


The Effect of Transformational Leadership on Personnel Performance Through Work Spirit as an *Intervening Variable* (Study on Sampang Police Resort)

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Article Info	ABSTRACT
<p>Keywords: Transformational Leadership, Work Spirit, and Personnel Performance</p>	<p>Ah. Ali Yafie, 2025. The Influence Of Transformational Leadership On Personnel Performance Through Work Spirit As An Intervening Variable (Study At Sampang Resort Police). Postgraduate Program, Wijaya Putra University, Surabaya. Based on its approach, this research is included in the explanatory research type. The research sample was 85 respondents. The objectives of this research are 1) To test and analyze the significant influence directly transformational leadership on the work spirit of Sampang Resort Police personnel ; 2) To test and analyze the significant influence directly transformational leadership towards performance of Sampang Resort Police personnel ; 3 To test and analyze the directly significant influence work enthusiasm towards the performance of Sampang Resort Police personnel); 4) To test and analyze the influence of indirectly significant transformational leadership on personnel performance mediated by the work spirit of Sampang Resort Police personnel. The results of the study indicate that : 1) Transformational leadership has a significant positive effect on the work spirit of the Sampang Resort Police with an original sample value of 0.50; 2) Transformational leadership has a significant positive effect on the performance of Sampang Resort Police personnel with an original sample value of 0.350; 3) Work spirit has a significant positive effect on the performance of Sampang Resort Police personnel with an original sample value of 0.353; 4) Indirectly, transformational leadership has a significant effect on the performance of Sampang Resort Police personnel mediated by work spirit with an original sample value of 0.180.</p>
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INTRODUCTION

Human resource (HR) management is crucial in an organization, as it ensures reliable individuals capable of carrying out their duties correctly and responsibly, thereby improving the performance of police personnel and achieving organizational goals. Personnel factors are inextricably linked to human resource management and optimization. An organization must have high-performing individuals. In other words, the sustainability of an organization is determined by its performance.

The Indonesian National Police (Polri) is a national law enforcement agency with a crucial role in society. As an organization, the police have numerous functions and play a role in maintaining public order and security, enforcing the law, and protecting, serving, and serving the community. Police duties are twofold: office duties and field duties, including regulation, guarding, escorting, patrolling, enforcement, and counseling. The duties of the police are regulated in Law Number 2 of 2002 concerning the Indonesian National Police, and each task has limitations.

Personnel performance is the level of success of personnel in carrying out tasks and efforts made to achieve predetermined goals. Personnel performance can be optimal if supported by good skills and strong motivation. Achieving performance is influenced by human resource factors, which in this study are police personnel. From the personnel perspective, leadership motivation and compensation play a significant role in improving performance. From the personnel perspective, compensation is seen as a means of fulfilling various life needs, not only limited to basic needs, which can motivate personnel.

Personnel performance must be further improved to become a pioneer in achieving organizational goals, which places personnel as members of the organization and not just as human resources/personnel. In this case, the personnel of the Sampang Police referred to in this study include: Operational Section, Bina Ops Sub-section, Operational Control Sub-section, Public Relations Sub-section, Planning Section, Subbagprogar, Subbagdalgar, Bagsunda, Siwas, Sipropam, Sikeu, Sium, Integrated Police Service Center, Satintelakam, Satreskrim, Satresnarkoba, Satbinmas, Satsabhara, Satlantas, Satpamabvit, Satpolair, Sattahti, and Sitpol in the future need to develop the ability to identify the need for service improvement and as a protector of the community, both from within and from outside the organization, as well as formulate appropriate strategic actions to ensure the availability of personnel who are productive and competent. Improving personnel performance is very important because the decline in performance of both individuals and groups in an organization can have a significant impact on an organization. So in this case, a leader has a fairly heavy task where he always tries to improve his performance and motivates his subordinates to improve their performance to achieve organizational goals.

