Leadership and Service in the Police Context_A Qualitative Study

Wahyu Purbiyantari[1], Soesilo Zauhar[2], Suryadi[3], Romy Hermawan[4], Bambang Slamet Riyadi[5*]

[1,2,3,4] Faculty of Administrative Sciences, Universitas Brawijaya. Jalan MT, Haryono No. 163, Malang City, East Java 65145, Indonesia.
Email: purbiyantari.wahyu.pdia.ub@gmail.com.
[5]Associate Professor of the Faculty of Law. Universitas Nasional, Jakarta. Lecturer of Program Doctoral Universitas Jayabaya Jakarta. Indonesia.
E-mail: bambang.riyadi@civitas.unas.ac.id

Abstracts: This research aims to explore the leadership and service in the Indonesian National Police. This research is very significant for improving police policy due at the ontological level and sociological level. The problem is very interesting to be explored by conducting qualitative research method. Data were collected through in-depth interview, documentation and observation. Data were analyzed by using data reduction, data display and data verification and supported by triangulation. The results are categorized into several themes. Based on these results as per ontological level and sociological level are useful for improving police policy and practice and providing information to stakeholders related as inputs for making better regulation on police policy as well as for public officials and practitioners.

Keywords: Public policy, Public service, Leadership.

1. INTRODUCTION

Leadership arises when a group changes the innovation or compensation of other members in the group. Leadership is the activity of influencing people to achieve group goals voluntarily. Leadership is an effort to influence people to participate in the achievement of common goals. Leaders are always in touch with their subordinates, so subordinates are very concerned about how the leader treats them. Leaders have a certain pattern to deal with their subordinates and the pattern that each leader has is different from one another.

Leadership is a pattern of behavior that affects the activities of subordinates and is designed to integrate individual goals, business entity goals in order to achieve these goals. Safe conditions in society today are increasingly being eroded along with the development of society. Trend 4 types of crimes (conventional crimes, transnational crimes, crimes against state assets, and crimes with contingency implications) which are threats that are often present in people's lives. This condition exposes the National Police to increasingly complex problems and challenges, coupled with the increasingly broad and diverse demands of the community towards the Police.

The Indonesian National Police is carrying out the task of enforcing the law, maintaining security and order in the community, as well as being a protector in serving the community, is not only supported by the level of knowledge, professionalism and special skills of the police, it is also supported by the commendable behavior of every member of the Police. The police currently really need members who have competence in carrying out their main duties as law enforcers, guards of security and order in society as well as servants and protectors of the community, so that to become professional it is necessary to have a long learning process.

Issue and problems of leadership and service in police context are unique in two aspects namely the function and the core. This study aims to explore the meaning of leadership and service in the police context based on public policy perspective. The novelty in this research related to leadership and service, that are expected to fill the previous research gaps.

1.1. Background

Leadership is a process in which a leader influences and sets an example for his followers in an effort to achieve organizational goals. A good leader is not seen from how many people become his followers nor is it seen

from how long he leads. A good leader is seen from how much he is able to create a new leader. Every organization has a leader who cannot be separated from the life of the organization. The leader will be able to accept suggestions from his subordinates and give confidence to subordinates in carrying out their obligations. Leadership is an effort made by a leader to influence and direct a person or group to be able to carry out obligations in accordance with the authority given by the leader in achieving all the vision and mission of the organization. With the huge demand for quality public services, there have been various policies in order to improve services, such as excellent service and minimum service standards. However, the quality improvement is still not running as expected, it all depends on the commitment of each government institution, including the police.

The Indonesian National Police functions are maintaining security and public order, law enforcement, protection, and service to the community. The police aim to realize internal security, including the maintenance of public security, order and law enforcement, the implementation of protection, protection and services to the community and the establishment of public peace by upholding human rights. The functions and objectives of the police are then further elaborated on the main tasks of the police, which include maintaining security and order, enforce the law, and provide protection and services to the community. The Indonesian National Police has different characteristics than other government institutions. The police have a dual role, not only as protectors, servants, but also as protectors of the community. As protectors, members of the National Police provide protection for citizens so that they are free from fear, free from threats or costs and feel peaceful and at peace. As protectors, members of the National Police provide guidance, instructions, directions, encouragement, invitations, messages, and advice that are felt for community members in order to create a sense of security and peace. As a servant of the National Police, every step of their service is carried out in a moral, ethical, polite, friendly and proportionate manner by providing good quality public services (Law No. 2 of 2002).

