



## **Strengthening Character with Servant Leadership: Implementation in the NTB Regional Water and Air Police Directorate**

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### **Abstract**

This study was conducted to provide more complete knowledge about the application of servant leadership to strengthen the character of members of the Directorate of Water Police and Air Police of the NTB Regional Police. To reveal the effectiveness of the application of servant leadership in a Police organization that has a hierarchical structure and culture that is different from civilian organizations. and identify the obstacles faced by the Directorate of Water Police and Air Police of the NTB Regional Police in implementing servant leadership. This research method is a qualitative research type. Data collection and analysis techniques are obtained from natural situations. The approach used is a case study approach. Based on the results of the study, it can be concluded that: 1. The application of servant leadership to strengthen the character of members of the Directorate of Water Police and Air Police of the NTB Regional Police, through a Spiritual and Mental guidance program for all religions, a program for instilling discipline values, instilling environmental values, training or Workshops. 2. The effectiveness of the application of servant leadership in a police organization that has a hierarchical structure and culture that is different from civilian organizations. Runs effectively in Spiritual and mental guidance, instilling discipline values, instilling environmental values, and training or Workshops in accordance with the objectives. 3. What obstacles does the NTB Regional Police's Water Police and Air Police Directorate face in implementing servant leadership? These obstacles stem from internal and external factors.

**Keywords:** Servant Leadership; Character Strengthening

### **Introduction**

The background to the emergence of servant leadership in the Directorate of Water and Air Police is the gap between subordinates and leaders where a leader feels that the person who must be served is not a servant, therefore the author feels like conducting research and study whether in the Directorate of Water and Air Police it still applies that a leader must be served and based on the author's observations, it turns out that in the Directorate of Water and Air Police of the NTB Regional Police, it has been

implemented to all leaders and members by all working together to be an example of leadership that serves by not waiting to be served but actively serving because it is in accordance with the guidelines of the Directorate of Water and Air Police of the NTB Regional Police, namely 'Tribrata Paragraph 3 as a person who protects, serves and protects'.

Presence *servant leadership* (servant leaders) in the Water and Air Police of the West Nusa Tenggara Regional Police are very much needed in providing examples to members or subordinates who are not solely based on orders where orders are an emphasis on subordinates so that the implementation of the duties of members or subordinates feels a coercion not working based on the heart or willingness because so far in the body or organization of the Force, the name of the order is everything and must be carried out but with the application of servant leadership, the leader provides an example so that indirectly the members feel uncomfortable because the one working is the leader therefore a sense of empathy arises for members to the leader who feels that the leader alone carries out the work, especially for us as subordinates, that is the importance of servant leadership which will open a working atmosphere full of familiarity without feeling pressured or under control so that any work can be carried out according to time or what is desired by the Directorate of Water and Air Police.

Based on the results of initial observations, it was found that the implementation of servant leadership to strengthen the character of the members of the NTB Regional Police's Water and Air Police began to be echoed again since the Indonesian National Police left the ABRI where the Police could regulate themselves and were directly under the president in 1989, known as reform, so that the Police also reformed themselves and returned to their identity as servants, guardians and protectors, no longer feeling like people who need to be served but serving and it was in 1989 that the Police began to open themselves up to the fact that it was the community that needed to be served.

The importance of critical evaluation of the Directorate of Water and Air Police in the implementation of servant leadership because it should not be just a slogan or just giving an example for a few moments, the leader only seeks sensation as if he feels better than others, but not so, this must be carried out while being a police officer to become a leader who serves and becomes an example of good deeds in service and in life so that it becomes ingrained to become a leader who serves so that it leads to positive changes for himself and the organization of the Water and Air Police and the police itself.

