	21 to 30	10	8.85
	31 to 40	43	38.05
	41 to 50	33	29.20
	51 to 60	2	1.77
3	Last education	Quantity	%
	High School	24	21.24
	Diploma	3	2.65
	Bachelor	39	34.51
	Postgraduate (S2)	22	19.47

	Postgraduate (S3)	1	0.88
	Length of work	Quantity	%
4	0 to 10	10	8.85
	11 to 20	33	29.20
	21 to 30	34	30.09
	>30	11	9.73

Source: Data processing results, 2024.

Table shows that of the total 88 respondents who are members of the Grobogan Police, the dominance is male at 57 (50.44%) and female at 31 (27.43%). This provides benefits to the organization in terms of balanced gender representation, which can improve perspectives and approaches in problem solving and decision making.

The majority of respondents were in the 31-40 age range, reaching 43 (38.05%), followed by the 41-50 age range with 33 (29.20%). The younger age range, 21-30 years, had the lowest number of respondents at only 10 (8.85%). These results indicate that with the dominance of personnel in the 31-40 age range, the organization has an advantage in terms of experience and maturity in dealing with complex challenges and evolving dynamics in the field.

Furthermore, the majority of respondents have a Bachelor's degree, reaching 39 (34.51%) of the total 88 respondents. The significant number of respondents with a Postgraduate (S2 and S3) educational background, reaching 23 (20.35%) of the total respondents, indicates a commitment to improving the qualifications and skills needed to carry out increasingly complex tasks. Thus, the respondent profile shows that the organization has well-educated and well-trained human resources.

Finally, the majority of respondents have worked between 11 to 30 years, with a total of 67 (59.38%). While a smaller number, 10 (8.85%) respondents, have worked for 0 to 10 years. These results indicate that the organization has a fairly high workforce stability and extensive experience in handling various situations, which can improve operational efficiency and effectiveness.

Thus, the respondent profile shows that Polres Grobogan has advantages in balanced gender representation, experience and maturity in the majority age range, commitment to improving qualifications, and fairly high workforce stability. This can be an important capital in carrying out law enforcement and community service tasks properly.

### Descriptive Analysis of Research Data

In this section, descriptive analysis is conducted to obtain a picture of respondents' responses to the research variables. This analysis is conducted to obtain perceptions about respondents' tendencies to respond to the indicator items used to measure the variables and to determine the status of the variables studied at the research location.

The variable description is grouped into 3 categories, namely: low category, score = 1.00 - 2.33, medium category, score = 2.34 - 3.66 and high/good category, with a score of 3.67 - 5.00. The complete variable description is shown in table.

Yesbell

### DecResearch Variables Thesis

Variables	Indicator	Mean	Stdev
Islamic work motivation	intention to work for worship;	3.9	0.87
	fulfillment of responsibilities as caliph;	3.9	0.79
	seeking knowledge to improve skills;	3.92	0.73
	balance of life in spiritual, social and family aspects	3.86	0.79
	overall mean	3.89	
Transformational Leadership of the Indonesian National Police	<i>Idealized Influence (Charisma)</i>	3.81	0.77
	<i>Intellectual stimulation,</i>	3.68	0.78
	<i>Individualized Consideration,</i>	3.77	0.83
	<i>Intellectual Stimulation</i>	3.69	0.76
	<i>Inspirational Motivation.</i>	3.70	0.78
	overall mean	3.73	
Work environment	Physical working environment conditions	3.80	0.75
	Work relationship	3.73	0.85
	Social relations	3.98	0.83
	overall mean	3.83	
police personnel performance	Moral integrity	3.68	1.01
	work competency	3.83	0.94
	Intellectual ability	3.81	0.96
	physical fitness	3.69	1.01
	overall mean	3.75	

Descriptive analysis was conducted to provide an overview of how respondents responded to the research variables listed in Table 4.2. These variables include Islamic work motivation, transformational leadership of the Indonesian National Police, work environment, and police personnel performance. Each variable has several indicators used to measure it.

