



The Effect of Servant Leadership Education on Police Job Satisfaction at the Singkawang Police Station

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A B S T R A C T

This study focuses on the influence of Polri Servant Leadership education on the job satisfaction of Polri personnel at Polres Singkawang. This study was motivated by complaints from Polri personnel about the leadership style applied by their superiors. The purpose of this study was to determine how much influence Polri Servant Leadership education has on the job satisfaction of Polri personnel at Polres Singkawang. This study uses a quantitative approach with a survey method by distributing questionnaires to Polres Singkawang personnel. The sampling technique in this study is simple random sampling with a total of 385 respondents. Data analysis was carried out using a simple linear regression technique in the form of a model goodness-of-fit test, partial test (t-test), and coefficient of determination. The theories and concepts used include Polri Servant Leadership and Job Satisfaction. The results of the study showed that the level of Polri Servant Leadership at Polres Singkawang was quite high with an average value of 4.5 points. The level of job satisfaction of Polres Singkawang personnel from the seven dimensions tested in this study on the nature of work dimension with a score of 5.39. The results of the data analysis show that Servant Leadership Polri can influence the job satisfaction of Polri personnel at Polres Singkawang by 32.0% with a beta coefficient value of 0.515 (positive), it can be concluded that Servant Leadership Polri has a positive and significant effect on the job satisfaction of Polri personnel at Polres Singkawang. Thus, it is important to have education on the application of servant leadership for Polri with the aim of increasing the job satisfaction of its personnel.

Keywords: *Servant Leader Polri, Job Satisfaction, Police Personnel*

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INTRODUCTION

The duties of the National Police in serving the community are influenced by the level of satisfaction of National Police personnel which is influenced by the leadership style in the National Police institution. This is in accordance with the theory *service profit chain*, that is, to provide good external services, then services to internal (members) need to be provided well (Ansari, 2020; Bratasena, 2022). In an organization, leadership is one of the important factors in determining the success of the organization's goals (Bratasena, 2022; Rahayu, 2020). George R. Terry said that "*Leadership is an activity in influencing others to work hard for group goals*" (Scott, 2020). Leadership has a role in mobilizing human resources in an organization to carry out something and show the direction that

be taken to achieve the goals of the organization.

Research conducted by Bratasena in 2022 revealed that in general, members of the National Police are still not satisfied with the leadership style applied by National Police officers (Bratasena, 2022). These findings show that there is room for improvement in the leadership approach in the National Police institution through education. One of the concepts introduced by Bratasena in his research is *Servant Leadership* Police. This concept has been

used in a management research titled "Leadership Analysis Books 'Servant Leadership The Police and the Culture that Affects It in the Digital Era by Linda Purnamasari in 2023 (Purnamasari, 2023). The study examines the extent to which 8 (eight) concepts of Servant Leadership of the National Police are in accordance with the concept of Servant Leadership in the National Police.

Servant Leadership has become a popular and widely studied approach in recent years, due to its holistic leadership style and broad scope compared to other leadership styles. Astohar (2012) said that the servant leadership model shows the activeness and participation of the leader in contributing to employee performance, the quality of work owned by employees and the self-development of servant leadership employees (Fitricia et al., 2024). Servant leadership emphasizes the priority of serving others, especially employees or members who are led. Servant leadership also places the leader's position, position, and personal interests as not the main thing, but rather focuses on achieving common goals in the organization (Johnson, 2024; MacFarlane, 2023a; Vrcelj et al., 2022).

The condition of National Police personnel who are not satisfied with their work and organization is a problem that needs to be considered. Maintaining employee happiness should be a top priority for the company, as high employee satisfaction can improve overall organizational performance. Conversely, employee dissatisfaction negatively impacts the effectiveness and efficiency of the organization (Vrcelj et al., 2022). The concept of job satisfaction is defined as a positive emotional state resulting from an employee's evaluation of the work done or the experience while doing the job (Todericiu et al., 2022). Job satisfaction also describes the extent to which a person feels comfortable and satisfied with their job (Hasanuddin, B., M & Chintya Dewi Buntuang, 2021)

The relationship between servant leadership and job satisfaction has been the focus of attention in various previous studies. Various studies show that a servant leadership style has a positive impact on the level of job satisfaction of employees or members of the organization (Santhoshkumar et al., 2019; Shafiq et al., 2021). Research by Putra, et al. (2021) also shows that servant leadership has a significant influence on job satisfaction (Son & Pangestuti, 2024). This shows that servant leadership as an independent variable has an influence on job satisfaction as a bound variable. However, research using the Servant Leadership theory of the National Police on job satisfaction has never been conducted.

The positive influence obtained from the practice of servant leadership shows that there is an opportunity for the National Police to implement it. The goal is to increase members' job satisfaction which can have an impact on improving their performance. One way that can be used to cultivate servant leadership is through education (Ispurwanto et al., 2021). Servant leadership is effective in conflict management by promoting dialogue, negotiation, and a humanist approach (Wuli et al., 2020). This can be beneficial for the National Police in managing public relations and internal conflicts. The implementation of servant leadership within the National Police requires a comprehensive training program with a focus on ethical behavior, emotional intelligence, and interpersonal skills (Holverida, 2023; Magny, 2022). The training should also address the unique challenges faced by police officers to ensure the practical application of servant leadership principles.