In accordance with the current era 4.0, we are all required to always progress in thinking and acting. If the Directorate of Water and Air Police of the NTB Regional Police still does not use a leadership system that serves us, we will definitely be left behind by other agencies and other directorates where this leadership system emphasizes that a leader must have a spirit of service. If we continue to use the system where leaders must be served, we will be left far behind because members still work under pressure, and leaders want to accept results, and if they are not in accordance with their wishes, they will use their authoritarianism in governing. Therefore, let us work together and provide examples or serve members before we are served or receive results from a job. Provide examples for each other and serve wholeheartedly. There is no longer a feeling that I have to be served, but let us all be examples for members in terms of work.

The importance of evaluating implementation *servant leadership* at the Water and Air Police of the NTB Regional Police to compare between before the implementation of servant leadership and after the implementation of servant leadership because it returns to the main problem so far the leader is the highest rank and position so that it deserves respect, it is impossible for a leader to serve his subordinates because he feels as a superior he must receive service, for example the case of citizens in developed countries when we both carry out development education such as law enforcement development education we can see there is a difference when in the dining room of westerners or citizens of developed countries usually when they finish eating, their cutlery and trash are immediately taken to the washing

place or trash can while we Indonesian citizens, when they finish eating, the used cutlery is definitely left expecting someone else to serve him so this servant leadership should be taught not only in an organization but all agencies or organizations so that it becomes a habit of serving oneself then serving others and the surrounding environment so that the application of this servant leadership is very good in the Directorate of Water and Air Police so that members and a leader do not feel as a leader must be served but together become a good example.

### **Research Methods**

This study aims to understand the application of servant leadership in strengthening the character of the NTB Water and Air Police members and exploring its influence on these members. This study uses a qualitative research approach, where, according to Moleong (2007), qualitative research aims to understand the phenomena experienced by the research subjects comprehensively and describe them in the form of words and language in a unique natural context. The research design used in this study is a case study, which is a type of qualitative research that aims to gather in-depth information about a particular case. According to Denzin and Lincoln (2011), research design includes various important elements, such as the selection of research locations, data collection strategies, research preparation, formulation of research questions, and the preparation of the research thesis.

The data collection techniques used in this study involve three main methods: in-depth interviews, participant observation, and document analysis. Interviews are face-to-face conversations (*face-to-face*) between the interviewer and the information source, where the interviewer asks directly about an object that is being researched and has been previously designed (Yusuf, 2016). In-depth interviews were conducted with the aim of obtaining detailed and in-depth information from members of the NTB Water and Air Police regarding their experiences in implementing *Servant Leadership*. According to Sutrisno Hadi in Sugiyono (2023), observation is a complex process composed of various biological and psychological processes. The observation conducted in this study was participatory observation, where the researcher participated in the daily activities of members of the NTB Water and Air Police to directly observe how the implementation of the law was carried out. *Servant Leadership is ongoing*. Meanwhile, documents can be in the form of writings, drawings, or monumental works by individuals. Relevant documents, such as annual reports, organizational policies, and training records, are carefully reviewed to complement the data obtained from interviews and observations.

The collected data will be analyzed using the thematic analysis method, which aims to identify, analyze, and report patterns or themes that emerge in the data. Thematic analysis is one way to analyze data with the aim of identifying patterns or finding themes through data that has been collected by researchers (Braun & Clarke, 2006). Even Holoway & Todres (2003) said that this thematic analysis is the basis or foundation for the purpose of analyzing in qualitative research. The steps for analysing data with thematic analysis are as follows: a) Understanding the Data. Making notes here does not mean that the researcher starts coding the data. However, these notes can be in the form of scribbles or highlights on interview transcripts, or can also be like small diary notes that are generally only understood by the researcher himself; b) Compiling Codes, Giving codes is very important because it helps researchers to group relevant and significant information; c) Finding Themes, researchers will look for themes that emerge from the collection of codes that have been created. These themes are patterns that are important and relevant to the research questions being asked; d) Compiling a Report, the final stage in this thematic analysis is compiling a report that presents the results of the analysis, including data citations that support each theme as well as the researcher's interpretation of how these themes answer the research questions.

