

CAN MILITARIST SERVANT LEADERSHIP BE APPLIED?

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Abstract

Servant leadership is a new follower-centric style of leadership. The purpose of this paper is how Servant Leadership is implemented through the establishment of Task Orientation, people Orientation, Character Orientation, and Process Orientation supported by the Police motto Predictive, Responsible, and Fair Transparency (PRECISION), and the Police Program in carrying out its main duties, namely serving, and protecting the community at the East Java Regional Police. The research method used is a qualitative method with case studies. The technique used is purposive sampling and data collection techniques through in-depth interviews. The validity of using triangulation techniques of data sources and theory. The results of the study show the perception of public was The Police cannot be servant, eventough we can find the characteristic of Servant leadership there . By empowering members through building character orientation, task orientation, people orientation, and Process-orientation to improve service to internal and external police should be change the public perception. The practical implications support the Chief of Police Regulation number 14 of 2011 chapter 7 paragraph 2 point a, concerning the Professional Code of Ethics for the Indonesian National Police, which reads namely: that superiors must show servant leadership, be exemplary, become a consultant who can solve problems (solutive), as well as guaranteeing the quality of performance of subordinates

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and unity (quality assurance). Value/originality It is hoped that it will also be useful for regional police outside East Java in Indonesia.
Keywords: Servant leadership, Police, Empowerment, Orientation, and Perception.

INTRODUCTION

This research provides an overview of the Indonesian police. In many nations across the world, the police are institutions that provide a dependable public space as well as community protection (Nosratabadi et al., 2019). Recent research on the function of police leadership has revealed that the prior command-and-control paradigm of police leadership is unsustainable in the face of current force needs (Ibrahim, 2020). In line with the trend of community policing at the global level, the Indonesian National Police (POLRI) is expected to be able to enforce the law fairly and humanely, but in ways that protect people (Ispurwanto et al., 2021). Currently, leadership becomes the concern of studies in public organizations (Daswati et al., 2021). However, studies on servant leadership and its impact on hospital performance are still limited. In this context, the research is a demand for a more environmentally conscious approach to leadership in the military and other emergency services. (Amillano et al., 2020) (Bragger et al., 2021), Jit et al., 2016)

This study has four research gaps. The first is that there is still limited research comparing leadership types in organizations (Langhof & Gldenbergl, 2020). The second research gap in this study is the limited research on Servant Leadership in the Police context (Zia et al., 2021). The third research gap is Servant leadership, cannot develop in a hierarchical, authoritarian organization. (Wong, 2003). The fourth research gap is servant leadership and its effectiveness in bureaucratic organizations (Bantha & Sahni, 2021).

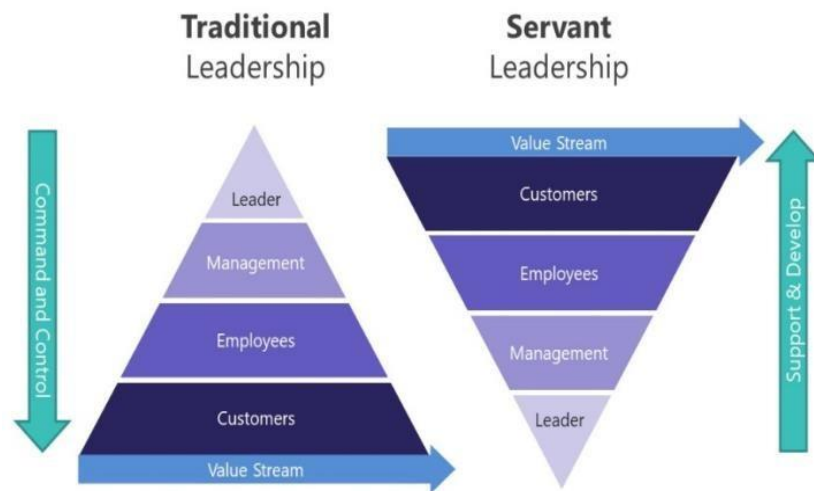
Studies latest which highlight role leaders in failure and the mistakes of police forces around the world, such as did Royal Canadian Mounted Police show that the model command-and-control leadership police previously no could be maintained in face needs strength modern (Yarlagadda et al., 2017). In context, there are calls for a new approach to leadership within the police as well as service emergency others which are more in tune with the contingency environment moment this (Ortmeier and Davis, 2012; Smith, 2016).