Based on the explanation above, there are no statutory level of regulation as a legal umbrella on managing leadership and service of the Indonesian National Police members. At the novel level, it is necessary to have an exploration on managing leadership and service of the Indonesian national police members. It is needed a deeper exploration of ontological and sociological level and this issue that is very interesting to be studied. How are the leadership and service of the Indonesian National Police?

1.2. Research Objectives

This research is useful for academicians and practitioners in adding knowledge on leadership, and service use public policy perspective for improving the policy. This research also works as a recommendation for the legislative and executive as the public officials to make a revised and detailed regulations on managing leadership and service of the Indonesian National Police.

1.3. Previous Research

Based on the Police Officers Transformational Leadership Scale to 167 police officers from Canadian police organizations, it shows that the structure of the transactional leadership and transformational leadership is very suitable to describe the leadership of police officers. The multifactor leadership theory scale is composed of 33 items assessing transactional leadership such as contingency rewards and Management by exception as well as transformational leadership such as charisma, intellectual stimulation and recognition. It does not account for laissez-faire leadership because the nature of the job of the police is to call for prompt and appropriate action [1].

Police forces in many countries are constantly trying to optimize the use of technology. Efforts are underway to remove existing technological barriers to create more promising technological opportunities, both existing and new. The survey results of police forces and other law enforcement agencies in 11 countries demonstrate their experience with existing technologies and requirements, namely wiretapping, fingerprinting, DNA research, database aggregation, data mining and profiling, camera surveillance and network analysis. There are legal and organizational barriers to the use of technology in policing and being evaluated. The main barriers are inadequate financial resources and inadequate availability of technology. Half of the respondents indicated they did not

evaluate the effectiveness of using certain technologies in the police force. As a result, the information available about the benefits of technology in policing is actually very limited [2].

Theory on a leadership development model for police institutions called the Police Leadership Qualities Framework (PLQF). As with other public sector bodies, police agencies recognize that developing leadership skills is key to improving performance and service delivery. The PLQF lays out a leadership model and is supported by a values and behavioral framework that allows the model to be developed in practice. Leadership is a proven skill that can be developed. Every individual has leadership that is essential to be filled effectively. Individual and organizational failure often occurs when leadership is not properly filled due to lack of skills, lack of development, or lack of experience. Cognitive and behaviorist approaches are needed to explore some leadership abilities that need to be developed in the police service [3].

There is a debate between theory and practice related to leadership. Leadership has become an organizational issue that continues to stick and provokes discourse regarding the challenges of effective leadership in the existing environmental context. Leadership is a factor that is the key to organizational success in a rigorous contestation process, for example in the role of forming and implementing and making public service policy innovations. Leadership Quality model in the Police with the term "Police Leadership Qualities Framework" (PLQF) clearly defines the value and behavioral framework that allows the model to be developed in practice [4].

Capability, partnership, and information sharing must be mediated by conflict resolution in order to have a positive and significant impact on performance [5]. Distributive justice has a positive and significant effect on job satisfaction. Job satisfaction has a positive and significant effect on job performance [6]. Misbehavior in organization consisted of intrapersonal, interpersonal, production, and political misbehavior. All of them had influence on losses, both on financial and social. It will be necessary to intervene into both sides [7]. The relationship between partnership and performance is not significant but partnership to performance have to be fully mediated by capability. While capability to performance is positive and significant [8]. Managing conflicts was still need to be explored. Findings are classified into 3 themes, causes of conflicts, processes of managing conflicts, and results of conflicts [9].

The abuse of power impacts deviant actions not only in the depressions of power and moral behavior of public officials to a system of joints of the life of the nation and state, that is carrying out the points of practice and appreciation of the precepts of the truth [10]. Culture of abuse of power due to conflicts of interest is should be controlled by the state for the greatest prosperity of the people. This suddenly changes component, caused by global changes and the modernization of the tendency of society [11]. The culture and behavior of bureaucracy in the reform era is still ongoing. This could even be organized based on the achievement of individual interests, groups or parties and retains the power [12]. The case study research results that there has been an abuse of power against the power and authority of the state institution. Therefore, there is a check and balance of law enforcement behavior [13].

There are many studies analyzed the differences in application of legal considerations on the abuse of power and authority which caused losses to the state based on legal considerations [14]. The abuse of power by administrators of public officials, in the case of bureaucrats, carrying out hazardous were not in accordance with regulations [15]. The discretionary power is too loose a tendency to abuse power. Discretionary power is limited and supervised by external agencies on the performance so that checks and balances occur in state institutions [16].