Based on the description above, it can be seen that *servant leadership* It has an important role in increasing job satisfaction, which ultimately has a positive impact on the performance of organizations, including police institutions. However, in practice, the Singkawang Police has not implemented the *servant leadership* optimally in its leadership structure. This shows that there is a gap between modern leadership theory and the organizational reality in the field. Therefore, there is a need for appropriate and systematic education about the concept and application *servant leadership*, in order to increase the job satisfaction of personnel within the Singkawang Police Department. Referring to the theory *service profit chain*, public trust as the main goal of public organizations such as the National Police, actually starts from members' trust in the organization itself, especially related to the services and support they receive (Ansari, 2020; Hogreve et al., 2022; Madhani, 2019). This internal trust will form a

sense of satisfaction at work, which then encourages optimal performance and excellent service to the community. Therefore, education about *servant leadership* is important as a first step in improving the internal leadership model of the National Police. Based on these considerations, the researcher is interested in conducting a study entitled: "The Influence of Servant Leadership Education on Police Job Satisfaction at the Singkawang Police".

METHOD

Research Approaches and Methods

The method used in this study is a quantitative method with the aim of obtaining measurable and objective data to analyze the influence of police servant leadership education on the job satisfaction of police personnel (Siriattakul & Jermsittiparsert, 2019). The research data comes from primary data and secondary data. Primary data in this study was obtained from surveys in the form of questionnaires, and secondary data from literature studies.

Variable Operational Definition

Variable operationalization is the process of describing research variables into dimensions and indicators that can be used to measure these variables systematically. This study uses an independent variable, namely the servant leadership of the National Police, and a dependent variable, namely the job satisfaction of National Police personnel at the Singkawang Police.

Table 1. Operational Variables of Servant Leadership Research of the National Police

Variabel	Sub Variabel	Indicator	Grain
Servant Leadership Polri (Bratasena, 2022)	Awareness	Aware of the value	34
		Ethical awareness	27
	Integrity	Responsible	16,31
		Commitment to listening	13,35
	Listening	Search and Identify subordinate desires	28
		Servanthood (Melayani)	Desire to serve
	Develop Others (Developing Others)	Desire developing others	23,33
		Persuasion (Persuasive)	Prioritize persuasive rather than authority
	Conceptual (Berpikir Konseptual)	Decision-making maturity	29
		Foresight (Tinjauan ke Masa Depan)	Effective communication
			Long-term planning
		Optimism and inspiration	30

Table 2. Operational Variables of Job Satisfaction Research

Variabel	Sub Variabel	Indicator	Grain
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Job Satisfaction (Spector, 1997)	Promotion	Opportunity to get promotion	2,6
	Contingent Rewards (Awards based on Performance)	Recognition and recognition of work	3,8,19
	Nature of Work (Karakteristik Pekerjaan)	Job satisfaction	5,16,20
	Operating Conditions (Kondisi Lingkungan Kerja)	Workload and obstacles in work	9,14
	Communications	Clarity of purpose and work	10,21
	Fringe Benefits (Tunjangan Tambahan/Kompensasi)	Fairness and availability of benefits	13,17
	Supervisions (Supervisi)	Relationship with superiors	7,12,18

*Data Collection Techniques**Population and Sample*

The population in this study is 529 National Police personnel at the Singkawang Police based on data from the Singkawang Police Human Resources Department in January 2025. The sampling technique used is simple random sampling, where all members of the population have the same opportunity to participate in the research (Karikari et al., 2023). The determination of the sample size was carried out using the solvin formula with an error rate of 5% so that the required number of samples was obtained, namely 228 respondents. However, in this study, the number of respondents exceeded the calculation, which amounted to 385 respondents who participated in filling out the questionnaire.

Research Instruments

The research instrument used to obtain data was a survey to determine the influence of the servant leadership of the National Police on the job satisfaction of National Police personnel. The survey used in this study was compiled using a likert scale to measure respondents' attitudes, perceptions, and levels of satisfaction with the variables studied. The survey on the servant leadership variables of the National Police is divided into 12 indicators consisting of 24 questions, namely awareness of values, awareness of ethics, responsibility, commitment to listening, seeking and identifying the desires of subordinates, desire to serve, desire to develop others, prioritizing persuasiveness over authority, maturity of decision-making, effective communication, long-term planning, and optimism and inspiration. Meanwhile, the job satisfaction variable consists of 7 indicators and is divided into 17 items, namely opportunities to get promotions, awards and recognition, job satisfaction, workload and obstacles in work, clarity of goals and work, fairness and availability of benefits, and relationships with superiors.

Data Analysis

Data analysis in this study was carried out to test the quality of research instruments, classical assumption tests, and hypothesis tests. Data analysis was carried out with the help of SPSS version 24 software.

*Test Research Instruments**Validity Test*

Validity is a measurement tool to assess the extent to which the instrument can be understood by respondents (Age & Edo, 2020). To test the validity of the action variables expressed in the form of scores on the ordinal scale (level), the Product Moment correlation

technique is used, which is formulated as follows:

$$r = \frac{n \sum XY - \sum X \sum Y}{\sqrt{(n \sum X^2 - (\sum X)^2) (n \sum Y^2 - (\sum Y)^2)}}$$

Information:

rx_y : Pearson's correlation coefficient.

n : Number of samples or observations.

X : Independent variable or first variable.

Y : Dependent variable or second variable.

A question item is declared valid if the value of r is greater than or equal to r of the table (r count ≥ r table), indicating a significant relationship between the question item and the total score

Reliability Test

Reliability tests are performed using the cronbach alpha method which can be used for instruments with various scale dimensions. A variable is said to be reliable when Cronbach's alpha value is more than 0.600 (Sumintono & Widhiarso, 2013).

Classic Assumption Test

Classical assumption tests are needed to ensure that the analysis model does not experience problems such as normality, multicollinearity, autocorrelation, or heteroscedasticity.