The reviewed analysis table shows that respondents have a high level of Islamic work motivation, with an overall average score of 3.89, which is in the high category. Indicators such as the intention to work for worship, fulfilling responsibilities as a caliph, seeking knowledge to improve skills, and life balance in spiritual, social, and family aspects all received high ratings. Seeking knowledge was the indicator with the highest score, indicating the importance of learning and self-development for respondents. Meanwhile, the life balance indicator received the lowest score although it was still high, indicating challenges in achieving a balance between work and personal life. This underscores the

need for organizational policies that support both professional growth and personal well-being of employees.

In the Polri transformational leadership variable, all indicators scored in the high category, with an overall average of 3.73. This indicates that in general, respondents felt that their leaders were successful in implementing a transformational leadership style. The indicator with the highest mean value was Individualized Consideration, which achieved a score of 3.77. This indicates that leaders at Polres Grobogan are considered good at paying special attention to the development and growth needs of individuals. Leaders who provide this individual attention not only help in skill development but also in the motivation and commitment of individuals to the organization, indicating an approach that strengthens emotional bonds and loyalty of members. Meanwhile, the indicator with the lowest mean value was Idealized Influence (Charisma), which scored 3.81. Although this value is still high, its position as the lowest score may indicate that while leaders at Polres Grobogan are valued for the moral influence and role models they display, there may still be room for improvement in terms of displaying greater charisma and inspirational power. Charisma can be very influential in building trust and inspiring teamwork, so improvements in this area may help further strengthen the effectiveness of transformational leadership.

Third, in the work environment variable, all indicators scored in the high category with an overall mean reaching 3.83, describing good work environment conditions among respondents. This includes both the physical conditions of the work environment and social and interpersonal aspects. The indicator with the highest score is Social relations, which reached 3.98. This indicates that there are strong and positive social relations in the workplace, which are important for creating a supportive and pleasant work atmosphere. These good social relations indicate that interactions between coworkers are collaborative and supportive, which not only improve personnel welfare but can also strengthen cooperation between units and productivity. Meanwhile, the indicator with the lowest score is Work relations, with a score of 3.73. Although this is still in the high category, it indicates that work relations among personnel; also relations and between personnel and leaders are generally good, there is potential for improvement. This may indicate that although there is team cohesion, there may still be aspects of communication, coordination, or conflict that need to be managed more effectively to improve performance and job satisfaction. Addressing these aspects can further strengthen work relations, bringing them in line with the high level of satisfaction seen in social relations.

Fourth, in the performance variable of police personnel, all indicators recorded high scores, with an overall mean reaching 3.75. This indicates that respondents are generally satisfied with aspects such as moral integrity, work competence, intellectual ability, and physical fitness of police personnel. The indicator with the highest mean value is work competence, which reached 3.83. This indicates that police personnel are considered very competent in carrying out their duties, having the skills needed to carry out police functions effectively. The high score on this aspect of work competence reflects good training and the application



of appropriate skills in daily work situations, which are crucial in maintaining public security and order. Meanwhile, the indicator with the lowest mean value is moral integrity, with a score of 3.68. Although still in the high category, this indicates that there is little concern or dissatisfaction with the aspect of moral integrity of police personnel. This could indicate a perception of a gap between expected ethical values and the actual behavior of some police members. Improvements in ethics training and stricter policy enforcement may be needed to improve the perception of moral integrity among police personnel, thereby strengthening public trust and overall institutional effectiveness.

#### Evaluation of Measurement Model (Outer Model)

In PLS analysis, the basic evaluation conducted is the evaluation of the measurement model (outer model) with the aim of determining the validity and reliability of the indicators that measure latent variables. Validity criteria are measured by convergent and discriminant validity, while construct reliability criteria are measured by composite reliability, Average Variance Extracted (AVE), and Cronbach Alpha.

#### **Discriminant Validity**

*Discriminant validity* namely a measure that shows that the latent variable is different from other constructs or variables in theory and is proven empirically through statistical testing. Discriminant validity is measured by the Fornell Lacker Criterion, HTMT, and Cross loading.