Based on the explanation of the differences of above previous research, they tend to the problems by enforcing rules and standards to be setup in laws and regulation. Following up previous study gap and the phenomena, so this study explores multi policies approach on managing leadership and service of the Indonesian national police members.

2. LITERATURE REVIEW

2.1. Public Policy

The development of public administration paradigm emphasizes the focus, locus, and value to be achieved. The classical bureaucracy focuses on organizational structure and management functions, locus is on the government bureaucracy and business organization, while values are on efficiency, effectiveness, economical and rational. The neo-bureaucracy, focus on behavior-based decision-making processes, management, systems, and research, locus on government bureaucratic decisions, and values are efficiency, effectiveness, economics and rationality. The institutions, focus on understanding bureaucratic behavior and making decisions that are gradual and incremental in nature. The human relations, focus and locus on organization, as well as values are participation in decision making, minimization of differences, status, openness, self-actualization, and increased job satisfaction. The public choices focus on providing services to the community. And the New Public Management (NPM) is concerning on human values and social justice focused on organizational design based on decentralization, democracy, responsiveness, participation, and providing services needed by the community [17].

A new model in public policy is needed to improve the performance of public services with results-oriented and competitive dynamics by changing the rules of the game and fostering creativity in providing services. The emergence of the New Public Management (NPM) paradigm in the early 1990s is an important momentum questioning the dominance of the government and providing space for the private sector to participate in public services [18].

There are 4 stages of development of public administration in a country: 1. The minimal state stage, the first stage of the development of public management. The role of the government is at an optimal level to fulfill the basic needs of the community. The majority of public services are in the social sector or through provision by the private sector; 2. The second stage of public sector management with the main character of unequal partnership between government, social institutions and the private sector; 3. The third stage is the welfare state. The basic element of this welfare state model is the belief that the provision of public services by social institutions and the private sector has failed due to fragmentation and duplication of public service provision and inefficiency and ineffectiveness of management so that according to the government, it must meet all the needs of its citizens; 4. The fourth stage is a plural state which always focuses on the provision of public services with minimum standards for all citizens [19].

In terms of implementing government sector management reforms, since the 1980s most developed countries have practiced a public sector reform paradigm known as New Public Management (NPM). The NPM is basically a label used to describe a set of public sector reform agendas inspired by the technical ideas of private sector management and market mechanism systems that can improve the performance of the public sector bureaucracy. NPM is composed of several components, namely quantification, performance, accountability, market mechanisms, and quality management, into the public sector. With the success that has been achieved by a number of countries implementing NPM, several components of NPM have been adopted as the basic pattern for the model of public sector administration reform programs throughout the world so that it is an affirmation for NPM as a paradigm that is very influential in the process of modernizing public sector administration in many countries [20].

Public policy is a series of actions that are determined and implemented or not carried out by the government that has a purpose or is oriented towards certain goals for the benefit of the whole community. The implications of this understanding are: its first form is the determination of government action, not enough to only be stated but also implemented in real form, based on certain aims and objectives, and essentially aimed at the interests of the entire community. Public policy is a complex pattern of interdependence collective choices, including decisions to act made by government agencies or offices. Public Policy analysis is an intellectual and practical activity aimed at creating, critically assessing, and communicating knowledge about and within the policy process. The policy analysis process has 5 interdependent stages that together form a complex and non-linear cycle of intellectual activity. These activities are sequential in time and are embedded in a policy process that is complex, non-linear and essentially political [21].

2.2. Public Service

There are other studies to analyzed the role of services are activities or benefits offered by one party to another and are intangible and do not result in ownership of anything and the process is also not associated with a physical production. Service is an intangible product, lasts for a while and is felt or experienced. This means that service is a product that has no form or shape so that it cannot be possessed, and lasts for a moment or does not last long, but is experienced and can be felt by the recipient of the service. Service can be interpreted as an activity that is given to help, prepare and manage whether it is in the form of goods or services from one party to another. Service is an activity or series of activities that are invisible that occur as a result of interactions between consumers and employees or other things provided by service providers that are intended to solve consumer or customer problems. The public services are broadly defined as those major public sector organizations whose current and capital expenditures are funded primarily by taxation, rather than by raising revenue through the sale of their services to either individual or corporate consumers [22].

Public services contain several elements: large-scale public sector organizations are mainly financed by taxes and not by levies from the sale of services to citizens or groups (business entities). It should be noted that what is public in a service can mean ownership (public goods), and can mean management operations [23].

