

Organizational Factors Affecting Law Enforcement Loyalty: An Islamic Leadership Perspective Using SEM-PLS Approach

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Abstract

This study aims to examine the influence of organizational factors—workload, institutional policy support, leadership, competency and training, and incentives—on human resource loyalty within law enforcement institutions from an Islamic leadership perspective. Using a quantitative survey design, data were collected from 100 law enforcement officers involved in narcotics prevention and eradication efforts in Semarang City, Indonesia, and analyzed using Structural Equation Modeling with the Partial Least Squares (SEM-PLS) method. The results indicate that leadership has the strongest and most significant effect on human resource loyalty, followed by incentives and institutional policy support, while workload as well as competency and training exhibit weaker effects. The model demonstrates very high explanatory power, with an R^2 value of 0.975, indicating that organizational factors collectively explain 97.5% of the variance in loyalty. These findings underscore that leadership grounded in Islamic values of amanah (trustworthiness), adl (justice), and ihsan (excellence) is the cornerstone of employee commitment and institutional harmony. Furthermore, fair incentives and consistent policy support enhance loyalty through organizational justice and the realization of masalah, contributing to the advancement of Islamic Human Resource Management theory and practice.

Keywords:

Islamic Leadership; Human Resource Loyalty; Organizational Justice; Incentives; Masalah; Law Enforcement

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JEL: K42, M12, M14, Z12



1. Introduction

Drug abuse remains one of the most critical social and economic challenges worldwide, posing severe threats to public health, security, and governance. The United Nations Office on Drugs and Crime (UNODC, 2023) reported that approximately 296 million individuals globally consumed illicit drugs in 2021, with 39.5 million suffering from drug use disorders. These figures illustrate the alarming rise in narcotics abuse and its multidimensional consequences, including escalating healthcare expenditures, declining workforce productivity, and increased crime rates.

In Indonesia, the problem of drug abuse continues to intensify. According to the National Narcotics Board (BNN, 2023), around 3.3 million Indonesians were involved in drug use in 2023, equivalent to 1.73% of the national population. The majority belong to the productive age group (15–35 years), threatening Indonesia's demographic dividend. The economic losses resulting from drug abuse are estimated to exceed IDR 80 trillion annually, encompassing healthcare costs, loss of productivity, and law enforcement expenses. Beyond its economic impact, drug-related crime undermines social stability and erodes public trust in governmental institutions.

Semarang City, a key metropolitan center in Central Java, reflects this national concern. Strategically located along the northern coastal corridor of Java, the city functions not only as an economic hub but also as a potential transit point for illicit goods, making it vulnerable to narcotics distribution. Reports from the Central Java BNN indicate that Semarang consistently ranks among the cities with the highest prevalence of drug-related cases. This situation demands effective law enforcement supported by loyal, ethical, and dedicated human resources (Djoko Karyanto, 2023; Mardikaningsih, 2024).

Previous studies on employee loyalty have highlighted several organizational determinants such as leadership, incentives, institutional policy, competency and training, and workload (Andriani, 2021; Rieky et al., 2025). Research has demonstrated the significant influence of incentives on loyalty (Earlyanti & Hamid, 2023; Idowu et al., 2019), the impact of leadership styles on employee commitment (Yukl et al., 2019), and the importance of competency development in maintaining organizational engagement (Decker, 2018; Suryanto et al., 2022). However, most prior research exhibits three main limitations. First, many studies focus on single organizational factors rather than examining their integrated effects. Second, limited attention has been given to loyalty within law enforcement institutions, where professional risks and ethical dilemmas are particularly high (Idowu et al., 2019; Yukl et al., 2019). Third, few studies have utilized advanced analytical tools such as Structural Equation Modeling with Partial Least Squares (SEM-PLS) to capture complex causal relationships among organizational factors (Earlyanti & Hamid, 2023; Sitepu, 2022).