Normality Test

The normality test aims to evaluate whether the regression model, specifically the disruptive or residual variables, has a normal distribution. If variables are not distributed normally, the accuracy of statistical test results may decrease (Qiu et al., 2019). The normality test can be carried out using histogram graphs through the SPSS program.

Uji Heterokedastisitas

The hetero-of-the-century test aims to identify whether there is a difference in residual variance between observations in the regression model. If the residual variance is fixed or uniform across observations, this condition is called homoscedasticity (Qiu et al., 2019).

Uji Hypothesis

Simple Linear Regression Analysis

According to Riduwan (2005), simple regression analysis is a method used to analyze the influence of one independent variable on the dependent variable, as well as to test whether there is a functional or casual relationship between the two (Kaushal, 2023).

T Test

The t-test (partial test) is a method used to test the influence of each independent variable on the individual dependent variable to show whether the independent variable has an effect on the dependent variable (Qiu et al., 2019). The formulation of the hypothesis can be done in two ways: first, by comparing the value of t calculated with t table, where if t calculates < t table then H₀ is accepted, and vice versa; Second, by using a significant probability number, where if the GIS. > 0.05 then H₀ is accepted, and vice versa.

Coefficient of Determination

Coefficient of Determination (R²) is used to measure the extent to which independent variables in regression models affect dependent variables. If the value of the determination coefficient is close to 100% or 1, then the influence of the independent variable on the dependent variable is greater. Conversely, if the value of the determination coefficient is close to 0, then the influence of the independent variable on the dependent variable is smaller (Qiu et al., 2019).

FINDINGS AND DISCUSSION

Respondent Demographic Data

Respondent Gender

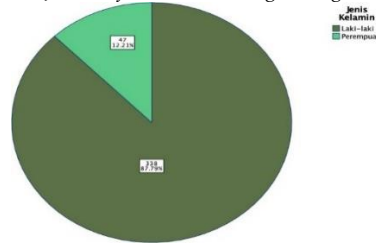


Figure 1. Respondent Gender

Characteristics of respondents based on gender, namely out of 385 respondents, 338 respondents were male and the remaining 47 respondents were female.

Long Service

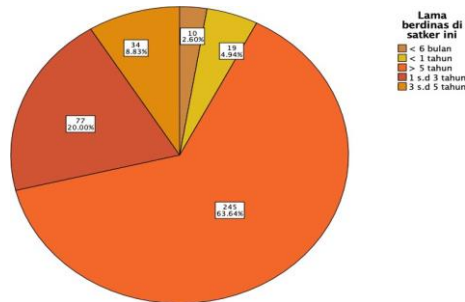


Figure 2. Length of Service Respondent

Figure 2 shows that the majority of respondents, namely 63.6%, have served for more than 5 years. And the fewest respondents have a service length of less than 6 months, which is as much as 2.6%.

Profession

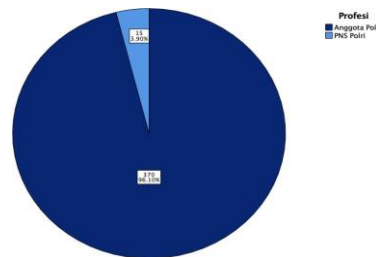


Figure 3. Characteristics of Respondents' Professions

The characteristics of respondents based on profession were of a total of 385 respondents, 370 of whom worked as members of the National Police, while the remaining 15 respondents worked as National Police civil servants.

Education

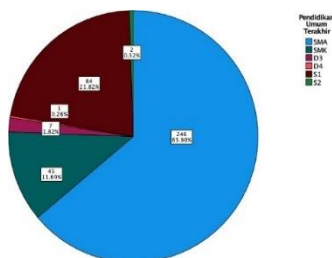


Figure 4. Respondents' Education Characteristics

Figure 4 shows that 63.9% of respondents have a last level of education in high school. Thus, the majority of respondents have a high school education level. Furthermore, the last level of education that the respondents had the most was S1 at 21.8%; vocational schools by 11.7%; D3 by 1.8%; S2 by 0.5%; and finally D4 by 0.3%.

Rank

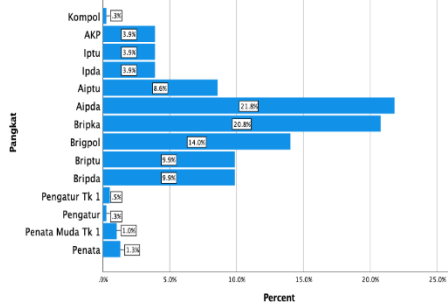


Figure 5. Respondent Rank Characteristics

Figure 5 shows the characteristics of the respondents, namely Adjunct Inspector Two (Aipda) of 21.8%; Chief Brigadier (Bripka) by 20.8%; Police Brigadier (Brigpol) by 14.0%. Police Commissioner (Kompol) by 0.3%; Regulator by 0.3%; and Level 1 regulator by 0.5%.

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Instrument Test Results

Validity Test

Based on the questionnaire test given to 83 sample respondents, the results of the analysis showed that the item correlation value of each question was above 0.216 with the r-value of table 81. So that the instruments used are valid

Reliability Test

Reliability Statistics	
Cronbach's Alpha	N of Items
.984	24

Sumber: Data Diolah 2024

Figure 6. Reliability Test Results on Servant Leadership Variables

The results of the analysis with Cronbach's alpha show a value of 0.984 so that the variable is valid because the value is more than 0.600. As for the validity of job satisfaction, it is as follows:

Reliability Statistics	
Cronbach's Alpha	N of Items
.836	25

Sumber: Data diolah 2024

Figure 7. Reliability Test Results on Job Satisfaction Variables

The results of the analysis with Cronbach's alpha showed a value of 0.836 so that the variable was valid because the value was more than 0.600.