2.3. Leadership

The concept of leadership is the process of influencing and setting an example to followers in an effort to achieve organizational goals. A good leader is seen from how much he is able to create a new leader [24]. Three important issues regarding police leadership style that need to be addressed, namely: the importance of leadership in police organizations, the negative behavior of police leaders, and the unique aspects of the law enforcement environment that affect leadership. With regard to the importance of leadership, it was found that the actions, values, beliefs, goals, and styles of police leaders are strongly influenced by the rank of officers, especially in any change process within the police organization, and police leaders are controlled and influenced by the attitudes of each individual officer [4].

The PLQF is a tool for developing police leadership by establishing 69 behavioral statements to assess three core leadership qualities. Leadership competencies are based on knowledge and experience in serving, identifying future leaders, and leadership qualities. There are three main things that PLQF focuses on personal awareness, personal integrity, and passion for achievement. Personal awareness is the value of awareness within the police which is obtained from personal reflection on various beliefs and values that are believed, analysis of the environment and its influence on others. Personal integrity is the achievement of the highest level of integrity in the organization and interpersonal life. Passion for achievement is the attitude within oneself to pursue success and in service, both for personal use, for others, and in serving the community [4].

Transformational leadership is the behavior of leaders who involve their followers in changing the order of attitudes and values to determine future organizational goals. Transformational leadership can inspire followers to perform for the good of the organization through individual intellectual considerations to achieve optimal and beneficial results for stakeholders. Transformational leadership attracts a lot of attention in organizations because it is very influential for company innovation, organizational learning and employee creativity. Transformational leadership also considers employees individually in work activities and empowers employees by providing motivation to continuously improve their creative performance [25]. Skills that must be used by transformational leaders. First, have a vision that must be able to be articulated. This vision can be a goal, a plan, and a series of priorities. Second, being able to clearly state his vision. Leaders must be able to show an image of the profits generated if their vision can be achieved. Third, being able to create trust that is fair, firm, and consistent. Persistence, even against obstacles and hardships, can be seen. Fourth, have a positive self-regard.

Transformational leadership involves anticipating the future, inspiring followers to understand and embrace new vision possibilities, developing others to become the best leaders, and building the organization or group into a

community of learners that is full of challenges and rewards. Transformational leadership may be found at all levels of the organization: teams, departments, divisions, and the organization as a whole.Transformational leadership develops and expands the characteristics of transactional leadership and charismatic leadership. For a leader, it is clear that it is more challenging and more comprehensive to implement. The components of transformational leadership, especially those related to subordinates, include inspirational motivation, intellectual simulation, idealistic influence and individualistic considerations. Every organization or company in any form must have a leader who cannot be separated from the life of the organization. Leaders who have a transformational style will be able to accept criticism and suggestions from their subordinates and always provide motivation and trust, because the leader has given an authority to subordinates in carrying out their obligations. Transformational leadership is an effort made by a leader to be able to influence and direct a person or group to be able to carry out obligations in accordance with the authority given by the leader in achieving all the vision and mission of the organization or company [26].

3. RESEARCH METHODS

A qualitative research strategy can be used if the research difficulties need to be examined further or if past research has to be followed up on because a previous theory or notion is still unable to reflect the complexity of the problem under study. A qualitative research approach generates descriptive data in the form of words or writings, as well as behaviors, which can be observed in the study's subject and object. The qualitative method was chosen because it best fits the research's goals of describing and understanding occurrences, events, social activities, attitudes, beliefs, and people's perceptions [27].

Data collection in this research were interviews, observation and documentation. In-depth interview was conducted and performed to key informants. Participant observation was conducted by authors and team to obtain records in the field of study. Related documentation was gathered from many sources such as internet media and library documents. Data analysis were using 3 steps, which were data reduction, data display and data verification refer to the interactive model. Data reduction is to sort out the main data, data display is to present the data, and data verification is to conclude the main themes of the results [28].

Validity and reliability used triangulation based on the observation, in-depth interviews, and documentation analysis to obtain valid and reliable data coping credibility, transferability, auditability, and confirmability. Credibility was related to the truth aspect by means of triangulation to compare the results of an interview with the results of interviews with colleagues. Transferability shows the applicability of research to other studies that readers can understand the results of qualitative research. The report is made in a detailed, clear, and systematic manner. Auditability means that it can be tested by examining the entire research process, since designing case studies, determining data sources, data collection, data analysis, make conclusions, can be traced and showing the processes and results. Confirmability relates to the objectivity that the research results are agreed and accepted [29].