In addition to these empirical gaps, most existing studies are grounded in Western management theories such as transformational leadership and social exchange theory, which primarily emphasize performance, motivation, and transactional reciprocity (Ahmad, 2013; Ahmad & Fontaine, 2011). While these frameworks offer valuable insights, they often overlook the moral and spiritual dimensions that are integral to Islamic thought. From an Islamic perspective, leadership (*qiyadah*) is a sacred trust (*amanah*) that demands integrity (*sidq*), justice (*adl*), and benevolence (*ihsan*). Similarly, loyalty (*wafa'*) is not merely a professional obligation but also a moral and spiritual commitment to uphold truth and serve the public good (*maslahah*) (Hana et al., 2021; Javid et al., 2024; Mohyi, 2024). In this sense,

the loyalty of human resources in law enforcement institutions extends beyond organizational compliance to encompass moral accountability before Allah.

Integrating Islamic principles into the study of leadership and loyalty provides a holistic framework for understanding organizational behavior—particularly within high-risk professions such as narcotics law enforcement (Milasari et al., 2023; Robert L. Mathis, 2019; Tyas et al., 2012). Ethical leadership grounded in *amanah* and *adl* fosters trust, enhances integrity, and strengthens *barakah* (blessings) within the organization. It ensures that law enforcement officers perform their duties with sincerity, responsibility, and social consciousness, in line with Islamic values of justice and accountability (Karim et al., 2025; Training et al., 2024).

Accordingly, this study seeks to address both theoretical and practical gaps by incorporating Islamic ethical perspectives into organizational analysis. Specifically, the research aims to: (1) identify the organizational determinants that significantly influence human resource loyalty in narcotics law enforcement institutions; (2) analyze the causal relationships among these determinants using SEM-PLS; and (3) develop a comprehensive model of human resource loyalty grounded in Islamic leadership principles—*amanah*, *adl*, and *ihsan*—to strengthen the moral integrity and social responsibility of law enforcement personnel, thereby enriching the field of Islamic Human Resource Management (IHRM) literature.

2. Method

This study employed a quantitative research design with a survey approach to examine the determinants of human resource loyalty among law enforcement officers. This research design was deemed appropriate as it enables the testing of causal relationships among multiple latent variables simultaneously through the use of Structural Equation Modeling.

The population of this study consisted of law enforcement officers actively engaged in narcotics prevention and eradication efforts in Semarang City, Central Java, Indonesia. From this population, a total of 100 respondents were selected using a purposive sampling technique. The inclusion criteria required respondents to be actively involved in narcotics law enforcement activities, possess a minimum of one year of service experience, and voluntarily agree to participate in the study.

Data were collected using a structured questionnaire designed to measure five independent variables—workload, institutional policy support, leadership, competency and training, and incentives—and one dependent variable, human resource loyalty. The questionnaire items were adapted from established scales in prior research and were modified to suit the specific context of law enforcement institutions. Each item was measured using a five-point Likert scale ranging from “strongly disagree” to “strongly agree.” Before distribution, the questionnaire underwent expert validation to ensure content accuracy and clarity, followed by a pilot test to confirm its reliability. Internal consistency was verified using Cronbach’s Alpha and Composite Reliability, while construct validity was confirmed through Average Variance Extracted (AVE) and outer loading values.

Data analysis was conducted using Structural Equation Modeling with the Partial Least Squares (SEM-PLS) approach via SmartPLS software. This analytical method was selected because it is effective for complex models involving multiple latent constructs, suitable for relatively small sample sizes, and tolerant of non-normally distributed data. The analysis included both measurement model evaluation (validity and reliability testing) and structural

model evaluation (R^2 , path coefficients, and predictive relevance). The resulting findings provided empirical evidence regarding the organizational determinants influencing human resource loyalty among law enforcement officers.

This research also observed ethical and moral standards in accordance with both institutional and Islamic ethical principles. Prior to data collection, the researchers obtained permission from the relevant authorities within the law enforcement institutions. Participation was strictly voluntary, and all respondents were assured of confidentiality and anonymity. The study adhered to the principles of *amanah* (trustworthiness), *sidq* (honesty), *adl* (justice), and *tabligh* (transparency) in all research procedures, ensuring that data were collected and analyzed with integrity and fairness. These ethical commitments reflect the Islamic values that guide responsible and accountable scientific inquiry.