Classic Assumption Test

Normality Test

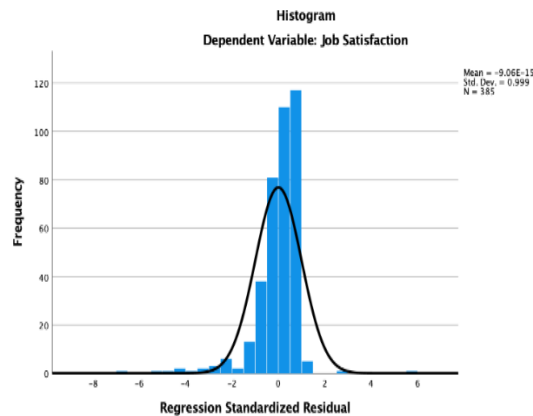


Figure 8. Normality Test Results

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 Based on figure 8, it is known that the data is distributed normally.
 Heteroscedasticity Test



Figure 9. Heteroscedasticity Test Results

From figure 9 above, it can be stated that there is a pattern or *trend* in the distribution of these plots. Thus, it can be stated that the regression analysis in this study contains the problem of heteroscedasticity. Furthermore, to deal with this problem, a *robust standard error* is used, so that the estimation results remain valid even if the assumption of homogeneity is not met.

Simple Linear Regression Analysis
 Model Goodness Test

Model Summary ^a				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.565 ^a	.320	.318	11.24558

a. Predictors: (Constant), Servant Leadership
 b. Dependent Variable: Job Satisfaction

Figure 10. Model goodness test results

Figure 10 above shows an R square value of 0.320 or 32% which means that the independent variable in the model, namely the servant leadership of the National Police can explain the diversity of its dependent variable, namely job satisfaction of 32%.
 Partial Test (T Test)

Parameter Estimates with Robust Standard Errors						
Dependent Variable: Job Satisfaction						
Parameter	B	Robust Std. Error ^a	t	Sig.	95% Confidence Interval Lower Bound	Upper Bound
Intercept	27.928	8.427	3.314	.001	11.359	44.498
SL	.515	.076	6.817	.000	.366	.663

a. HC3 method

Figure 11. Partial Test Results

Figure 11 above shows that the beta coefficient (β) value in *the Servant Leadership* of the National Police is 0.515 (positive). Judging from the *P-value* of 0.000 (smaller than the significance level of 0.05), it means that with a significance level of 5%, it can be stated that *the Servoant Leadership* of the National Police has a positive effect on *Job Satisfaction*.
Servoant Leadership Level of the National Police at the Singkawang Police Station

Descriptives				
		Statistic	Std. Error	
Servant Leadership	Mean	4.5396	.03176	
	95% Confidence Interval for Mean	Lower Bound	4.4772	
		Upper Bound	4.6021	
	5% Trimmed Mean	4.6084		
	Median	4.9200		
	Variance	.388		
	Std. Deviation	.62322		
	Minimum	1.00		
	Maximum	5.00		
	Range	4.00		
	Interquartile Range	1.00		
	Skewness	-2.017	.124	
	Kurtosis	6.844	.248	

Figure 12. Results of the Descriptive Statistical Test of Servant Leadership of the National Police

Figure 12 shows a summary of the descriptive statistics of *the Servant Leadership variables of the National Police*. The average value of *the Servant Leadership* variable of the National Police is 4.5 points with a standard deviation value of 0.03. The maximum score *of the Servant Leadership* of the National Police chosen by the respondents is 5 points, while the minimum score is 1 point. Thus, the value *of the Servant Leadership variable range of the National Police* is 4 points.

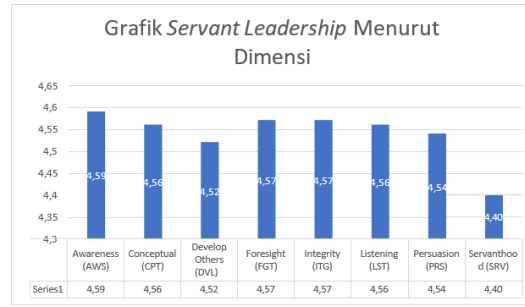


Figure 13. Servant Leadership of the National Police According to Dimensions

Figure 13 above shows descriptive statistics for the servant leadership of the National Police according to their dimensions. From the graph, it is shown that the dimension that has the highest Servant Leadership of the National Police, namely AWS (awareness) of 4.59, followed by FGT (foresight) and ITG (integrity) which have the same value of 4.57, while the lowest Servant Leadership of the National Police has the SRV (servanthood) dimension of 4.40, followed by DVL (develop others) of 4.52.

POLRI Servant Leadership Level Based on Gender

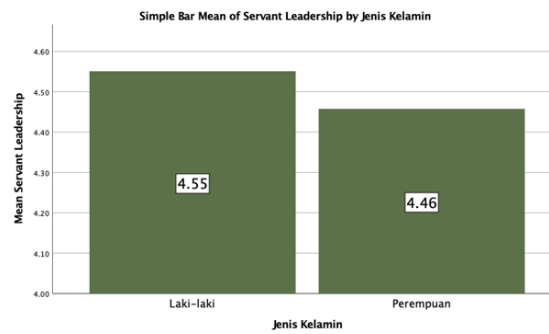


Figure 14. Servant Leadership of the National Police by Gender

Figure 14 shows a graph of the average score of the Servant Leadership variables of the National Police by respondents based on gender. From the graph, it can be seen that the average value of the Servant Leadership variable of the National Police from respondents with the male gender is 4.55 with a standard deviation of 0.61. Meanwhile, the average value of the Servant Leadership variable of respondents with female gender was 4.46 with a standard deviation of 0.73. This means that on average, the value of the Servant Leadership variable of the National Police owned by male respondents is greater than that of women.