## **Results and Discussion**

This research focuses on the Implementation of Servant Leadership for strengthening the Character of Members of the NTB Regional Police's Water Police and Air Police Directorate.

### **A. Discussion on the Implementation of Servant Leadership in Strengthening the Character of Members of the Water Police and Air Police Directorates of the NTB Regional Police**

The leader *servant leadership* have the ability to listen well, show empathy, have awareness, be able to design concepts, and be able to provide services, have a commitment to their duties and are enthusiastic about building a community. *Servant leadership to strengthen the character of members of the NTB Regional Police's Water Police and Air Police Directorate, which is implemented through several activities or programs of spiritual and mental guidance for all religions. There are also programs to instil discipline values and instil environmental values, training and workshops.* These activities are expected to demonstrate the personality of the West Nusa Tenggara Regional Police's water and air police officers to be more solid and stable in carrying out their duties. The following is a sequential description by the researcher of implementations of servant leadership to strengthen the character of members of the NTB Regional Police's Water Police and Air Police Directorate to be able to live in harmony with the provisions and instructions of the religion they adhere to.

#### **1) Implementation of Servant Leadership in Strengthening the Character of Members of the Water Police and Air Police Directorates of the NTB Regional Police Through Spiritual and Mental Guidance**

In the implementation of mental and spiritual development activities at the Directorate of Water Police and Air Police of the NTB Regional Police through spiritual and mental guidance, there are several stages carried out including: 1) Planning; Implementation of Mental and Spiritual Development must be programmed in the work plan/activity program, 2) Implementation; This Mental and Spiritual Development activity is carried out according to the religion/beliefs of each NTB Regional Police personnel (Islam, Hinduism and Christianity) every Thursday in the current month, 3) Place; The place for implementing the Mental and Spiritual Development Activities referred to in Islam is at the Baitussalam Mosque of the NTB Regional Police, Hinduism is at the Pasupati Sindu Cakra Negara Temple, Christianity is at the Rupatama Building of the NTB Regional Police, Buddhism is at the Limited Rupatama Room of the NTB Regional Police Operation Bureau, 4) Implementation Time; Implementation of spiritual and mental development activities is carried out every Thursday, 5) Implementation of religious development activities. In this case, spiritual and mental guidance services are a very appropriate part. There are even experts who say that: "Guidance services are the heart of the guidance effort as a whole. Therefore, officers in the field of guidance and counselling need to understand and be able to carry out counselling service efforts as well as possible (Sukardi, 2008).

The above findings align with Spears' (2002) opinion, which states that a leader who prioritizes service begins with a natural desire to serve and prioritize service. This conscious choice then leads to aspirations and encouragement in leading others. This relates to the application of servant leadership in character building through spiritual and mental guidance. The strategy of a leader who prioritizes service and has a desire to serve his subordinates fosters spiritual and mental character in members of the NTB Regional Police Water Police. This is implemented through listening (*Listening*). Servant-leaders listen attentively to their subordinates, fostering spiritual and mental character building in their subordinates to always listen to the community's complaints. This fosters a character of empathy (*Empathy*). Polairud members try to understand their colleagues and are able to empathize with others. As a healing (*Healing*), the presence of Polairud members in every situation is able to create emotional healing in every problem, because relationships are a force for transformation and integration. The birth of a character of awareness (*Awareness*), to understand issues involving ethics, power, and values. The growth of persuasive attitudes

(*Persuasion*) through spiritual and mental development, the character of Polairud members grows into a serving attitude, trying to convince others rather than forcing compliance. Conceptualization (*Conceptualization*). The ability to see problems from a conceptualization perspective means thinking long-term or visionary on a broader basis. Astuteness (*Foresight*). Astute or thorough in understanding lessons from the past, current realities, and the possible consequences of decisions for the future. Openness (*Stewardship*). Emphasizes openness and persuasion to build trust from others. Commitment to Growth (*Commitment to the Growth of People*). Responsibility for making efforts to improve the professional growth of employees and the organization. And building a Community (*Building Community*). Identify ways to build community.