3. Result and Discussion

This study employed Structural Equation Modeling with the Partial Least Squares (SEM-PLS) approach to analyze the influence of organizational factors—workload, institutional policy support, leadership, competency and training, and incentives—on human resource loyalty within law enforcement institutions. Both the measurement model and the structural model were evaluated to ensure reliability, validity, and the robustness of the findings.

The evaluation of the measurement model was conducted to test the convergent validity and construct reliability of all variables. All outer loading values exceeded the minimum threshold of 0.70, ranging from 0.783 to 0.937. These results indicate that each indicator strongly represented its respective construct, demonstrating good convergent validity.

Construct reliability was then examined using Cronbach's Alpha, Composite Reliability, and Average Variance Extracted (AVE). The results are presented in the following table.

Table 1. Reliability and Convergent Validity Results

Construct	Cronbach's Alpha	Composite Reliability (ρ_a)	Composite Reliability (ρ_c)	AVE	Remark
Workload	0.904	0.906	0.933	0.777	Reliable
Institutional Policy Support	0.892	0.899	0.926	0.757	Reliable
Leadership	0.922	0.923	0.945	0.811	Reliable
Competency and Training	0.900	0.902	0.930	0.770	Reliable
Human Resource Loyalty	0.919	0.921	0.943	0.806	Reliable
Incentives	0.935	0.937	0.954	0.838	Reliable

Source: SmartPLS Output, 2025

The results in Table 1 show that all Cronbach's Alpha values are above 0.70 and all Composite Reliability values are higher than 0.80, while the AVE values exceed 0.50. This confirms that the measurement items used for each construct are internally consistent and valid. Therefore, the questionnaire effectively measured the underlying organizational factors that influence human resource loyalty.

To ensure that there were no redundancy issues among indicators, the Variance Inflation Factor (VIF) was also tested. The VIF values, as shown in the following table, were all below the maximum acceptable threshold of 5, indicating that no multicollinearity issues existed in the model.

Table 2. Variance Inflation Factor (VIF) Results

Indicators	VIF Range	Conclusion
Workload	1.76–3.07	No multicollinearity
Institutional Policy Support	2.71–3.29	No multicollinearity
Leadership	2.55–3.73	No multicollinearity
Competency and Training	1.94–3.34	No multicollinearity
Human Resource Loyalty	2.43–3.72	No multicollinearity
Incentives	2.70–4.15	No multicollinearity

Source: SmartPLS Output, 2025

The absence of multicollinearity shown in Table 2 indicates that the relationships among indicators were independent, thereby supporting the accuracy and robustness of the structural model estimation.

The structural model was then evaluated to determine the explanatory power of the independent variables toward human resource loyalty. The coefficient of determination (R^2) for human resource loyalty was 0.975, with an adjusted R^2 value of 0.974. This means that 97.5% of the variance in human resource loyalty can be explained by workload, institutional policy support, leadership, competency and training, and incentives. According to de Jonge (2018), this represents a very strong explanatory power and indicates that the model is highly predictive and comprehensive.

Table 3. Coefficient of Determination (R-Square) Values

Construct	R-Square	Adjusted R ²	Remark
Human Resource Loyalty	0.975	0.974	Very strong

Source: SmartPLS Output, 2025

The high coefficient of determination shown in Table 3 demonstrates that organizational factors collectively have a substantial influence on human resource loyalty. This means that enhancing the quality of leadership, institutional policies, incentives, and competency development can significantly strengthen loyalty among law enforcement personnel.

To further understand the relative influence of each independent variable, path coefficients were examined. The following table presents the results of the path analysis.

Table 4. Path Coefficients toward Human Resource Loyalty

Independent Variable	Path Coefficient	Effect Strength
Leadership	0.389	Strongest effect
Incentives	0.238	Moderate effect
Institutional Policy Support	0.196	Moderate effect
Competency and Training	0.105	Weak effect
Workload	0.068	Weakest effect

Source: SmartPLS Output, 2025

Table 4 shows that leadership has the strongest effect on human resource loyalty, followed by incentives and institutional policy support. Competency and training and workload have weaker effects. These findings indicate that leadership plays a pivotal role in shaping loyalty within law enforcement institutions.