4. RESULT AND DISCUSSION

Based on the data collection by in-depth interviews to several key informants. Data analysis use 3 steps are data reduction, data display, and data verification, and supported by triangulation, it can be resulted as follows.

Transformational leadership has two components, namely transactional behavior and transformational behavior. It takes a leader who can know the individual needs of his subordinates, job limitations, and personal needs. Leaders use transformational behavior to help their subordinates achieve their goals. The shift in the role of a leader has been referred to as transactional in nature. A leader helps his subordinates identify what must be done to accomplish the desired result: better output, more sales or service, and reduced production costs. In helping subordinates to identify what to do, a leader takes into account the self-concept and the esteem needed for the individual. The transactional approach uses the concept of a path goal (informant 1).

In using the transactional style, the leader bases on continuous rewards and on exception management. Research shows that when continuous rewards are used, subordinates show increased performance and job satisfaction. Subordinates believe that getting the job done earns them the rewards/rewards they want. Using exception management, a leader will not intervene until the job is done. Exception management can take one of two forms: active, in which the leader monitors and takes charge before a problem arises to prevent problems, passive, in which the leader steps in after the problem has been identified, then corrects the problem and penalizes the wrongdoer (informant 2).

The new leader model motivates subordinates to work with transcendental goals rather than petty self-interest, and for self-actualization rather than security. Leaders use transactional behavior to help their subordinates achieve the organization's vision. In transformational leadership, rewards for employees are internal. By expressing the vision, a transformational leader persuades his subordinates to work hard according to the goals in the vision. The leader's vision gives subordinates motivation to work hard, namely self-esteem. Transactional leaders will set goals, directions, and missions for practical reasons. Transformational leaders, on the other hand, make major changes in organizational unit mission, way of doing business, and human resource management to achieve their vision. The transformational leader will address the entire philosophy, system, and culture of the organization (Informant 3).

There are 5 factors that are transformational leadership. The first three apply to transformational leadership and the last two apply to transactional leadership. Charisma, a leader who is able to instill a sense of value, respect, pride to articulate his vision. Individualized attention, a leader pays attention to the needs of his subordinates and provides full and quality projects to improve subordinates' problems. Intellectual stimulation, the leader helps his subordinates think rationally to analyze the situation. Encourage subordinates to be more creative. Contingent reward, the leader informs his subordinates about what to do to get the reward they want. Management by exception, a leader allows his subordinates to do the work and does not interfere unless the objectives are not met within a reasonable time and cost (informant 4).

One of the main problems of leadership is the inherent nature of the culture of power that exists in police organizations. Another problem with Police leadership is the inherent difficulty of identifying a leadership framework that fits within the Police culture. Police leadership is difficult to provide good performance for the organization, because, police leadership is always directed to an environment of political influence, law, budget, and human behavior. Supportive leadership has influenced the organizational culture of the Police to perform well. The effectiveness of a particular leadership style depends on the luck of the leader. The leadership style is significantly influenced by the environment in which the Chief of Police has to work (informant 5).

The pressures faced by Police leaders have very real consequences on the behavior of their members. In short, leadership style has a significant effect on the performance of its members. Therefore, the leadership style is not only reflected in the complexity of the work, but also in relation to the working members of the Police. Police leadership focuses on perceptions of direct superiors or perceptions of direct subordinates. Leadership utilizes secondary data to assess leadership style but the determination of Police leadership style is based on leadership perceptions. A more accurate perception of leaders or members in capturing leadership behavior. Police leadership styles do exist and vary widely. Police is a very complex and diverse profession in law enforcement. Clarity is needed in leadership style in the context and urgency of a given situation. Police leaders need leadership mode, clear command management. In addition to having to lead internally, they must also lead externally whose tasks are increasingly complex and challenging. However, in day-to-day police administration work in the Police Station, it must be clear and challenging as well (Informant 6).

There are many positive things about police leadership, which is known for its militaristic or hierarchical autocratic style and heroic leadership model that its members like to respect. However, the qualities required for police leadership have recently been recognized for their successful performance in a legal context that is able to cope with a changing environment where the situation is usually disorderly and irregular associated with extraordinary stresses in dealing with job challenges such as the emergence of terrorism, natural disasters, organized international crime. and unrestricted crimes involving the internet such as child pornography, internet

fraud, identity theft and others. The real challenge will be to find a leadership model that will address the complexities of dynamic external challenges (Informant 7).