#### Goodness of fit evaluation

PLS analysis is a variance-based SEM analysis with the aim of testing model theories that focus on prediction studies. Several measures to state that the proposed model is acceptable are R square (Hair et al., 2019). R square shows the magnitude of the variation of endogenous variables that can be explained by other exogenous or endogenous variables in the model. Interpretation of R square according to Chin (1998) quoted (Abdillah, W., & Hartono, 2015) are 0.19 (low influence), 0.33 (medium influence), and 0.67 (high influence).

This section presents the results of testing the research hypothesis that has been proposed in the previous chapter. The results of testing the influence of each research variable can be presented as follows:

The results of the data processing above can be seen in testing each hypothesis that has been proposed, namely:

1. Influence of Islamic work motivation towards performance of Grobogan Police Personnel.

The results show that work motivation has a positive and significant influence on the performance of Grobogan Police personnel. This means that the more the Grobogan Police personnel are intrinsically motivated in an Islamic manner, the better their performance will be.

In the analysis of the variables of Islamic intrinsic motivation and the performance of police personnel, we can see that there is an interesting relationship between the high and low values of the indicators in both variables. Indicators for Islamic intrinsic motivation include the intention to work for worship; fulfillment of responsibilities as a caliph; seeking knowledge to improve skills; and balance of life in spiritual, social, and family aspects.

Seeking knowledge to improve skills has the highest value in the Islamic intrinsic motivation variable, which reflects a high priority on self-development and professionalism among personnel. This is in line with the highest value in the personnel performance variable, namely work competence. This shows that the higher the individual's motivation in seeking and utilizing knowledge to improve skills, the higher their competence in work. This supports the idea that investment in skills development directly affects the quality and effectiveness of work.

On the other hand, the indicator with the lowest score in Islamic intrinsic motivation is the balance of life in spiritual, social, and family aspects, which reflects the possible challenges in managing the balance between work tasks and personal life. In the context of personnel performance, moral integrity which also shows the lowest score may indicate that when aspects of personal life are not balanced, this can have a negative impact on ethical and moral behavior in the workplace. This imbalance can cause stress or pressure which in turn affects the moral decisions and integrity of the individual.

These results underline the importance of holistic well-being aspects of personnel in achieving optimal work performance. Organizations may need to consider programs that support work-life balance and work ethic development as part of their human resource management strategy to enhance both work competence and moral integrity of personnel.

So it can be concluded that motivational boost Islamic work will improve personnel performance as the results of previous research, namely (Diana et al., 2020; Fitrianingrum et al., 2022; Ulul Albab et al., 2019).

## 2. Influence work environment on the performance of Grobogan Police Personnel

The results show that the work environment has a positive and significant influence on the performance of Grobogan Police personnel. This means that the better the work environment, the better the performance. Influence the relationship between work environment variables and police personnel performance shows how certain aspects of the work environment can have a direct impact on various dimensions of personnel performance. Work environment variables that include physical work environment conditions, work relationships, and social relationships provide a positive contribution to personnel performance built on indicators of moral integrity, work competence, intellectual ability and physical fitness.



Social relations that have the highest value in the work environment variable indicate positive conditions in interactions between employees. This has a significant positive impact on work competence, which is the highest indicator in the personnel performance variable. High values in social relations indicate that an atmosphere of cooperation and support between colleagues allows for a more effective exchange of knowledge and skills, and creates an environment conducive to learning and improving abilities. This directly affects the improvement of work competence which is a crucial aspect in improving the effectiveness of police operations and services.

On the other hand, the lowest-scoring work relationship indicates that there is room for improvement in the way work interactions are conducted. This condition has an impact on the lowest score in the performance indicator, namely moral integrity. A less than optimal work relationship can create a situation where communication is ineffective, there is a lack of transparency, and there is potential for conflict or misunderstanding. This can have a negative impact on ethical and moral behavior, because integrity is often tested in conditions where there is no clarity or fairness in work interactions. Improvements in work relationships can help create a fairer and more open environment, which indirectly supports the improvement of personnel's moral integrity.