From a theoretical standpoint, this result aligns with transformational leadership theory, which emphasizes the leader's capacity to inspire, motivate, and instill trust (Adellia et al., 2023; Singh et al., 2020). In the context of Islamic leadership, this finding resonates with the concept of *qiyadah*, where leadership is regarded as an *amanah* (trust) and a form of moral responsibility. Leaders who uphold *adl* (justice) and *sidq* (honesty) cultivate genuine loyalty (*wafa'*) among subordinates because followers see them as trustworthy and just. Leadership that embodies *ihsan* (excellence and compassion) contributes to *barakah* (divine blessings) within the organization, fostering long-term commitment and integrity that go beyond contractual obligations.

The positive effects of incentives and institutional policy support on human resource loyalty also affirm the principles of fairness and reciprocity, as proposed by social exchange theory (Ahmad, 2013; Earlyanti & Hamid, 2023). However, within an Islamic ethical framework, this fairness is not merely procedural but moral—rooted in *adl* (justice) and *ihsan* (benevolence). Organizations that provide transparent and equitable incentives are practicing justice in economic transactions, which is highly valued in Islamic management ethics. Similarly, consistent and supportive institutional policies reflect the organization's commitment to *maslahah* (public welfare), reinforcing both loyalty and trust among employees.

Meanwhile, competency and training and workload have relatively weaker direct effects on loyalty. While these factors are vital for performance, they do not independently build loyalty unless supported by ethical leadership and institutional justice. In Islam, professional competence (*kafa'ah*) must be accompanied by spiritual intention (*niyyah shalihah*) and guided by the moral virtues of the leader. Therefore, strengthening human resource loyalty in law enforcement requires not only technical skill development but also spiritual and ethical cultivation.

Overall, the findings of this study demonstrate that organizational loyalty among law enforcement personnel is deeply influenced by leadership quality, fair incentives, and supportive institutional policies. The integration of Islamic ethical principles—*amanah*, *adl*, and *ihsan*—broadens the conceptual understanding of loyalty beyond a managerial construct, framing it as both a moral and spiritual responsibility. This perspective enriches the discourse of Islamic Human Resource Management (IHRM), emphasizing that leadership grounded in justice, trustworthiness, and benevolence is essential for sustaining organizational harmony, integrity, and long-term commitment blessed with *barakah*.

4. Conclusion

This study aimed to examine the influence of workload, institutional policy support, leadership, competency and training, and incentives on human resource loyalty in law enforcement institutions. The results confirm that leadership has the strongest and most significant influence on human resource loyalty, followed by incentives and institutional policy support, while competency, training, and workload show relatively weaker effects. These findings indicate that loyalty among law enforcement officers is primarily determined by ethical and effective leadership, fair reward systems, and supportive institutional structures.

The high explanatory power of the model demonstrates that organizational factors collectively account for the majority of the variance in human resource loyalty. This implies that strengthening leadership integrity, maintaining transparent and equitable incentive systems, and formulating consistent institutional policies are essential strategies for enhancing loyalty within law enforcement agencies. Moreover, competency development and workload management should continue to be improved, as they indirectly contribute to employee satisfaction and commitment when supported by ethical leadership.

From an Islamic perspective, the results provide important theoretical and practical implications. Leadership based on *amanah* (trust), *adl* (justice), and *ihsan* (excellence) serves as the moral foundation for sustaining loyalty and organizational harmony. Ethical leaders who act with integrity and fairness not only inspire commitment but also cultivate *barakah* (divine blessings) within the organization. Likewise, institutions that implement just and transparent policies embody the principle of *maslahah* (public welfare), which is central to Islamic management ethics.

This research contributes to the enrichment of Islamic leadership theory and Islamic organisational justice by demonstrating that loyalty is not merely a managerial outcome but also a reflection of moral accountability and spiritual consciousness. The study underscores that integrating Islamic ethical values into organizational practices enhances both individual commitment and institutional integrity, offering a holistic model for strengthening the loyalty of public officials and promoting justice-driven governance in accordance with Islamic principles.

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