Article 7 paragraph 2 points of the Republic of Indonesia National Police Regulation number 14 of 2011 call on leaders to apply servant leadership at all levels of the police across Indonesia. Even though the police are regarded as independent, their qualities show that they are a model of military or authoritarian leadership (Song, 2019). It will provide an undesirable work atmosphere that limits productivity,

initiative, and dedication among members (Eva et al., 2019a), therefore having a negative effect or delaying the rise in service to high-quality members (Song, 2019).(Zia et al., 2021)

The effectiveness of a police leader works to achieve the reputation and satisfaction of his followers by demonstrating professionalism, in management and development and how followers depend on instructions and sources of power, to achieve success (Kuntz et al., 2019). Leadership is a relationship, and it brings innovation to members. (Bilal et al., 2020)Servant Leadership, as defined by Robert K. Greenleaf in his 1970 book "The Servant as Leader," is a leader who is oriented toward followers, as opposed to leadership in general (Brian Tait 2020). Servant Leadership is one of the leadership styles that is currently understudied, particularly in the police institution. The conventional top-down autocratic paradigm is a model for efficient law enforcement organizations, such as the executive's embracing of members under servant leadership. So what is photographed in this study is servant leadership in the East Java Regional Police (POLDA JATIM). (Bilal et al., 2020).

Figure 1. Traditional Leadership- Servant Leadership (Brian Tait 2020).



LITERATURE REVIEW

a. Virtue theory (Aristoteles 1941)

According to history, virtue theory is the oldest tradition in the world of western philosophy, with its roots in the ancient Greek civilization. Plato (427 - 347 BC)(Suwaidi, 2019) emphasized the importance of four special virtues, which he later called the cardinal virtues (cardinal excellence), namely: wisdom (shrewdness), courage (boldness), simplicity (balance), and fairness (equity). Virtue is defined as good

character attributes such as honesty and charity. The notion of virtues has its historical roots in the work of the ancient Greek philosopher Aristotle, who maintained that each virtue is a "means or point" between two vices, one defect and one merit. Tenacity, charity, self-respect, patience, and honesty are other vital traits. Aristotle defined judgment as "certain facts and the decision". Other important virtues include tenacity, generosity, self-respect, patience, and sincerity. Judgment depends, as Aristotle said, "on certain facts, and the decision rests with perception," rather than rules (Graham, 1991).

Virtue is the character strength of leaders who engage in certain leadership styles by acting as moral agents emphasizing the prevalence of virtuous behavior, (Kumalo et al., 2018), noting that although the character is intra-individual and separate from behavior leader, it is rooted in a series of social interactions. Virtue theory assumes global and intercultural relevance (Bragger et al., 2021).

Virtue theory reflects efforts to reconcile and unify strategic and normative advantages ((Bragger et al., 2021)) rational self-interest, and business virtue (Haq et al., 2021) indicating that virtue seems to be an integral part of the self-interest of business people. Virtue theory, less emphasis on the importance of learning the rules that must be learned, and more concerned with developing the character of good habits, such as generosity, hope, trust, piety, courtesy, and other virtues can help develop leadership

b. Charismatic Theory (Max Weber's 1947)

Starting from the significant study of charisma conducted by the sociologist (Singh & Ryhal, 2021) changing the Greek word 'charisma' in The Theory of Social and Economic Organization as a quality of individual personality that is set apart from the ordinary and treated as endowed in situations of supernatural, superhuman, or at least specifically of exceptional quality. Weber later developed his understanding of charisma by observing the Prussian bureaucracy in the early twentieth century and the dynamic forces of authority in Prussian society (Bass, 1999). People obey, not because of legality or tradition, but because of the charisma of the individual giving the order. The characteristics of charismatic authority are: a. A leader with charismatic authority b. Followers' acknowledgment of the leader's charisma encourages them to follow, obey, and be faithfully involved in that mission. c. The participation of supporters, apart from acknowledging the charisma of the leader, is also due to their disappointment with the crisis they are experiencing. d. Charismatic authority is exercised by loyal followers.

c. Servant Leadership theory (1970)

Servant Leadership is a style of leadership that focuses on the individual, with the individual's primary concern and organizational

issues in mind (Ortiz-Gómez et al., 2020). The construction of servant leadership is virtue, which is defined as a good moral quality in a person, or general quality of goodness, or moral excellence (Bantha & Sahni, 2021). Larry Spears, (Sudarmo et al., 2021) Executive Director of the Robert K. Greenleaf Center for Servant-Leadership, briefly defines Servant-leadership as: A new kind of leadership model - one that places serving others as the number one priority. Servant-leadership emphasizes improving service to others; holistic approach to work; promote a sense of community; and power-sharing in decision-making (Eva et al., 2019b; Wilson, 1999).