## **2) Implementation of Servant Leadership to Strengthen the Character of Members of the Water Police and Air Police Directorates of the NTB Regional Police Through Instilling a Disciplined Attitude**

Work discipline is an instrument used by leaders to communicate with police members so that they are willing to change a behavior and as an effort to increase awareness and willingness of a person to obey all applicable regulations and social norms. The application of servant leadership to strengthen the character of members of the NTB Regional Police's Water Police and Air Police Directorate through instilling a disciplined attitude is very effective. This is realized by the following real behavior of members: Disciplined attitude in patrolling and guarding the country's borders as members of the Water and Air Police must be disciplined as a non-negotiable price to uphold the unity and integrity of the nation.

The high level of discipline for members of the NTB Regional Police Water Police is realized by adhering firmly to the Tri Brata Polri, including the values of Tri Brata, namely: (1). Devoting to the nation and state with full devotion to God Almighty. (2). Upholding truth, justice and humanity in upholding the Law of the Unitary State of the Republic of Indonesia based on Pancasila and the 1945 Constitution. (3). Always protecting, caring for and serving the community with sincerity to realize security and order. This disciplined attitude is applied by members of the NTB Regional Police Water Police, with real actions, namely carrying out their duties wholeheartedly including time discipline, discipline during duty or patrol, being ready at any time when needed by the state to guard the waters of West Nusa Tenggara from smuggling, fish theft using bombs and other security disturbances. The benefits of increasing the discipline of the police members themselves are not only for themselves personally, but the institution and the state will also benefit from the discipline of the police members (Tanoki, Iran, 2018).

## **3) Implementation of Servant Leadership to Strengthen the Character of Members of the Water Police and Air Police Directorates of the NTB Regional Police Through Environmental Care**

To preserve this priceless gift, the Directorate of Water Police and Air Police of the NTB Regional Police has developed a program to care for its environment. Through concrete actions, including planting mangroves on beaches affected by abrasion, to protect the environment from environmental enemies, namely waste, the Directorate of Water Police and Air Police of the NTB Regional Police, hand in hand with the community, held a collaborative activity to clean the beach from plastic waste.

The above findings are in accordance with Dennis's (2004) opinion that servant Leadership can be measured through the Servant Leadership Assessment Instrument (SLAI). Based on this, the indicators of Servant Leadership are as follows: Compassion (*Love*), Empowerment (*Empowerment*), All (*Vision*), Modesty (*Humility*), Trust (*Trust*). All of the above indicators have been implemented by the Dirpoairud Polda NTB in the application of servant leadership to strengthen the character of members of the Directorate of Water Police and Air Police Polda NTB through environmental care. Compassion indicator

(*Love*) is implemented by always programming environmental love activities, Empowerment (*Empowerment*), implemented by involving the community as part of caring for and maintaining the environment, Vision (*Vision*) is implemented by inviting members to protect the earth from future disasters. Humility (*Humility*) is implemented by always being present in every environmental protection activity with a motivator who never stops encouraging its members. Trust (*Trust*) is implemented through attitude and full confidence that all tasks given to its members are done with a full sense of responsibility.

#### **4) Implementation of Servant Leadership to Strengthen the Character of Members of the NTB Regional Police's Water Police and Air Police Directorates Through Training or Workshops**

Regular and equitable training and workshops for the water and air police can produce creative, innovative, and professional water and air police officers capable of responding to global challenges. These results align with Bratasena's (2023) opinion, which states that leadership prioritizes the public interest of members or subordinates over the leader's personal interests, with a focus on community empowerment through service, empathy, and justice. This approach aligns with the results of the training conducted by the Ditpolairud Polda NTB.