According to Tampubolon (2018), personnel performance is the work results of personnel assessed in terms of quality and quantity based on standards determined by the organization. Good personnel performance is optimal work results according to organizational standards and supports the achievement of organizational goals. One way to maximize personnel performance is by improving the factors that support that performance. Factors that influence performance include transformational leadership, work morale, and other aspects. One effort to improve human resources to support the organization's future needs is to develop personnel with high performance and the ability to improve their competencies. This requires improving skills, changing attitudes and behaviors, and correcting deficiencies, all of which are needed to improve personnel performance through transformational leadership and work morale.

Transformational leadership is a leadership style that seeks to encourage participation and enhance the team's ability to innovate. Transformational leadership is a crucial factor in

improving both personnel and organizational performance. The crucial role of transformational leadership in an organization has attracted the attention of researchers in the field of organizational behavior. The quality of leadership is often considered the most important factor determining an organization's success or failure. Leadership has a significant influence on leadership, which is a key element in organizational effectiveness. An effective leader must be responsive to change, able to analyze the strengths and weaknesses of their human resources to maximize personnel performance and solve problems effectively. Effective leaders are able to influence their followers to have greater optimism, self-confidence, and commitment to the organization's goals and mission (Siagian, 2020). This implies that every leader is obliged to pay serious attention to fostering, mobilizing, and directing the full potential of employees in their environment to achieve organizational stability and goal-oriented productivity improvements.

Transformational leadership is a leadership style that changes its followers to develop the organization, namely by having a clear vision of the future and the goals to be achieved, being able to communicate the vision to its followers in an inspiring way, motivating and inspiring its followers by providing meaning and challenges in work, and moving its followers through direct self-interest with clear direction. Modern leadership styles such as transformational leadership play an important role for the organization. Subordinates feel trust, admiration, loyalty and respect for their superiors so that subordinates are motivated to do more than what is usually done and expected. According to Siagian, (2020), personnel performance is influenced by several factors, including the transformational leadership applied. Transformational leadership that meets expectations will be able to encourage increased personnel work productivity and encourage personnel to work voluntarily to realize organizational goals and programs by increasing work enthusiasm and being able to encourage personnel to work optimally.

In carrying out the duties of a personnel in the Sampang Police, it is necessary to be diligent in working, agile, have expertise and ability in carrying out tasks such as maintaining security and public order, enforcing the law and providing protection, shelter, and service to the community. The police organization can develop and progress depending on the performance of its own personnel who are one of the implementing elements in organizational activities who are tasked and responsible for carrying out organizational activities. If the performance is achieved well then the results will also be good, conversely if the performance is not good then the results obtained are also not good so that the goals desired by the police organization cannot be achieved optimally. Therefore, human resources personnel are not merely objects of achieving goals, but also become actors to realize the goals of the police organization in carrying out their duties.

One of the most challenging aspects of an organization is how to ensure its personnel work efficiently. A person can work efficiently if they are capable, skilled, and enthusiastic, thus achieving optimal results (Hayati, 2017). Kaswan (2020) defines work enthusiasm as the mental attitude of an individual or group that demonstrates their commitment to their work, thus encouraging them to perform better. Hasibuan (2018) also defines work

enthusiasm as the desire and commitment to perform their work well and with discipline to achieve maximum performance.

Based on empirical studies by previous researchers who examined the relationship between transformational leadership and performance, this research became the topic of discussion and became the researcher's interest in proving whether this was true when implemented in the field in relation to previous empirical research studies. Based on the results of previous research by Winarto, et al. , (2018), which examined the relationship between the influence of transformational leadership and performance. The results of their research found a significant positive influence between transformational leadership and performance. On the other hand, previous research that also examined the relationship between transformational leadership and performance was conducted by Insani. , (2020), which examined The influence of transformational leadership on performance. The results of Winarto et al. 's (2018) research, which contradicts Insani's (2020) research , explain the findings of his research. that transformational leadership has no effect on performance. There are differences in the research results of Winarto, et al. , (2018) , and Insani., (2020), became the interest of researchers to conduct further observations and conduct further research because this is an interesting research topic to be re-researched and become a basis for researchers to conduct further research.