In other words, completing the leadership role from Virtue Theory and continuing and developing in Charismatic Theory, resulting in the emergence of Servant Leadership Theory, which resulted in the addition of a role in leadership when developing concern and focus on followers to meet their needs and serve them in servant leadership. In its development, Virtue theory (Aristotle, 1941) developed into Charismatic Theory (Max Weber (1947), then developed again into Servant Leadership Theory (Greenleaf 1970).

METHODOLOGY

Qualitative research (Creswell & Creswell, 2017) seeks to comprehend phenomena in their natural settings and contexts, with researchers without attempting to change the observed occurrences (Ishtiaq, 2019). Thus, qualitative research methods will provide a broader perspective, allowing you to better comprehend the problem ((Rofcanin et al., 2021)). To develop a basic grasp of the police institution and to investigate the presence of a servant leadership approach to the police. In terms of secondary data, the investigation examined websites of police agencies, including videos of East Java regional police chief discussing his leadership. In interviews, respond to semi-structured questions aimed at investigating: The data for this study was gathered through in-depth interviews.(Amillano et al., 2020).

Data Collection and Analysis

Data were collected using in-depth interviews, observation, and document studies, The informants were determined using purposive sampling. To track dissimilarities between data obtained from one informant and another, therefore, a technique is needed that can unify the differences in data so that accurate and precise conclusions can be drawn, with Triangulation, Checking the validity of the data in this study was carried out using criteria (Y. S. Lincoln & Guba, 1982; Shenton, 2004), including credibility, transferability, dependability, and confirmability. The measurement of each of these criteria is described as follows:

a. credibility

Shenton, (2004) analogizes credibility with internal validity which reflects the extent to which research results are following facts and actual information in the field. Efforts to check credibility are carried out through a triangulation process. The triangulation process involves corroborating evidence from a variety of different sources, namely using a variety of data, methods, theories, and research to explain themes or perspectives. In this study, the triangulation process involved includes 1) Data triangulation, using more than one data source, including the Head of the Human Resources Bureau in the East Java regional police. The data triangulation that is carried out will produce a variety of information or perspectives on how Servant leadership builds Leadership, 2) Theory triangulation, using multiple theories (more than one main theory) or several perspectives to interpret the data. The main theories used as the basis for the analysis and interpretation of data are Virtue theory (Aristotle, 1941), Behavior Theory (1954-1958), Social exchange theory (Blau, 1964), Social Learning Theory (Bandura 1977), Social identity theory (Tajfel, 1978), as well as relevant previous studies. 3) Methodological triangulation, using multiple case study methods to examine the topic under study. In this case, the research was conducted using a case study that studied several unique cases, namely servant leadership in militaristic, authoritarian organizations.

b. Transferability

Transferability reflects the ability of a study to be applied to different contexts or conditions. To meet the transferability criteria, this researcher uses a thick description technique, namely by describing phenomena in detail, clearly, and systematically, so that one can evaluate the extent to which the research results can be transferred to other times, settings, situations, and people (Y. S. Lincoln & Guba, 1982; Shenton, 2004).

c. Dependability and confirmability

Lincoln, (2007) compares dependability with reliability, and confirmability with objectivity. Dependability and confirmability are measured by external audits which study the processes and results of the research conducted and assess their accuracy. In this study, the auditor studies whether the findings, interpretations, and conclusions of the research are supported by data or not (Lincoln, 2007; Creswell, 2013). In this study, the promoter team acted as auditors who assessed the process, results, and accuracy of the research conducted.