Servant Leadership Level of the National Police Based on Profession

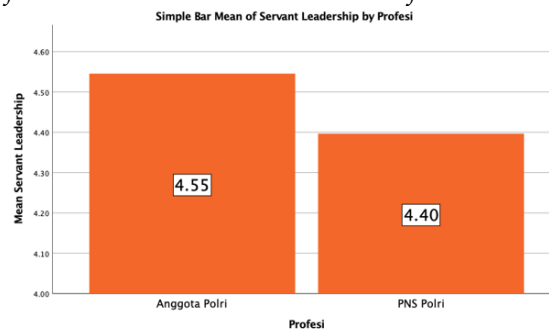


Figure 15. Servant Leadership of the National Police Based on Profession

Figure 15 shows the average value of the Servant Leadership variables of the National Police owned by respondents based on the type of profession. From the graph, it can be seen that the average value of the Servant Leadership variable of the National Police for respondents with the profession of a member of the National Police is 4.55 with a standard deviation of 0.61. Meanwhile, the average value of the Servant Leadership variable of the National Police respondents with the profession of Civil Servant of the National Police is 4.40 with a standard deviation of 0.96. This means that on average, the variable value of the Servant Leadership of the National Police owned by respondents with the profession of members of the National Police is greater than that of civil servants of the National Police.

The Effect of Servant Leadership Education on Police Job Satisfaction at the Singkawang Police Station
 Police Servant Leadership Level Based on Education

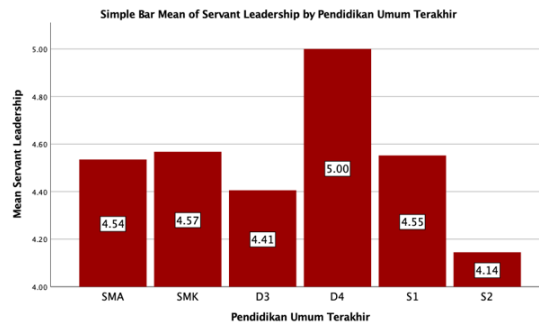


Figure 16. Servant Leadership of the National Police Based on Education

Figure 16 shows that the average value of the *Servant Leadership* variables of the National Police is based on the last level of education. From the graph, it can be seen that the average value of the *Servant Leadership* variable of the National Police is highest owned by respondents with the last level of education D4, which is 5 points. Furthermore, respondents with the last level of education of vocational school of 4.57 points and the last level of education of S1 which is 4.55 points.

POLRI Servant Leadership Level Based on Rank

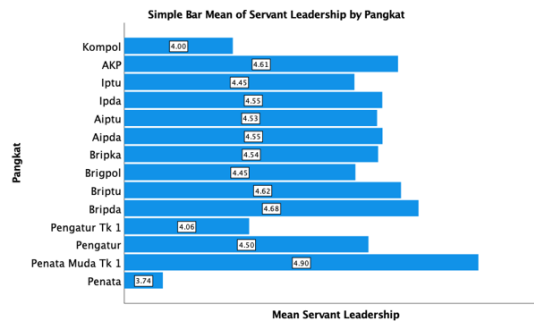


Figure 17. Servant Leadership of the National Police by Rank

Figure 17 shows the average value of the *Servant Leadership* variables of the National Police owned by respondents based on the rank level. From the graph, it can be seen that the 3 rank levels with the highest average value of the *Servant Leadership* variable of the National Police are Youth Organizer Tk 1 of 4.90 points; Brigadier Two (Bripda) by 4.68 points; and Brigadier One (Briptu) 4.62 points. On the other hand, the 3 rank levels with the lowest average value of the *Servant Leadership* variable of the National Police were Administrator of 3.74 points; Police Commissioner (Kompol) by 4.00 points; and Tk 1 Regulator 4.06 points.

The Level of Servant Leadership of the National Police Based on the Length of Service

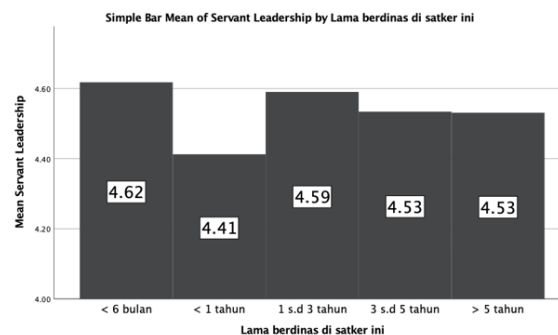


Figure 18. Servant Leadership of the National Police Based on Service Length

Figure 18 shows the average value of the *Servant Leadership* variables owned by the respondents based on the characteristics of Service Length. From the graph, it can be seen that respondents with a service length of less than 6 months have the highest average *Servant Leadership* score, which is 4.62 points. Furthermore, respondents with a service period of 1-3 years and 3-5 years and above 5 years in a row, namely 4.59 points and 4.53 points. Meanwhile, respondents with a service period of 7-12 months (<1 year) were 4.41 points.

