

Serving Leadership in Relation to Job Satisfaction of Civil Servants at the National Police (PNPP) at the South Tangerang Police Resort

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Abstract

This study aims to determine the relationship between leadership and job satisfaction at Civil Servants at the National Police (PNPP), South Tangerang Resort Police. A total of 233 respondents were sampled according to the Slovin formula. The reliability of data collection and validity checks of questionnaires with product-moment correlations was calculated using the Cronbach-Alpha formula. Technical statistical analysis of hypothesis testing was performed using Pearson's Product Moment Correlation with the application SPSS version 11.0. The results of this study showed that the correlation was 0.631, and the t-test results showed that the correlation was significant. Calculating a coefficient of determination of 0.3982 indicates that PNPP's job satisfaction at South Tangerang Police Station is 39.82% influenced by on-the-job leadership.

Keywords

servant leadership; job satisfaction; humility; team work; South Tangerang resort



I. Introduction

Based on Law no. 2 of 2002 concerning the National Police, it is said to be in charge of maintaining security and public order, enforcing the law and providing protection, protection and services to the community (article 13). According to the Precision Police policy, the National Police Chief makes service one of the focuses by transforming public services into 3 (three) programs, namely: Improving the quality of Polri's public services, realizing the integration of Polri's public services, and strengthening public communication (Prabowo, 2021). Furthermore, it is stated that the leadership commitment used to accompany the precision police policy is servant leadership (p.115).

The concept of servant leadership was originally introduced by Greenleaf (1977) who emphasized the main role of leaders as servants for others. This concept places the individual as a top priority in the organization (Barbuto and Wheeler, 2006) and is expressed as a leadership style that focuses on the human aspect (Choudhary et al., 2013). Servant leadership is leadership related to ethics (Carter & Baghurst, 2014). Furthermore, several studies have shown that the role of a servant leader who prioritizes the needs of others has a positive impact on organizational outcomes.

Leadership in the National Police consists of various levels according to the level of organization and rank. For high-level leaders, the ranks range from Brigadier General to General. For mid-level leaders, positions start from the rank of Adjunct Senior Commissioner of Police (AKBP) to Senior Commissioner of Police (KBP). As for the first-level leadership, starting from the rank of Adjunct Commissioner of Police (AKP) to Commissioner of Police (Kopol), but under certain conditions a member of the National Police with the rank of Inspector One (Iptu) may also be assigned to be the leader of the

first level organization, namely the Sector Police (Polsek), which is an organization District Police. Education and skills are the main keys in gaining social status in community life (Lubis *et al*, 2019). Furthermore, to occupy a leadership position, a member of the Police must attend education. To occupy high-level leadership positions, the minimum requirements are members of the National Police with the rank of KBP who have attended education at the High-level Staff and Leadership School (Sespimti) conducted by the National Police Sespim, Level I Leadership Training (PKN) organized by the State Administration Agency (LAN), TNI Staff and Commander School (Sesko), or at Lemhanas. To occupy the middle-level leadership position, the minimum requirement is a member of the Police with the rank of AKBP who has attended education at the Middle-level Staff and Leadership School (Sespimmen) conducted by the National Police Sespim or Level II Leadership Training (PKN) organized by LAN. Meanwhile, to occupy the first level leadership position, the minimum requirement is a member of the National Police with the rank of AKP who has attended education at the First Level Staff and Leadership School (Sespimma) conducted by the National Police Sespim or undergraduate program at the Police Science College (STIK) for graduates of the Police Academy (Police Academy).

The designation for leadership positions in the National Police consists of the words "Head" and "Director". The title Head is used starting from the highest position, namely the Head of the Indonesian National Police (Kapolri), Head of Institution, Head of Division, Head of Regional Police (Kapolda), Head of Corps (Kakor), Head of Bureau (Karo), Head of Section (Kabag) Head of Resort Police (Resort Police, Head of Sector Police (Kapolsek), Head of Unit (Kasat), Head of Section (Kasie), and Head of Unit (Kanit) at the Polsek level. Meanwhile, the term Director is used in organizations at Headquarters and Polda levels, for example, Director of Traffic.

In addition to the leadership factor, the problem of job satisfaction for Polri members and PNS Polri, known as Civil Servants at the Polri (PNPP) is also important to note, because job satisfaction is an important fact for organizations (Bakotic, 2016) and will be considered directly by the leadership because it is related to productivity. organization (Tentama, Merdiaty, and Subardjo, 2021). High job satisfaction will be relevant to high performance (Ertekin and Avunduk, 2021). The results of the performance appraisal will lead to positive emotional satisfaction which is an understanding of job satisfaction (Luthans, 2011), this is because it relates to what employees feel about their work (Meier and Spector, 2015). According to Robbins and Judge (2017) how the feelings generated about a job can also be referred to as job satisfaction.