The urgency of this research is crucial because it has not been found in previous studies that examine the relationship between transformational leadership and performance through collaborative work spirit. It is hoped that this research will be novel in contributing to the development of science with its own uniqueness by taking different research objects and different samples. It is hoped that different research samples will certainly have different individual characteristics in providing research answers.

Based on the researcher's observations at the Sampang Police, there is a phenomenon that personnel performance has not been achieved optimally in providing services to the community, this is because the leadership is based on expectations for subordinates in setting clear expectations; less organized, piled up workloads require a long time to complete tasks and are tiring. Other factors that cause personnel performance not to be achieved according to expectations are thought to be influenced by personnel work morale where low work morale includes, excessive workloads, uncomfortable work environments because they are too narrow.

Based on the phenomena that have been previously stated, the author is interested in conducting further research by taking the title " The Influence of Transformational Leadership on Personnel Performance Through Work Spirit as an *Intervening Variable* (Study at the Sampang Resort Police) ".

Formulation of the problem

As for the formulation of the problem set in this research, it refers to the background and research phenomena, including:

1. How is the description of transformational leadership, work spirit and performance of Sampang Police personnel ?

2. Does transformational leadership have a significant direct influence on the work enthusiasm of Sampang Resort Police personnel ?
3. Does transformational leadership have a significant direct influence on the performance of Sampang Resort Police personnel ?
4. Does work enthusiasm have a significant direct influence on the performance of Sampang Resort Police personnel ?

Based on the formulation of the problem that has been put forward, the objectives of this research are:

1. To describe transformational leadership, work spirit and performance of Sampang Resort Police personnel.
2. To test and analyze the direct significant influence of transformational leadership on the work enthusiasm of Sampang Resort Police personnel.
3. To test and analyze the effect significant direct impact of transformational leadership on the performance of Sampang Resort Police personnel.
4. To test and analyze the effect directly significant work enthusiasm towards the performance of Sampang Resort Police personnel.
5. To test and analyze the effect significant indirect effect of transformational leadership on personnel performance mediated by the work spirit of Sampang Resort Police personnel.

Benefits of research

Based on the description that has been explained in the background and problem formulation, the benefits that are to be achieved from this research are as follows:

1. Practical benefits

For the Sampang Police Chief, the results of this study serve as consideration and input for leaders in order to improve performance and evaluate personnel performance as well as formulate policies to be taken in order to improve performance more optimally, reviewed from the transformational leadership and work spirit factors.

For Sampang Police personnel, the results of this study serve as material for determining personnel performance, including performance achievements, measuring personal potential and deficiencies in carrying out duties, and providing evaluation material for improving future performance through transformational leadership factors and work enthusiasm.

2. Theoretical benefits (Development of Science)

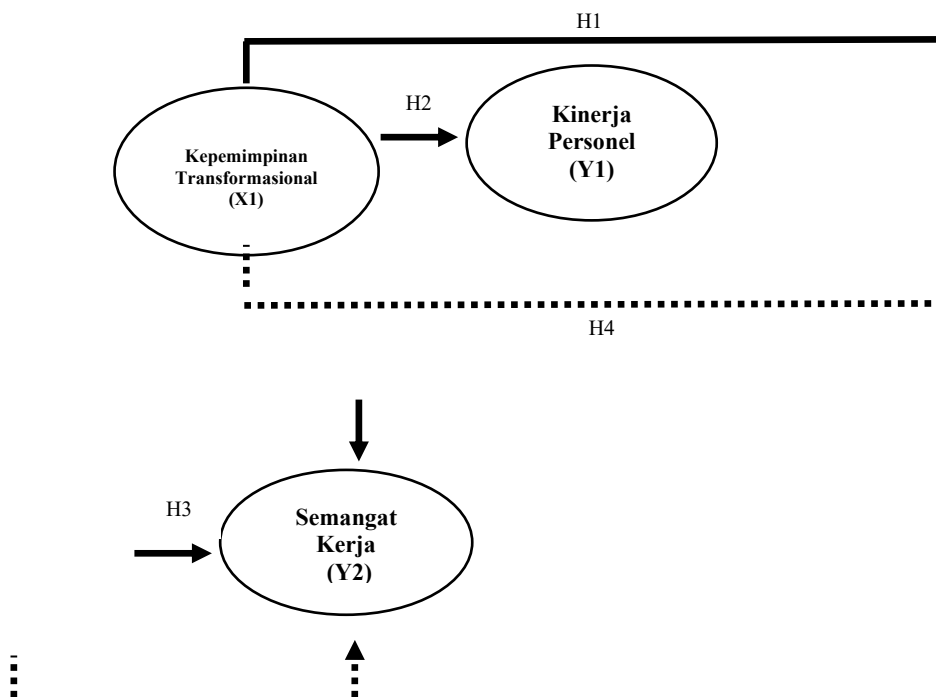
For readers, the results of this study are expected to provide benefits and can be used as a reference, especially those interested in understanding the science of human resource management regarding the influence of transformational leadership factors and work enthusiasm on personnel performance.