Police organizations can identify areas that need to be strengthened, especially in improving the quality of work relationships to support moral integrity and utilizing good social relationships to continue to raise the standard of work competence. These two aspects are key to creating a work environment that is not only efficient but also ethical and professional.

These results confirm previous research which states that the quality of work comfort obtained through the work environment determines the level of employee performance. (Dwi Rahayu & Bambang Mahargiono, 2020; Hasibuan & Bahri, 2018; Luh Sri Kumbadewi et al., 2021; Mulyadi et al., 2023; Saputra & Yuliharsi, 2020).

3. Influence of transformational leadership of the Indonesian National Police on the performance of Grobogan Police Personnel.

The results show that Polri transformational leadership has a positive and significant influence on the performance of Polres Grobogan personnel. This means that the better the implementation of Polri transformational leadership, the better its performance will be.

The influence between Polri transformational leadership variables and personnel performance highlights the influence of leadership styles possessed by leaders on individual performance in police organizations. Transformational leadership, which includes Idealized Influence (Charisma), Intellectual Stimulation, Individualized Consideration, and Inspirational Motivation, provides insight into how these aspects affect various dimensions of police personnel performance.

*Idealized Influence*, or Charisma, which is the indicator with the highest value in transformational leadership, shows that strong and inspiring leadership has a significant impact on work competence, which is also the highest value in personnel performance variables. Charismatic leadership usually involves the ability to influence and motivate team members, which not only increases morale but also contributes to the improvement of work skills and knowledge. This shows that leaders who have good influence can effectively direct the development of personnel work abilities, facilitate professional growth, and increase productivity.

On the other hand, Intellectual Stimulation, which has the lowest value in the transformational leadership variable, has a relationship with the lowest value in personnel performance, namely moral integrity. Intellectual Stimulation is related to the leader's ability to encourage innovation and creativity, as well as encourage members to question assumptions and see problems from new perspectives. Lack of intellectual stimulation can result in a lack of ethical recording and criticality in decision making, which may affect moral integrity. The absence of intellectual challenges and lack of encouragement for critical thinking can make personnel less sensitive to ethical dilemmas and less innovative in dealing with moral problems.

From this analysis, it is clear that an increase in the Intellectual Stimulation aspect of leadership can help in strengthening moral integrity, while an increase in the Idealized Influence aspect can directly influence and improve work competence. Transformational leadership not only impacts the technical aspects of performance but also the moral and ethical aspects, which are very important in the context of law enforcement.

So it can be concluded that there is an increase in the implementation of style Polri transformational leadership will have an impact on increasing personnel performance. As previous research results also show that transformational leadership is positively related to performance (Karim, 2017; Naderi et al., 2019; Septi et al., 2016)

#### 4. Conclusion

Based on the study controversy (research gap) between the role of leadership on performance, the formulation of the problem in this study is "Islamic work motivation, transformational leadership of the Police and the work environment on the performance of Grobogan Police Personnel". This study confirms the results of the study which states that motivation has a very strong influence in improving HR performance. (Hendra, 2020; Kusjono & Firmansyah, 2020). The performance of Polres Grobogan members can be improved through increasing Islamic work motivation, improving the work environment, and transformational Polri leadership. Increasing Islamic work motivation can inspire and provide clear direction to Polres Grobogan members, while a conducive work environment will create a supportive atmosphere to improve their performance. In addition, transformational leadership from the Polri can form a shared vision and motivate members to achieve goals together. The conclusion of the results of hypothesis testing in this study is

as follows: 1. Work motivation has a positive and significant influence on personnel performance. This means that the more intrinsically motivated personnel are in an Islamic way, the better their performance will be. 2. The results show that the work environment has a positive and significant influence on the performance of Grobogan Police personnel. This means that the better the work environment, the better the performance. 3. Polri transformational leadership has a positive and significant influence on the performance of Polres Grobogan personnel. This means that the better the implementation of Polri transformational leadership, the better its performance will be.

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