Job Satisfaction Level of Police Personnel at the Singkawang Police Station

Descriptives

			Statistic	Std. Error
Job Satisfaction	Mean		4.9418	.04085
95% Confidence Interval for Mean	Lower Bound		4.8614	
	Upper Bound		5.0221	
	5% Trimmed Mean		5.0128	
	Median		5.1200	
	Variance		.643	
	Std. Deviation		.80162	
	Minimum		1.59	
	Maximum		6.00	
	Range		4.41	
	Interquartile Range		1.00	
	Skewness		-1.304	.124
	Kurtosis		1.858	.248

Gambar 19. Statistics Descriptive Job Satisfaction

Figure 19 shows that the average value of the *Job Satisfaction* variable is 4.94 points with a standard deviation value of 0.04. The maximum *Job Satisfaction* score that respondents have is 6 points, while the minimum score is 1.59 points. Thus, the value of the variable range of *Job Satisfaction* of *Singkawang Police* personnel is 4.41.

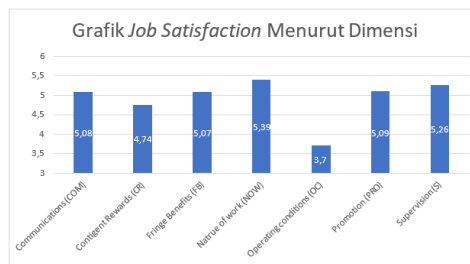


Figure 20. Job Satisfaction Based on Dimensions

Figure 20 shows the descriptive statistics for *Job Satisfaction* according to its dimensions. From the graph, it is shown that the dimension that has the highest *Job Satisfaction* is NOW (*nature of work*) of 5.39 followed by S (*supervision*) which is 5.26 while the lowest *Job Satisfaction* has the OC (*operating conditions*) dimension of 3.70 followed by the CR (*contingent rewards*) dimension of 4.74.

Job Satisfaction Levels by Gender

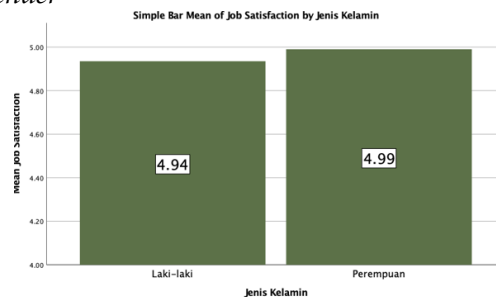


Figure 21. Job satisfaction based on gender

Figure 21 shows the average value of the job satisfaction variables that respondents have based on gender. From the graph, it can be seen that the average value of the *Job Satisfaction* variable of respondents with female gender is 4.99 with a standard deviation of 0.72, while the average value of the *Job Satisfaction* variable of respondents with male gender is 4.94 with a standard deviation of 0.81. This means that on average, the value of the *Job Satisfaction* variable owned by female respondents is greater than that of men.

Job Satisfaction Level by Profession

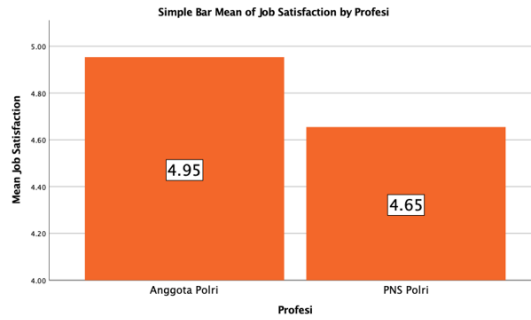


Figure 22. Job satisfaction by profession

Figure 22 shows the average value of the *Job Satisfaction* variable owned by the respondent based on the type of Profession. From the graph, it can be seen that the average value of the *Job Satisfaction* variable of respondents with the profession of a member of the National Police is 4.95 with a standard deviation of 0.79, while the average value of the *Job Satisfaction* variable of respondents with the profession of a National Police civil servant is 4.65 with a standard deviation of 1.00. This means that on average, the variable value of *Job Satisfaction* owned by respondents with the profession of members of the National Police is greater than that of National Police civil servants.

Job Satisfaction Level Based on Education

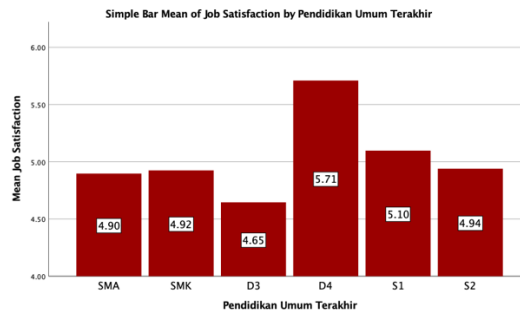


Figure 23. Job satisfaction based on education

Figure 23 shows the average value of the *Job Satisfaction* variable that respondents have based on their last level of education. From the graph, it can be seen that the highest average value of the *Job Satisfaction* variable is owned by respondents with the last level of education D4, which is 5.71 points. Furthermore, respondents with the last education level of S1 which is 5.10 points and the last education level of S2 which is 4.94 points.

Job Satisfaction Level by Rank

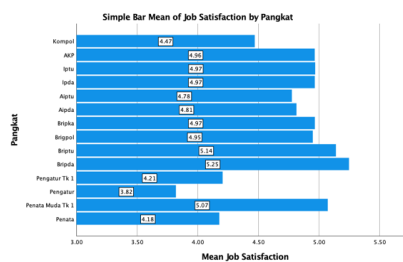


Figure 24. Job satisfaction based on rank

Figure 24 shows the average value of the *Job Satisfaction* variable that respondents have based on Rank level. From the graph, it can be seen that the 3 rank levels with the highest average value of the *Job Satisfaction* variable are Brigadier Two Police (Bripda) 5.25 points; Brigadier One Police (Bripta) by 5.14 points; and Junior Planner Tk 1 by 5.07 points. On the other hand, the 3 rank levels with the lowest average value of the *Job Satisfaction* variable were Regulator of 3.82 points; Organizer of 4.18 points; and Tk 1 Regulator by 4.21 points.