Figure: 2.1 Testing techniques for credibility, transferability, dependability, confirmability (source Herachwati 2019)

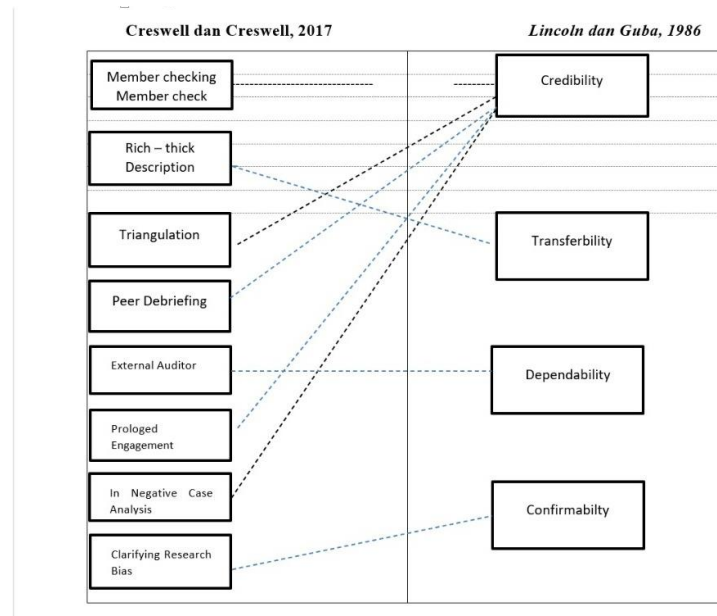


Figure 2.1 from the opinion of Creswell and Creswell (2017) with Lincoln and Guba (1986). To test the credibility of a study, member checking, member check, triangulation, peer debriefing, prologed engagement, in negative case analysis techniques are used. Transferability testing, using the rich-thick description method. The dependability test uses an external auditor, while the confirmability test uses a clarifying research bias method.

The eight stages to test the validity and reliability of this study as stated by Creswell and Creswell (2017) are consistent with the opinion which states that the validity and reliability tests consist of credibility, transferability, dependability and confirmability (Lincoln & Guba, 1986). Credibility is when the research results can be trusted in terms of the research subjects, the data obtained and the research process. Transferability, if a study has a degree of accuracy when applied to other populations. Dependability is when a study has undergone a process of review and testing many times by competent individuals so that the entire research process can be replicated. Confirmability is when the research has gone through several stages of confirmation so that the results of this research can be interpreted as having been agreed upon by many people.

Acording to Miles dan Huberman (1992), The researcher must be prepared to move between 4 main processes:

1. Data Collection

In the data collection process, data analysis can also be carried out at the same time. The data is everything that is seen, heard and observed. The data obtained is not data which can be directly analyzed to draw a final conclusion.

2. Data reduction

This stage takes place continuously as the implementation of the research takes place.

Intended to further sharpen, classify, direct, discard data not needed and organize it.

3. Data Presentation

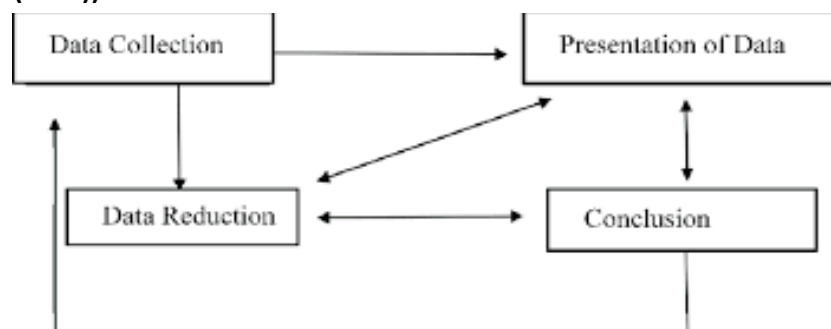
Presentation of data is a set of structured information that gives the possibility of existence

drawing conclusions and taking action. By looking closely at the presentation of the data, researchers easier to understand what happened and what to do. data form presented can be in the form of charts, brief descriptions, graphs, charts or tables.

4. Drawing Conclusions/Verification

Based on the data that has been reduced and presented, the researcher draws the following conclusions supported by strong evidence at the data collection stage. Conclusion is the answer from the formulation of problems and questions that have been expressed by researchers since the beginning.

Figure 1. Data Analysis Component (Source: Miles dan Huberman (1992))



RESULT

When conducting research, in accordance with the research objectives, only the HR division at the East Java Regional Police, at the leadership level. Thus, this study uses the individual as the unit of analysis. A theoretical coding approach was used on survey data and questionnaire information to analyze the servant leadership practices

exhibited by leaders and their influence on subordinates. The process of thematic analysis makes it possible to systematically analyze qualitative information by associating explicit “codes” that capture the essence of observations, thereby increasing the clarity of results (Vidic et al., 2016). Manual coding procedures, compared to the use of automated or computerized software, allow deeper insight into the meaning of identified words and themes (Isaeva & Mkrtychyan, 2019) and are especially precise for detecting subtle themes. For this reason, it is preferable to use statistics (i.e. pivot tables), with the aim of obtaining an overview of each division's leadership response.