The problems of this research are: (1) how is the level of service leadership, (2) how is the level of job satisfaction, and (3) is there a relationship between service leadership and job satisfaction of PNPP at the South Tangerang Police Resorts. The general objective of this research is to examine and analyze the relationship between service leadership (X) and job satisfaction (Y). While the specific purpose is to describe the condition of service leadership and the level of job satisfaction at PNPP at the South Tangerang Police Resort.

This study is based on the findings of a meta-analytic study on the impact of leadership on job satisfaction by akmak, ztekin, and Karadağ (2015), which showed that of the 602 studies pooled during the literature review, 318 were included in the meta-analysis. A total of 318 studies were constructed to obtain a sample size of 148,501 subjects. The results of the random effects model show that leadership has a fairly positive effect on job satisfaction.

II. Research Method

This research is a correlational research with quantitative methods. The object of this research is the South Tangerang Resort Police, which is located at Jalan Raya Promoter No.1 Kec. Serpong, City. South Tangerang Banten Province, which will run from April-May 2022. The South Tangerang Resort Police is one of the Resort Police that is geographically located in Banten Province but legally belongs to the Metro Jaya Police, which oversees 9 Polsek. The highest leader is the Head of the Resort Police, which at this time is held by AKBP. Sarly Sollu, S.I.K. In carrying out his duties, the Resort Police Chief is assisted by a Resort Police Deputy Chief, as well as several main officials who are grouped into elements: (1) supervisors and assistant leadership, (2) main task executors, (3) supporters, and (4) main task executors in the area. . The supervisory and assistant leadership elements consist of: (1) Supervision Section, (2) Propam Section, (3) Finance Section, (4) General Section, (5) Operations Section, (6) Planning Section, and (7) HR Section. The implementing elements of the main tasks consist of: (1) SPKT, (2) Intelligence and Security Unit, (3) Criminal Investigation Unit, (4) Narcotics Unit, (5) Binmas Unit, (6) Sabhara Unit, (7) Traffic Unit, and (8) Tahti Unit. The supporting element is the Information technology section of the Police, while the element implementing the main tasks in the region is the Sector Police (Polsek).

The study population was 557 PNPP consisting of members of the Police with the rank of first officer with the rank of Inspector Two (Ipda) to Adjunct Commissioner of Police (AKP) totaling 80 people, non-commissioned officers with the rank of Brigadier Two (Bripda) to Adjunct Inspector One (Aiptu) totaling 471 people, and civil servants (PNS) numbered 8 people. Based on the Slovin formula with a margin of error of 5%, a sample of 233 people was taken. From the results of the proportional random sampling technique, the sample members were 33 officers, 196 NCOs, and 4 Civil Servants (PNS).

The data collection technique used an online questionnaire with a 4-point Likert scale. The servant leadership questionnaire was developed based on the theory of Petterson (2003). Servant leadership indicators consist of: humility (humble attitude), trust, empowerment, service. The job satisfaction questionnaire was developed from the theory of Robbins (2015), Affandi (2018), Veitzhal (2004), job satisfaction indicators consist of job satisfaction, rewards/salary, supervisory supervisor, co-workers, and promotions. The results of the validity test show that the correct serving leadership instrument items are 20 items and the valid job satisfaction instrument items are 18 items. While the results of the reliability calculation using Cronbach's Alpha is 0.8336, which means the instrument can be used as a research data collection tool. SPSS version 11.0 application program is used to test statistical data using Pearson's product moment correlation analysis technique

III. Results and Discussion

3.1 Results

Respondents in this study were divided into 211 men and 22 women. This data shows that the dominant personnel serving in the South Tangerang Resort Police are men. However, in general, especially the members of the Police, the dominant force is men because the duties of the Police are more in the field which requires excellent physical strength. However, this does not mean that female police officers are physically weak, but there are still limitations, especially that police services must be open 24 hours a day, although not entirely. Characteristics of respondents based on education can be seen in table 1 with the largest respondents being high school graduates equivalent of 140

respondents consisting of 17 postgraduate graduates, 76 bachelor/diploma graduates, and 140 high school graduates equivalent. This educational profile is in line with the dominant number of non-commissioned officers because the requirements to become a non-commissioned police officer are at least high school (SMA) equivalent, however, in the course of his service the non-commissioned officer attends undergraduate or postgraduate level education. As for the officer level, the minimum requirement is bachelor/diploma IV.

Table 1. Profile of Respondents Based on Last Education

No	Education	Number of Respondents	Percentage (%)
1	High School (SMA) and equivalent	140	60,08 %
2	Undergraduate / Diploma	76	32,62 %
3	Postgraduate	17	7,30 %
Amount		233	100 %

Source: Primary data processed (2022)

Based on the data above, civil servants at the National Police (PNPP) of the South Tangerang Police with a high school education (SMA) or equivalent are still very high at 60.08%. This needs to be the attention of the leadership so that the respondents are encouraged, facilitated and given the opportunity to improve their competence by attending undergraduate education so that their careers also increase.