For academics, the results of this study will add to the literature on human resource management, especially studies on transformational leadership and work enthusiasm towards personnel performance.

For science developers, this research is an additional reference for conducting further research related to the study of HR science reviewed from the factors of transformational leadership, work enthusiasm and personnel performance.

Conceptual Framework

Based on empirical studies and previous research results that have been presented in the previous discussion, they are then presented in Formulating a conceptual framework. To ensure that the formulation of the research framework is easily understood by others, it is then presented in the form of a conceptual framework to clarify the description of this research. This is shown in Figure 2.1 below:



Hypothesis

In research using a quantitative approach, hypotheses are essential. Hypotheses are tentative statements and assumptions that require further verification. The intended verification is intended to answer the previously formulated problem. Based on the conceptual framework above, the research hypothesis is formulated as follows:

- H1: Transformational leadership has a significant direct influence on the work enthusiasm of Sampang Resort Police personnel.
- H2: Transformational leadership has a significant direct influence on the performance of Sampang Resort Police personnel.
- H3: Work enthusiasm has a significant direct influence on the performance of Sampang Resort Police personnel.
- H4: Transformational leadership has a significant indirect influence on the performance of Sampang Resort Police personnel , mediated by work enthusiasm.

The research model or framework is intended to further clarify the essence of the discussion of previous research results and the theoretical basis used in the research, including the relationship between influential variables (Dewi, Rina, Zuhro, Diana, et al. 2024:142-160). The research design is a plan to determine the resources and data that will be used to be processed in order to answer the research question. (Asep Iwa Soemantri, 2020:5). Standard of the company demands regarding the results or output produced are intended to develop the company. (Istanti, Enny, 2021:560). Time management skills can facilitate the implementation of the work and plans outlined. (Rina Dewi, et al. 2020:14). When collecting data sources, researchers collect data sources in the form of raw data. The survey method is a method of collecting primary data using written questions (Kumala Dewi, Indri et al, 2022: 29). The Research model or framework is intended to further clarify the essence of the discussion of previous research results and the theoretical basis in the research, including the relationship between influential variables. (Enny Istanti, et al. 2024 : 150)

RESEARCH METHODS

The type of research in this study is explanatory research. Explanatory research is research that aims to test hypotheses between hypothesized variables whose truth will be tested (Sugiyono, 2019:287). In its implementation, explanatory research uses a survey research method. The survey research method is a research method that uses questionnaires or surveys as the main data source. In survey research, respondents are asked to provide short answers that have been written in the questionnaire or survey, and then the answers from all respondents are processed using certain analytical techniques (Martono. 2019:19).