Where participants demonstrate a personality that reflects excellent service through preemptive, preventive and repressive activities in law enforcement in order to realize conducive security in the NTB region"; Carry out early detection and action detection quickly and accurately through investigation, security and mobilization activities"; Carry out law enforcement in a non-discriminatory manner, uphold human rights, anti-corruption, collusion and nepotism and anti-violence"; Realize partnerships with the community and increase police synergy between related agencies; Provide protection, care, services and guidance to the community.

#### **B. Discussion of the effectiveness of implementation of servant leadership in a police organization that has a hierarchical structure and culture that is different from civilian organizations**

##### **1) Effectiveness of Implementation: Servant Leadership. In a police organization that has a hierarchical structure and culture that is different from civil organizations, through spiritual and mental guidance.**

Concrete steps taken to implement servant leadership in strengthening the character of the Water and Air Police have shown effective results in a police organization that has a hierarchical structure and culture that is different from civilian organizations. The effectiveness of spiritual and mental guidance is reflected in the creation of a conducive and religious environment for life in the NTB Regional Police Water Police, namely by inviting someone to recite verses of the Quran in the NTB Regional Police Water and Air Police Directorate every morning. Then, before starting duty, all Muslim members recite short verses for fifteen minutes.

The above findings are in line with Thomas Lickona's opinion that seven essential and main character elements have been instilled in Polairud members in a hierarchical structure through spiritual and mental guidance which include: sincerity or honesty, compassion (*compassion*), Courageous Valor (*courage*), Love (*kindness*), Self-control (*self-control*), Cooperation (*cooperation*), and Hard work (*deligence or hard work*).

##### **2) Effectiveness of Implementation: Servant Leadership. In a police organization that has a hierarchical structure and culture that is different from civil organizations, the goal is to instil a disciplined attitude.**

The hierarchical structure of the police organization and its distinct culture from civilian organizations, through the instillation of discipline, influence the effectiveness of servant leadership.

Discipline values are the target of this activity, and although not yet perfect, nearly ninety-five percent of the personnel of the NTB Regional Police Water Police (Polairud) demonstrate disciplined behavior. Performance enthusiasm is increasing, as evidenced by the presence or absence of members who arrive early. Early attendance results in a good performance pattern, with all tasks being completed well. Patrols show significant changes, as evidenced by the increasing security of the West Nusa Tenggara sea area from smuggling and other crimes.

**3) Effectiveness of Implementation: Servant Leadership. In a police organization that has a hierarchical structure and culture that is different from civil organizations, environmental care is provided.**

The application of servant leadership in a police organization that has a hierarchical structure and culture that is different from civil organizations, which is carried out through environmental care, is effective. The evidence shows that the NTB Regional Police's Water and Air Force has carried out reforestation by planting mangrove trees on the coast of Cemara Beach. Creating a clean sea program from plastic waste, this program is realized through collaborative activities to clean the beach of plastic waste. Providing trash bins for organic waste and inorganic waste. The above findings are in accordance with the opinion of Dennis (2004), which researchers analyzed with indicators of the application of servant leadership in a police organization that has a hierarchical structure, including: Compassion (*Love*), Empowerment (*Empowerment*, All (*Vision*), Modesty (*Humility*), and Trust (*Trust*).

**4) Effectiveness of Implementation: Servant Leadership. In a police organization that has a hierarchical structure and culture that is different from civil organizations, training or workshops are provided.**

Effectiveness of implementation of servant leadership. In a police organization that has a hierarchical structure and culture that is different from civilian organizations, through training or workshops, it runs effectively because the relationship between output and planned goals is achieved as expected. The statement above is in line with Poli's opinion (2011), a servant leader will have a reciprocal relationship process between the leader and the led, where in the process, the leader first appears as a party who serves the needs of those led, which ultimately causes him to be recognised and accepted as a leader.