Judging from the service period at the South Tangerang Police, there were 10 members who served for less than 1 year, 17 people for 1-2 years, 26 people served for 3-4 years, and 180 people for more than 4 years. Seeing the dominance of respondents who have served more than 4 years shows that respondents quite understand the situation that occurs in the South Tangerang Police Resort work environment. Descriptive data on the serving leadership variable shows that the theoretical score of 20 instrument items with a rating scale of 1 to 4 is a minimum of 20 scores and a maximum of 80 scores. The results showed that the lowest empirical score was 44 and the highest was 80 with a range of 37 and an average value of 73.64. Respondents' perceptions of service leadership at the South Tangerang Resort Police are presented in the following table:

Table 2. Respondents' Perceptions of Servant Leadership

No	Interval	Information	Frequency	Percent
1	1 - 20	Not good	0	0%
2	21 - 40	Pretty good	0	0%
3	41 – 60	Well	18	7,73%
4	61 - 80	Very good	215	92,27%
Amount			233	100 %

Source: Primary data processed (2022)

Based on table 2, it appears that the service leadership at the South Tangerang Police Resort has been running optimally, because 7.73%% of respondents gave a good assessment and 92.27% said it was very good. Meanwhile, descriptive data for the job satisfaction variable, the theoretical score of 18 instrument items with a rating scale of 1 to 4 is a minimum score of 18 and a maximum score of 72. The results show that the lowest empirical score is 50 and the highest is 72 with a range of 25 and a score of 72 an average

of 65.11. Respondents' perceptions of job satisfaction experienced are presented in the following table.

Table 3. Respondents' Level of Job Satisfaction

No	Interval Score	Information	Frequency	Percent
1	1 – 18	Very Dissatisfied	0	0%
2	19 – 26	Not satisfied	0	0%
3	37 – 54	Satisfied	18	7,73%
4	55 – 72	Very satisfied	215	92,27%
Amount		233		100 %

Source: Primary data processed (2022)

Based on table 3, it appears that job satisfaction at the South Tangerang Police Resort is very high, because 7.73% of respondents gave an assessment of being satisfied and 92.27% said they were very satisfied. Furthermore, when compared to table 2 and table 3, it appears that the percentage of good ratings on service leadership is the same as a satisfied assessment of the level of job satisfaction. The same thing also shows that the assessment of service leadership is very good as well as its presentation with an assessment of job satisfaction at a very satisfied level of 92.27%.

If the hypothesis shows H_0 = there is no relationship between service leadership and job satisfaction. Based on the calculation results obtained a correlation coefficient of 0.631, which means H_0 is rejected and H_1 indicates a relationship between service leadership and job satisfaction is accepted. The results of calculations using SPSS 11.0 are listed in the table below.

Table 4. Results of X1 - Y. Correlation Calculations

		Servant Leadership	Job Satisfaction
Pearson Correlation	Servant Leadership	1.000	.631
	Job Satisfaction	.631	1.000
Sig. (1-tailed)	Servant Leadership	.	.000
	Job Satisfaction	.000	.
N	Servant Leadership	233	233
	Job Satisfaction	233	233

Source: Research data processed with SPSS 11.0

Based on the calculation of the correlation coefficient, it can be seen the influence of service leadership on job satisfaction through the coefficient of determination by squaring the correlation coefficient figures as presented in table 5 below.

Table 5. Calculation of the Coefficient of Determination

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.631 ^a	.398	.396	5.538

a. Predictors: (Constant), Job Satisfaction

Source: Field Data processed with SPSS 11.0

Based on table 5, it appears that the coefficient of determination is 0.398, which means that 39.8% of respondents' job satisfaction is influenced by service leadership and the remaining 60.2% is influenced by other factors. Furthermore, to find out how much change will occur to job satisfaction if the service leadership score goes up or down, the regression equation is calculated and tested, as shown in table 6.

Table 6. Calculation and Test of Regression Equation

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1	(Constant)	28.163	3.697	7.617	.000
	Job Satisfaction	.699	.057	.631	.000

Source: Field data processed with SPSS 11.00

Based on table 6, we get $= a + bX$, $= 28,163 + 0.699X$ as a simple linear regression equation that is formed. From this, it can be seen that the value of constant (a) is 28,163. It can be stated that if the serving leadership score increases by 1 point, the job satisfaction score will increase to 28,862. In explaining the relationship between the influence of variables, using the t-test. This test was carried out with a significance level of 0.05 and 2 sides. From table 6, it is obtained that $t_{count} = 12,361$, while t_{table} with a significance of $0.05/2$ degrees of freedom $df = 233 - 2 = 231$. The results obtained for t table are 2,343. Thus it appears that the magnitude of t_{table} rather than t_{count} indicates that service leadership has a significant effect on job satisfaction.