The explanatory research in this study aims to provide an explanation of the causal relationship between the variables studied through hypothesis testing. The variables in question include: the independent variable is transformational leadership; the dependent variable is personnel performance ; and the intervening /mediating variable is work morale. The approach used in this research is a quantitative approach. The data is processed using statistical analysis programs. SEM-PLS (*Partial Least Square*)

RESEARCH RESULT

Significance test

Based on the results of the smartPLS analysis , it is known that the results of the significance test are shown in the following table 1:

Table 1 Testing the significance of path coefficients in structural models

Correlation	P Values	Information
Transformational leadership → Work spirit	0.000	Significant
Transformational leadership → Personnel performance	0.001	Significant
Work spirit → Personnel performance	0.000	Significant

Correlation	P Values	Information
Transformational leadership → Work spirit → Personnel performance	0.002	Significant

Source: Processed data, *smartPLS*, 2025

Based on table 1, the results of the path significance test show that all variables are significant because the P-value < significance value of 0.05.

Path Coefficients Test

Based on the results of the smartPLS analysis, it is known that the results of the path coefficients test are shown in the following table 2:

Table 2. Path Coefficients Test Results

Relation	P Values	Information
Transformational leadership → Work spirit	0.000	H ₁ accepted
Transformational leadership → Personnel performance	0.001	H ₂ accepted
Work spirit → Personnel performance	0.000	H ₃ accepted
Transformational leadership → Work spirit → Personnel performance	0.002	H ₄ accepted

Source: Processed data, *smartPLS*, 2025

Based on table 2, the results of the hypothesis testing research can be seen at a significance level of 0.05. *p-values* on table 2 can interpreted influencedirect and indirectly between variables on study This, that is:

1. Test influence transformational leadership towards spirit at work.
 Results calculation *p-value* can obtained mark significance variables transformational leadership to work enthusiasm of 0.000 using a significance level of $\alpha=0.05$, this can be interpreted that transformational leadership has a significant impact on work enthusiasm because the significance value is $0.000 < 0.05$, so hypothesis 1 accepted.
2. Test influence transformational leadership on personnel performance.
 Results calculation *p-value* can obtained mark significance variables transformational leadership on personnel performance amounted to 0.001 with use level significance $\alpha=0.05$, this can be interpreted that transformational leadership has a significant influence on personnel performance because the significance value is $0.001 < 0.05$, so hypothesis 2 accepted.
3. Test influence work enthusiasm towards personnel performance
 Results calculation *p-value* can obtained mark significance variables work enthusiasm towards personnel performance of 0.000 with use level significance $\alpha=0.05$, this can be interpreted that work enthusiasm has a significant effect on personnel performance because the significance value is $0.000 < 0.05$, so hypothesis 3 accepted.
4. Test the influence of transformational leadership on personnel performance mediated by work enthusiasm.

Results calculation *p-value* can obtained mark significance variables transformational leadership on work enthusiasm and personnel performance by 0.002 with use level significance $\alpha=0.05$, this can be interpreted that transformational leadership has a significant influence on personnel performance mediated by work enthusiasm because the significance value is $0.002 < 0.05$, so hypothesis 4 accepted

Direct Effect Test

Table 3. Direct Effect Testing

Correlation	Original Sample	Information
Transformational leadership → Work spirit	0.509	Positive Influence
Transformational leadership → Personnel performance	0.350	Positive Influence
Work spirit → Personnel performance	0.353	Positive Influence

Source: *Smart* PLS 3.0 output results , processed, 2025

Based on table 4, it is known that the results of the direct influence of transformational leadership on work enthusiasm have a positive influence, as evidenced by the *original sample value* of 0.509. This can be concluded that there is a positive influence from transformational leadership. on work enthusiasm; transformational leadership on personnel performance has a positive effect, as evidenced by the *original sample value* of 0.350. It can be concluded that there is a positive effect of transformational leadership on personnel performance; work enthusiasm has a positive effect on personnel performance, as evidenced by the *original sample value* of 0.353. It can be concluded that there is a positive effect of work enthusiasm. on personnel performance.

Indirect Effect Test

Table 4. Indirect Effect Testing

Correlation	Original Sample	Information
Transformational leadership → Work spirit → Personnel performance	0.180	Positive Influence

Source: *Smart* PLS 3.0 Output Results , 2025

Based on Table 4, it is known that the results of the analysis of the indirect influence of transformational leadership on personnel performance mediated by work enthusiasm have a positive effect, as evidenced by the *original sample value* of 0.180. This can be concluded that there is a positive influence of transformational leadership on personnel performance mediated by work enthusiasm.