There is direct interaction between researchers and respondents thereby reducing the possibility of bias; in fact, researchers who have little familiarity with phenomena tend to direct their attention to the manifest level (Boyatzis, 1998). In addition, surveys and open questions used for research purposes may be limited in investigating the mechanisms underlying servant leadership. Personal interviews and focus groups can help gain better insight into the topic. However, using a semi-structured questionnaire allows to reduce the risk of introducing the researcher's personal bias or prior knowledge into the collected data. Data triangulation consists of “the process of corroborating evidence from different individuals, data types or data collection methods in the descriptions and themes in qualitative research” (Creswell, 2005).

Secondary data and internal documentation (ie intranet, internal annual survey) on the leadership style adopted by the police institution. Additional objectivity was gained by including a second researcher in the analysis, outside the company, who reviewed the questionnaire transcripts and the coding process. Data validity refers to how accurately the data is measured, while reliability indicates the consistency of the research approach across different researchers and projects (Creswell & Plano Clark, 2018; Gibbs et al., 2007). Although confidentiality was assured at the outset of the study, several factors could have influenced the findings. adopted together with previous literature (Eva et al., 2019) for the creation of themes and sub-themes.

Data validity refers to how accurately the data is measured, while reliability indicates the consistency of the research approach across different researchers and projects (Creswell & Plano Clark, 2018; Gibbs et al., 2007). Although confidentiality was assured at the outset of the study, several factors could have influenced the findings. Direct interaction between researchers and respondents thereby reduces the possibility of bias; in fact, researchers who have little familiarity with informants tend to direct their attention to the manifest level (Boyatzis, 1998). In addition, surveys and open questions used for research purposes may be limited in investigating the mechanisms

underlying the servant leadership relationship in its performance towards subordinates, as this research is top-down.

Data triangulation is defined as "the process of verifying evidence from several persons, data kinds, or data gathering methods in qualitative study descriptions and themes" (Creswell, 2017). Secondary data and internal documents (ie intranet, internal yearly survey) on the leadership style used by police agencies helped triangulate the study findings, which were further supported by the HR department at POLDA Jatim.

DISCUSSION

The community's perspective on the police cannot be said to be a servant, but the police leadership is attempting and has carried out servant leadership towards members because if the servant is already in, of course, Servants will come out to the general public. This viewpoint is founded on the reality that the police force is still viewed as a military institution incapable of providing servant leadership. Other models are built on the foundation of authoritarian leadership, which emphasizes strong leadership, decisive decision-making, and charismatic people. Police leadership must be founded on police ethics inside the police organization. It is called police ethics. Servant Leadership that puts the needs of others and the organization first is characterized by openness, vision, and stewardship, and results in building community within the organization. Servant Leaders place their wholehearted concern on their members, focus on their needs, and achieve organizational results through an emphasis on ethics, trust and collaboration (Greenleaf, 1977). Wong and Page (2003) proposed a conceptual framework in servant leadership, namely the conceptual consists of four categories (Handoyo, 2010), namely: 1.) Character-orientation, regarding the attitude of the leader; focus on the leader's values, credibility and motives (eg integrity, humility, and servanthood); found by the police:

1. Character orientation, is how people relate to the world by obtaining and using things (assimilation) and by relating to themselves and others (socialization), and they can do so both non-productively and productively with five different character orientations: Receptive, Exploitative, Hoarding, Marketing and Productive. (Erich Fromm)

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As a Leader, I know members, care, listen, understand, and can communicate directly via Whatsapp to me directly twenty-four hours a day.