**C. Discussion of the Obstacles Faced by the Directorate of Water Police and Air Police of the NTB Regional Police in Implementing Servant Leadership**

The implementation of servant leadership to strengthen the character of members of the NTB Regional Police's Water Police and Air Police Directorates requires consideration of various factors that hinder the implementation of these activities. *Servant leadership Researchers* differentiate between two factors: internal and external. The above findings align with research by Ismail (2021), who explained that while service acts as a facilitator, both directly and indirectly, in running an organization, there are several obstacles identified as internal and external factors. Referring to the above opinion, the obstacles faced by the NTB Regional Police's Water Police and Air Police Directorate in implementing servant leadership include:

**1) Internal Factors**

Internal factors are a crucial part of the human resource development process. Human resource development without the improvement of each individual is extremely difficult to achieve. The internal factors in question are as follows:

a. Attitude

Attitude is a person's readiness to act in a certain way toward certain things. For example, members or participants whose attitudes are less focused on the activity material impact their implementation in the field. They sometimes appear awkward or unprofessional in resolving problems that arise while carrying out their duties.

b. Motivation

According to Purnamie Titisari (2014), motivation is the driving force of behavior. Meanwhile, according to Siswanto (2005), motivation is the overall driving force within a person that gives rise to learning activities, which ensures the continuity of learning activities and provides direction to those learning activities; then the desired goals will be achieved. Inhibiting factors in the implementation of servant leadership are the lack of support from members or participants, indifference, drowsiness, and lack of enthusiasm.

c. Intelligent

According to Dalyono, M. (2009) intelligence is the ability to set and maintain a goal, to make adjustments in order to achieve that goal and to assess one's condition critically and objectively. The inhibiting factor in the application of servant leadership where the intelligence of a member often backfires on the instructor in developing his members because the instructor or superior always demands that his subordinates become duplicates of himself, while the members do not match what their superiors expect.

## 2) External Factors

These external factors can also influence decision-making behavior. For example, if someone is in a positive and supportive work environment, they may be more motivated to give their best in their work, and vice versa.

a. Social Environment

Inhibiting factors in the implementation of servant leadership from other social and behavioral environmental factors that will impact work behavior, for example: members who like to drink alcohol (get drunk) or like to gamble. This impacts their performance, which is less than satisfactory, often leaving their duties unattended and creating problems in the work environment.

b. Economy

The implementation of servant leadership can be influenced by members' economic circumstances, as needs that don't match income and a consumptive lifestyle significantly impact their work ethic. Heavy instalments and educational needs can force members to seek work while carrying out their duties. This can lead to members abandoning their primary work while performing side hustles. Consequently, the results of all their work are less than blessed.

c. Technology Factors

Global influence makes it very possible for members of the NTB Regional Police's Water Police (Polairud) to be easily contaminated by things that can damage their behavior, such as the influence of technology in the form of cell phones, laptops, and internet media that facilitate the transformation of a message into a cell phone or laptop. On the one hand, technological results are essential to facilitate and accelerate human activities, including activities in accessing various technological developments. On the other hand, technological results can lead users to negative things. For example, technological results include online gambling or slot games, or games that can be detrimental to oneself.

## Conclusion

Based on the results of the research that has been conducted, the following conclusions can be drawn:

1. The application of servant leadership to strengthen the character of members of the Water Police and Air Police Directorate of the NTB Regional Police is carried out through several activities or programs of Spiritual and Mental guidance for all religions, programs for instilling values of discipline, instilling values of caring for the environment, and training or workshops.
2. The effectiveness of servant leadership implementation in police organizations, which have a hierarchical structure and culture that differ from civilian organizations, is evident. Spiritual and mental guidance, programs for instilling discipline and environmental values, and training and workshops are effectively implemented, all achieving their intended objectives.
3. What obstacles does the NTB Regional Police's Water Police and Air Police Directorate face in implementing servant leadership? These factors originate from internal and external factors. Internal factors originate from within the individual, including attitude, intelligence, and motivation, while external factors originate from outside the individual, including the social environment, economics, and technological developments.

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