Discussion

H1. The Influence of Transformational Leadership on Spirit at work.

Based on the results of the hypothesis testing, it is explained that transformational leadership has a significant direct influence on personnel work enthusiasm, meaning that

transformational leadership is able to provide changes to increase personnel work enthusiasm.

Transformational leadership impacts organizational members' understanding of the values of personnel work enthusiasm established by the organization within the Sampang Police Resort. This can be interpreted as meaning that transformational leadership is able to create increased personnel work enthusiasm within the organization, especially within the Sampang Police Resort environment. This can be interpreted as meaning that transformational leadership has a significant influence on personnel work enthusiasm , hypothesis 1. accepted.

The results of this study are in line with the results of previous research conducted by Hariyanti , et al., (2023), which explains the findings that Transformational leadership has a significant positive effect on work morale. Transformational leadership formed in the Sampang Resort Police environment is related to the achievement of work morale. Based on the results of *the SmartPLS analysis of the path coefficient* , the *p-value calculation value* shows a significant value of the transformational leadership variable on work morale of 0.000 (Significance value less than 0.05) reflecting that transformational leadership has a meaningful role because it has a significant influence value on work morale.

H2. The Influence of Transformational Leadership on Personnel Performance

Based on the results of hypothesis testing, it is explained that transformational leadership has a direct influence on personnel performance, meaning that transformational leadership is able to make changes to personnel performance that are increasingly optimal and increasing.

Transformational leadership has a positive impact on organizational members' understanding of the personnel performance values established by the organization within the Sampang Police Resort Office. This means that transformational leadership is capable of improving personnel performance within the organization, particularly within the Sampang Police Resort Office. This means that transformational leadership has a significant influence on personnel performance , Hypothesis 2. accepted.

The results of this study are in line with the results of previous studies conducted by Prahesti , et al., (2019), Jiyang et al., (2019), as well as research conducted by Jufrizen, et al., (2020) which explains that Transformational leadership has a significant positive effect on performance. The results of this study are also supported by the results of research conducted by Saputro, (2020), Putra et al., (2018), and Qalati, et al., (2022) found that transformational leadership has a significant positive effect on performance. Adequate transformational leadership within the Sampang Resort Police Office is related to personnel performance achievement.

the SmartPLS analysis of the path coefficient , the *p value* calculation shows that the significance value of the transformational leadership variable on personnel performance is 0.001 (the significance value is less than 0.05), all of which strongly reflects transformational leadership because it has a significant influence value on personnel performance.

Transformational leadership has been used by the Chief of the Sampang Police Department to improve the performance of personnel within the organization. The goal is to

implement change and provide services to the community to achieve organizational goals beyond expectations. These changes, such as transformational leadership, have been further refined to ensure the organization's goals are met.

H3. The Influence of Work Morale on Personnel Performance

Based on the results of the hypothesis testing, it is explained that work enthusiasm has a positive and significant influence on personnel performance, meaning that work enthusiasm is able to make changes to improve personnel performance more optimally.

Work enthusiasm has a positive impact on the values inherent in personnel performance established by the organization, particularly within the Sampang Police Resort Office. This suggests that work enthusiasm can significantly improve personnel performance within the organization, particularly within the Sampang Police Resort Office. This suggests that work enthusiasm has a significant positive effect on personnel performance, as evidenced by Hypothesis 3. accepted.

The results of this study are in line with the results of previous research conducted by Basri, *et al.*, (2021), where the results of the study explained that Work enthusiasm has a significant positive effect on performance. Good work enthusiasm can also support an organization's success in achieving its goals.

the SmartPLS analysis of the path coefficient, the p value calculation shows that the significance value of the work enthusiasm variable on personnel performance is 0.000 (the significance value is less than 0.05), all of which strongly reflects motivation because it has a significant influence value on personnel performance.