- 2.) People-orientation concerning developing human resources; focus on the leader's relationship with subordinates and the leader's

commitment to developing them (eg caring for others, empowering others, developing others);

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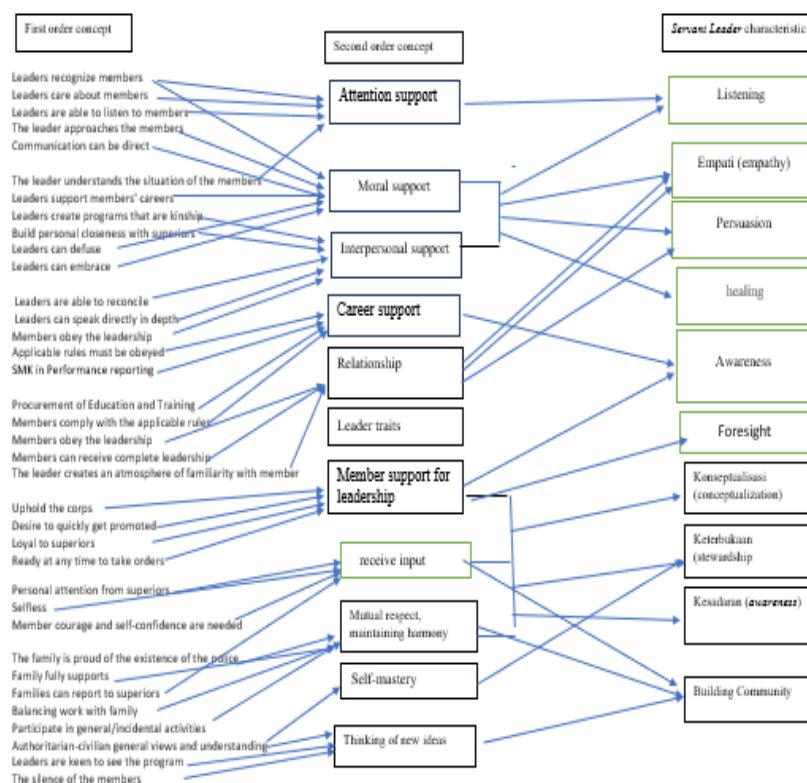
We always monitor to increase the rank of members, so that there are no obstacles so that careers go up quickly, and we fully support member

3.) Task-orientation in terms of productivity and success; concentrate on the leader's responsibilities and the abilities required to succeed (for example, visioning, goal setting, and leading)

As superiors, we continue to show that, uphold and be loyal and advance the corps, and we continue to apply good leadership, in achieving the mission and vision of the police.

4.) Process-orientation, related to increasing organizational efficiency; focus on the ability of leaders to develop open, efficient and flexible systems. So far the police are heading towards optimization in practicing servant leadership, leadership efforts are indeed doing servant leadership but by following the existing rules because they have to remain loyal to the orders of their superiors.

Figure 2. Characteristics of Servant Leadership found in the East Java Regional Police



In Figure 2. 2 characteristics of Servant leadership are found in the East Java Regional Police. The results of interviews with key informants obtained from the results of data collection can be classified into ten characteristics of servant leadership (Spears 2002: 27-29), namely: 1) Listening , Servant-leader listens attentively to others, identifies and helps clarify the group's desires, as well as listens to his own inner voice. 2) Empathy , Servant leaders are those who seek to understand co-workers and are able to empathize with others. 3) Healing and able to create emotional healing within themselves, or relationships with others, because relationships are a force for transformation and integration. 4) Awareness, Awareness to understand issues involving ethics, power, and values. Seeing the situation from a balanced position that is more integrated. 5) Persuasion, Servant leaders seek to convince others rather than emphasize obedience. This is the one thing that most distinguishes between the traditional authoritarian model and servant leadership. 6) Conceptualization. They ability to see problems from a conceptualization perspective means thinking in a long-term or visionary way on a broader basis. 7) Foresight . Be observant or thorough in understanding lessons from the past, current realities, and the possible consequences of decisions for the future. 8) Openness, Emphasizing openness and persuasion to build trust from others. 9) Commitment to Growth, namely responsibility for doing business in enhancing the professional growth of employees and organizations. 10) Building Community. With the discovery of 10 servant leadership characters in the police, it is clear that servant leadership can be found in the police institution.

Even though we have implemented servant leadership, the public's perception is not certain, because society still perceives the police as a militaristic institution..., even though the police agency has shifted to civilians and is a reflection of servant leadership.

For this reason, we want to ensure people's perceptions by creating a new orientation, namely; character orientation, task orientation, and community orientation, and the orientation process itself.