3.2 Discussion

From the results, the average score for the service leadership variable is 73.64 out of a maximum possible score of 80. This shows that according to PNNP's assessment, service leadership in the South Tangerang Police Resort reaches 92.05%. This shows a very positive fact due to the desire of the National Police Chief for Polri leadership to display servant leadership. Judging from the serving leadership indicator, the highest average score was obtained on the trust indicator. This condition is very positive because it is very important for a leader to be trusted by subordinates or members. When there are indications in the community about a crisis of trust in the leadership, the level of trust of members in the leadership at the South Tangerang Police Resort is relatively high. Referring to the items of the research instrument, trust in the leader, because the leader obeys the rules and is responsible for the decisions taken, shows competence when carrying out tasks, carries out daily activities through a reflection of behavior in accordance with the values held, prioritizes the interests of the Resort Police over other interests unrelated to his leadership, and willing to accept input and correction of his policies. As said by Sahadi, Taufiq, and Wardani (2020) the ideal leader is when trusted by his subordinates. According to Elliot (2010:2), humility means when a person is able to say his faults, imperfections, shortcomings and openly accept new ideas, information and suggestions. Humility towards the leader is very important because it must be realized that every human being will have shortcomings or limitations, so he should not be arrogant or arrogant. Swain and Murray (2020) stated that the humble character is the most desirable leadership character. Indeed, in a commando organization such as the National Police, which was previously part of the Armed Forces, it still takes time to change its character to adopt more civil society attitudes that prioritize equal relations and use the rice principle. In line with the results of research from Ratmono and Lasiyo (2013), the process to make the National Police must start from education for the formation and territorial units where Polri members work simultaneously.

The average score for the job satisfaction variable is 65.11 from the maximum possible score of 72, which means the average level of satisfaction with PNPP at the South Tangerang Police Resort is 90.43%, which means the level of PNPP job satisfaction is very high. Job satisfaction is an important factor in an organization because employees will tend to be more loyal when they are satisfied with their workplace, have high performance, and are motivated. Research from Tentama, Merdiaty, and Subardjo (2021) says the importance of job satisfaction because it will determine organizational productivity, and organizations need to pay attention to this important aspect. From the job satisfaction score, the lowest score is on the indicator of satisfaction with co-workers in terms of difficulty in working together. The problem of cooperation in the workplace really needs to be considered because cooperation that is not optimal will affect the smoothness and work results that can be obtained. To improve teamwork, several steps can be taken, including: (1) team members need to recognize themselves and their teammates, (2) team members should not be selfish or apathetic, (3) understand that team failure is a mutual failure, and (4) focus on goals (student.binus.ac.id).

Based on the data for each service leadership indicator, the data shows that the highest average score is for the trust indicator, which is 18.9 from a maximum score of 20. While the lowest score is humility, which is 17.4. A high score of trust in the leader is a very positive thing because trust from below is an important factor in leadership. A trusted leader will be a role model for members and they will be willing to fulfill the expectations or tasks that the leader gives them. Meanwhile, the average score for the highest job satisfaction indicator is satisfaction with superiors with an average score of 3.74/4.00. While the lowest average score is an indicator of satisfaction with income obtained 3.49 from a maximum average score of 4. This shows that leaders who have been trusted by subordinates need to think about efforts to increase members' income, especially from time to time this happens. an increase in the cost of living caused by an increase in the price of basic commodities such as cooking oil or eggs.

V. Conclusion

The results of this study indicate that service leadership has a correlation with job satisfaction with a correlation coefficient of 0.631. This value indicates a positive correlation and a value close to 1 means that it is in the same direction. Based on the test results the correlation coefficient is significant. While the coefficient of determination is 0.398, which means that 39.8% of job satisfaction is influenced by servant leadership, while 60.1% is influenced by other factors. From the existing calculations, obtained a simple linear regression equation $Y = 28,163 + 0,699X1$ which means job satisfaction will increase by 28,163 plus 0,633 if the service leadership score increases by 12 units. This means that the increasing service leadership will increase the job satisfaction of PNPP at the South Tangerang Police Resort.

Suggestion

A number of suggestions can be given to the parties involved in this research, in particular to the leadership and PNPP at the South Tangerang Police Resort. (1) The leadership's humble attitude needs to be improved, especially in the aspect of attention and appreciation to all members regardless of their rank or position. (2) for PNPP who get more or heavier tasks than others, it should be considered to get income that is proportional to the workload; (3) leaders need to provide assistance/consultation to PNPP who have

difficulty in collaborating with their co-workers; and (4) PNPP at the South Tangerang Police Resort needs to be given training on service leadership.

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