Job Satisfaction Level Based on Service Length

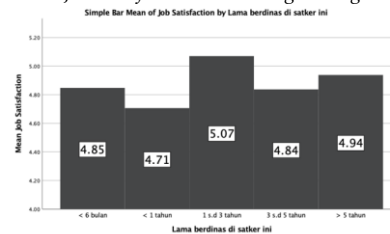


Figure 25. Job satisfaction based on length of service

Figure 25 shows the average value of the *Job Satisfaction* variable owned by the respondents based on the characteristics of Service Length. From the graph, it can be seen that respondents with a service length of between 1-3 years have the highest average *Job Satisfaction* score of 5.07 points. Followed by respondents with a service length of more than 5 years of 4.94 points and a service length of 1-6 months of 4.85 points.

Discussion

The Influence of POLRI Servant Leadership on the Job Satisfaction of POLRI Personnel at the Singkawang Police Station

The results of the analysis on the t-test showed that the beta coefficient (β) value in the *servant leadership* of the National Police was 0.515 (positive), meaning that the higher the level of *servant leadership* of the National Police, the higher the *job satisfaction* or *job satisfaction*, and vice versa. Thus, if the servant leadership of the National Police increases by 1%, then job satisfaction will increase by 0.525%. In other data analysis, a P-value of 0.000 was obtained, which is smaller than the significance level of 0.05. This shows that the servant leadership of the National Police has a positive effect on job satisfaction.

This is in line with the results of research from Vrcelj, et al. (2022) which show that *servant leadership* has a significant positive impact on organizational commitment and job satisfaction. The study also showed that *servant leadership* has a stronger influence on job satisfaction compared to organizational commitment (Lee et al., 2025; Santhoshkumar et al., 2019; Vrcelj et al., 2022).

Putri's research (2022) also shows that *servant leadership* has a significant influence on job satisfaction. Based on the determination coefficient test, it showed a significant influence, namely *servant leadership* contributed 38.4% to job satisfaction, while the remaining 61.6% was influenced by other variables outside the study. This shows that servant leadership has an impact on employee job satisfaction and also affects the organization. However, the results obtained from this serving leadership are the performance and growth of followers, organizational performance, and impact on society.

This study examines the influence of *the servant leadership* of the National Police on the job satisfaction of National Police personnel at the Singkawang Police and shows significant positive results. Thus, it can be said that the higher *the servant leadership* of the National Police applied by the leaders of the National Police, the higher the level of job satisfaction of the National Police personnel, in this case, especially in the Singkawang Police.

POLRI Servant Leadership Education at the Singkawang Police Station

The results of the study show that dimensions on the variable *servant leadership* The National Police with the highest score is *awareness* (awareness) with a score of 4.59. This shows that leaders at the Singkawang Police have a high level of awareness of the work environment, the problems faced by its members, and the needs of the organization as a whole. This level of awareness allows leaders to make informed decisions, respond quickly to organizational dynamics, and ensure that institutional values are maintained (Jiang et al., 2018). An indicator of awareness is that the leader provides direction and advice to members based on the professional code of ethics. The results showed that the average respondent agreed with the role of the leader as a provider of direction and advice to his members.

The *foresight* dimension (outlook to the future) and *the integrity* dimension have the same score of 4.57. This shows that leaders in the Singkawang Police have the ability to plan strategic steps forward and maintain trust and credibility in carrying out their duties. An indicator in the foresight dimension (future outlook) is the leader's understanding of the situation and

internal conditions of his work unit. The average respondent gave a very agreeable answer to this statement, so it is known that the leadership at the Singkawang Police has good ability to design appropriate strategies and policies.

The dimension of integrity, one of the indicators used in this study is the extent to which leaders are open to receiving suggestions or input from members, which reflects an inclusive attitude (not discriminating against backgrounds) and transparency in leadership (Heliot & Roberts, 2023). High integrity reflects a commitment to carrying out duties honestly, fairly, and responsibly, which is a key element in building public trust (MacFarlane, 2023b; Prasad & Sugianto, 2019). Additionally, the ability of leaders to receive feedback from members can create a more collaborative work environment and increase organizational effectiveness (Heliot & Roberts, 2023).

The lowest dimension in the servant leadership variable of the National Police is *servanthood* with a score of 4.40 and followed by the *develop others* dimension with a score of 4.50. A lower score on the *servanthood* dimension shows that there is still room for improvement in the service aspect, especially to members. Although the score of 4.40 is still relatively high, the need to increase the spirit of service can have an impact on better relations between leaders and their members, as well as to the community as recipients of police services.

Dimension *develop others* (developing others) also obtained a relatively lower score which indicates that efforts to develop the potential and capacity of members can still be improved. The development of members both in terms of potential and career, is one of the important aspects in ensuring the sustainability of a competent and professional organization (Hogreve et al., 2017; Madhani, 2019). By providing opportunities for members to develop, the National Police can further optimize the potential of its members in facing the challenges of increasingly complex tasks in the future.

Job Satisfaction Level of POLRES Personnel in Singkawang

The results of the study showed that the level of personal satisfaction at the Singkawang Police obtained a high score in the nature of network dimension of 5.39. This can show that Singkawang Police personnel are satisfied with the type of work they do. Satisfaction in this dimension can be caused by several factors, such as the diversity of challenging tasks, the appropriate level of responsibility, or the meaning and purpose of the work being carried out. One of the indicators on the *nature of work* dimension (work characteristics), namely the research question "my job is fun". On average, respondents in this study gave very agreeable answers. This shows that the majority of respondents (Singkawang Police personnel) feel that their work provides satisfaction and comfort, which can increase their morale and involvement in carrying out their duties in the police.