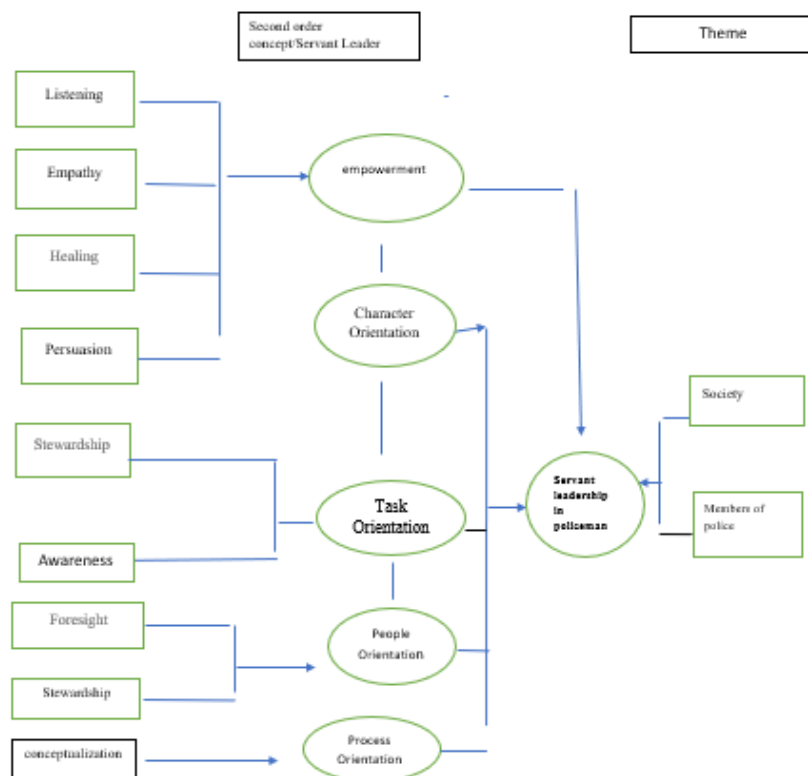
Listening, Empathy and Healing:

We as Leaders know our members well, one by one, care about them, we listen and care about their wishes and complaints, and we approach and open communications with them directly one on one. We also understand the situation and we really support their careers, we also support the existence of programs initiated directly by the Kapolda, namely the BERITA (Members Problem Settlement Agency) program and SPIRIT (All For Members), which are very family in nature, and we it is hoped that there will also be personal closeness, and we try to embrace and be able to defuse the situation if there are internal problems, we reconcile, talk about it because we prioritize the progress of members quickly and precisely.

Commitment to the growth of people

We also pay attention to the education and training that members should receive when they work, we also really appreciate it when they obey the rules, obey the leaders and of course we build friendship with them, so between the leaders and the members it's just a matter of relationship. Here we are build assignments with a good and relaxed approach, the aim of which is to develop their careers.

Figure 3. THEME



After the basic servant leadership approach is identified, it automatically supports the Chief of Police Regulation No. 14 of 2011 article 7 paragraph 2 point a, which states that the leader must be a servant, so that servant leadership in the police can be seen.

Human Resources is a central figure in organizations and companies. In order for management activities to run well, the organization must have members who are knowledgeable and highly skilled and strive to manage the organization as optimally as possible so that the performance of the members increases. High member performance is expected by every organization, the same is true for police institutions, the more members who have high performance, the overall organizational productivity will increase, so that the organization will be able to move forward and become an example for police in other

areas in Indonesia and abroad. Servant leadership can be found in the East Java Regional Police which is implemented through orientation, namely, character orientation, task orientation, community orientation and process orientation. We can see this finding in Figure 3. With respect to followers, three types of outcomes seem to be influenced by serving leaders : behavior results, attitude results and performance results (Eva et al., 2019)

CONCLUSION

This paper explores how servant leadership in the East Java Regional Police. Ten characteristics of servant leadership (Greenleaf 1970) can be found in the police institution. Servant leadership at the East Java Regional Police also empowers members through character orientation, task orientation, people orientation and Process-orientation to improve service to the internal and external police. The practical implications support the Chief of Police Regulation number 14 of 2011 article 7 paragraph 2 point a, concerning the Professional Code of Ethics for the Indonesian National Police, which reads namely: that superiors are required to show servant leadership, which can change and shape public perceptions of existing services in the police that the police have good service, no longer like militarism, so that it has useful originality for regional police outside East Java in Indonesia and the world.

Conflict of Interest

The authors declare that there is no conflict of interest.

Acknowledgments

Thanks to the East Java Regional Police Chief Inspector General Pol Dr. Nico Afinta SIK SH MH who has provided the opportunity to share strategies with the Indonesian National Police and especially the East Java Regional Police Indonesia.

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