Work spirit has been utilized within the Sampang Police Resort Office as an effort and commitment to improve personnel performance within the organization, aiming to implement change and provide services to the community to achieve organizational goals beyond expectations. These changes, such as increased work spirit, have resulted in the achievement of organizational goals and the realization of personnel performance.

H4. Indirect Effect of Transformational Leadership on Personnel Performance Mediated by Work Morale

Results calculation p-value can obtained mark significance variables transformational leadership on work enthusiasm and personnel performance by 0.002 with use level significance $\alpha=0.05$, this can be interpreted that transformational leadership has a significant influence on work enthusiasm and personnel performance because the significance value is $0.002 < 0.05$, hypothesis 4 accepted.

Based on the results of hypothesis testing, it is explained that transformational leadership has an indirect effect on personnel performance with work enthusiasm as an intervening variable, meaning that work enthusiasm is able to mediate transformational leadership towards increasingly optimal personnel performance so that it is able to make changes.

Work enthusiasm mediates transformational leadership, which has a positive impact on organizational members' understanding of the personnel performance values established by the organization within the Sampang Police Resort Office. This can be interpreted as meaning that work enthusiasm is able to mediate transformational leadership, thereby creating

increased personnel performance within the organization, especially within the Sampang Police Resort Office. This can be interpreted as meaning that transformational leadership has an impact on personnel performance, with work enthusiasm as an intervening variable, hypothesis 6. accepted.

the SmartPLS analysis of the path coefficient, the p value calculation shows the significance value of the transformational leadership variable on personnel performance with work enthusiasm as an intervening variable of 0.002 (significance value less than 0.05) so that motivation mediates work ability on personnel performance because it has a significant influence value.

The results of this study constitute a research novelty. Transformational leadership has actually been used by the Chief of the Sampang Resort Police as an effort and commitment to improve the performance of personnel within the organization, with the aim of implementing changes and providing services to the community so that the organization's goals are achieved beyond what is expected. These changes include personnel performance achieved beyond the organization's expected targets and the realization of personnel performance.

This research will be conducted in three phases: measurement model (external model), structural model (internal model), and hypothesis testing. (Pramono Budi, et al., 2023; 970). Through this process, employees are given training and development relevant to their job performance, so they are expected to carry out their job responsibilities as well as possible. (Abdul Aziz Sholeh et.al. 2024: 82). Choosing is part of a problem-solving effort as well as part of the decision-making process. Therefore, the right purchasing decision is needed (Kristiawati Indriana et.al. 2019: 28). Collaboration between government, industry, research institutions, and civil society in designing and implementing. Strong commitment and cooperation from all stakeholders are the keys to the success of these efforts. (Gazali Salim et al. 2024: 63). The SERVQUAL model includes calculating the difference between the values given by customers for each pair of statements related to expectations and perceptions (Diana Zuhro et al. 2024 : 98). In a competitive business environment, credit marketing strategies play an important role in customer acquisition and retention. (Mahjudin, et. al. 2025: 2659 - 2672)

CONCLUSION

Transformational leadership that has been embedded in personnel in accordance with the needs of the Sampang Resort Police, *Organizational Citizenship Behavior* (OCB) owned by personnel has a beneficial contribution to the Sampang Resort Police, the work spirit possessed by personnel has been able to encourage personnel to work voluntarily which has an impact on improving performance. Transformational leadership, work spirit and performance of personnel at the Sampang Resort Police Office are included in the very good category. Transformational leadership has a significant positive effect on the work enthusiasm of the Sampang Resort Police, so the first hypothesis is accepted. Transformational leadership has a significant positive effect on the performance of Sampang Resort Police personnel, so the second hypothesis is accepted. Work enthusiasm has a

significant positive effect on the performance of Sampang Resort Police personnel, so the fifth hypothesis is accepted. Indirectly, transformational leadership has a significant influence on the performance of Sampang Resort Police personnel which is mediated by work enthusiasm, so that the sixth hypothesis is accepted.

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