The *supervision* dimension in this study has a score of 5.26. One of the research questions on this dimension is "I am happy with my boss". The average respondent answered in the affirmative, which shows that most Singkawang Police personnel are comfortable with the leadership style applied by their superiors. In addition, the research question "my boss shows very low interest in the feelings of his subordinates" which is *unfavorable* is also one of the important aspects that shows the assessment of personnel towards their superiors. The average respondent gave a disagreed answer to the research question. This indicates that personnel feel that their leaders give enough attention and care to their members.

The lowest level of job satisfaction is found in the *contingent rewards* dimension (performance-based awards) with a score of 4.74. Although the score is quite high, compared to other dimensions, the score shows that among other dimensions of job satisfaction, Singkawang Police personnel feel dissatisfied with the system of awards and recognition given for their performance. One of the research questions that is an assessment indicator in this dimension, namely "I don't feel that the work I do is appreciated by the place where I work" which is *unfavorable*. The average respondent gave a disagreed answer to this statement. So, it can be said that most of the Singkawang Police personnel feel that their work has been appreciated by the organization.

Another dimension that received the lowest score on the job satisfaction variable was *the operating condition* dimension, which was 3.70. This shows that the operational conditions of work at the Singkawang Police Station are still a challenge for personnel. In addition, the score on the *operating condition* dimension (work environment conditions) which is lower than other dimensions is a concern for organizations to create a work environment that can increase members' motivation and satisfaction with their work.

Overall, the level of job satisfaction at the Singkawang Police is quite high. From the results of the study, data was obtained that showed the average value of the job satisfaction variable at the Singkawang Police Station was 4.94 points with a standard deviation of 0.04 from the maximum value of 6 points and the minimum value of 1.59 points. Thus, the *range* value of the variable of job satisfaction of Singkawang Police personnel was obtained at 4.41.

Servant Leadership Education for Singkawang Police Leaders

The results of the study show that leaders in the Singkawang Police do not have servant leadership in the dimensions of servanthood and develop other. This statement is evidenced by the lack of leadership roles in serving and the lack of support for the self-development of their team members. The servanthood dimension has a service orientation in the form of an altruistic call that involves a deep desire to serve others selflessly (Hashim et al., 2020), empowerment by providing the tools and support needed to grow (Dami et al., 2025; Tran & Truong, 2021), as well as management that involves taking responsibility for the well-being of the organization and its members, ensuring sustainable practices and ethical governance (Tran & Truong, 2021). Emotional and relational aspects are also important for leaders to have. Emotional support and help his team foster a supportive and caring environment (Dami et al., 2025; Hashim et al., 2020). Empathy, which is understanding and sharing the feelings of others, is also important for building strong relationships and trusting each other (Mittal & Dorfman, 2012). The develop other dimension focuses on developing and growing the potential of team members. This aspect is essential to creating a supportive environment where individuals can thrive with the development of others in servant leadership. Some strategies that can be used are through training and mentoring, empowerment, and training and development (Canavesi & Minelli, 2022; Prasad & Sugianto, 2019).

The level of job satisfaction within the Singkawang Police is known to be high, but in the dimension of appreciation based on performance and work environment conditions, it has the lowest satisfaction value. This shows that the work environment at the Singkawang Police still needs to be improved. Leaders have a big contribution to these two dimensions, where leaders are responsible for appreciating the work of their team and creating a good work environment. When these two dimensions are achieved, the level of job satisfaction of employees will increase and improve the quality of their work.

Based on the results of the analysis, it shows that the Singkawang Police still needs education related to servant leadership to grow the leader leadership model in the Singkawang Police. The main principles of servant leadership are listening and empathy, healing and awareness, persuasion and conceptualization, management and commitment to growth, and building community (Heliot & Roberts, 2023; Kaushal, 2023). Servant leadership education can be done through leadership training programs, mentoring and training, as well as continuous evaluation (Dami et al., 2025; Ghasemy, 2025). The benefits of the implementation of servant leadership for the National Police are to increase trust and communication between leaders and subordinates so that it will produce a cohesive and effective team, increase job satisfaction and commitment, and improve performance and welfare so that it can reduce stress and fatigue (Prasad & Sugianto, 2019; Siriattakul & Jemsittiparsert, 2019).

CONCLUSION

Based on the results of the research, it can be found that the servant leadership of the police has a positive and significant effect on the job satisfaction of the police at the Singkawang Police. The level of police servant leadership at the Singkawang Police is

relatively high with an average score of 4.5 out of a maximum scale of 5. Then the job satisfaction level of personnel at the Singkawang Police is relatively high with an average of 4.94 out of a scale of 6. However, there is still a dimension of servanthood and develop others in servant leadership at the Singkawang Police, and there is still an award dimension based on performance and environmental conditions that are still low. What can be done by the leadership of the Singkawang Police is to hold continuous training and education on the principles of *servant leadership*, especially in the dimensions of servanthood (humility and orientation to serve) and developing others (the ability to foster and develop members). This education can be packaged in the form of *leadership workshops*, internal training, or periodic coaching that focuses on improving the quality of interpersonal relationships between superiors and subordinates. In addition, leaders also need to pay attention to a fair and transparent performance-based reward system, as well as create a conducive, safe, and supportive work environment for personnel psychological well-being. With these steps, it is hoped that the implementation of *servant leadership* at the Singkawang Police will be stronger, so that it has a direct impact on increasing job satisfaction, loyalty, and service quality to the community.

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