Based on the results of interviews above it can be stated that leadership and public service in the context of police in Indonesia is the result of a long process in Indonesia's history. A solid system such as well-structured regulations will encourage to participation that supports the policy is very important in opening up opportunities for participating in producing services. Although transactional leaders minimize the use of power for individual gain, they will use all resources of power to their goals to divert individuals and groups toward the vision and associated goals. As an example of a source of strength, subordinates often describe transformational leaders as individuals who have had a major impact on their personal and professional development.

Most leadership theories presented so far have described transactional leaders, i.e. leaders who guide or motivate followers toward defined goals by clarifying roles and task requirements. But there is another type of leader who inspires followers to go beyond their own self-interest for the good of the organization and is able to have a profound and profound impact on followers. That is transformational leaders. They pay attention to the need for individual follower care and development; they change followers' awareness of problems by helping followers see old problems in new ways; and they are able to please move, and inspire followers to make additional efforts to achieve group goals. Transformational and transactional leadership should not be viewed as the opposite of the job-getting approach by others. Transformational leadership is built on transactional leadership. Transformational leadership results in levels of employee effort and performance that far exceed those generated by the transactional approach alone. Moreover, transformational leadership is more than just charisma because transformational leaders seek to instill in their followers the ability to ask not only established views but also views held by the leader.

Leadership is the ability to influence a group so that through the group the desired goals can be achieved. Referring to this understanding, leadership is related to the ability of a person who in this case is a leader, to be able to influence people or individuals in a group to be willing to do or work to achieve goals. There are a number of theories that can be used to explain leadership, namely trait theory, behavioral theory and situational theory. One of the theories used is behavioral theory.

Consideration behavior is a leader who tends to show the following behavior: a) Shows concern for maintaining harmony in the organization and eliminating tension, if it arises. b) Shows concern for people as human beings and not only as a means of production. c) Demonstrate understanding and respect for the needs, goals and desires, feelings and ideas of employees. d) establish mutual communication with staff. e) Apply the principle of re-emphasis to improve employee performance. f) Delegating powers and responsibilities, and encouraging initiative and g) Creating an atmosphere of cooperation and working groups within the organization. The initiating structure behavior is a leader who tends to motivate and foster human relationships. People who are strong in people orientation tend to exhibit the following behaviors: Clearly define their own roles and those of staff. Set difficult but achievable goals. Carry out active leadership in planning, directing, guiding and controlling goal-oriented activities. Interested in achieving increased productivity.

The evidence supporting the superiority of transformational leadership over transactional leadership is incredibly impressive. Transformational leaders were evaluated as more effective than their transactional counterparts. And managers at FedEx who were rated by their followers as exhibiting more transformational leadership were evaluated by their immediate supervisors as best performers and more promoted. In summary, the overall evidence shows that transformational leadership is more strongly correlated with lower turnover rates, higher productivity, and higher employee satisfaction.

Transformational leader is one who demonstrates or creates charismatic leadership, inspirational leadership, intellectual stimulation, and consideration for the feelings of each individual follower. Burns and Bass argue that leaders are able to stimulate, change, and use the values, beliefs, and needs of followers to complete tasks. Leaders who do this in fast-changing or crisis-ridden situations are transformational leaders. Leaders who were described as transformational were described as having more charismatic and intellectual stimulation. Another area

of consideration in discussing and studying the characteristics of transformational leadership is that discussion and interpretation often take place in the trait approach. The search for what is attractiveness, honor, and power of influence is like studying traits such as intelligence, self-confidence, and the physical attributes that determine what constitutes success.

Under transformational leadership, subordinates feel free to support the leader in re-evaluating his perspectives and assumptions. Transformational leaders are willing to give up systems and practices that are not always useful even if they develop them at the first opportunity. Nothing is too good, permanent, political, or bureaucratic that this cannot be changed or discontinued/discontinued. The general idea is that it's better to ask ourselves than to leave all the questions about us to our rivals. Transformational leaders describe risk taking as appropriate and necessary for the long-term development and success of the organization.

Idealistic influence reflects the behavior of the transformational leader whose subordinates seek to compete or overshadow. With the type of subordinates: admirers, respect and trust like a leader. They are grouped with these leaders as people, the same vision and values they make lawful. The positive idealistic influence gives subordinates space to feel free to ask what their advocacy is. The goals of subordinates are usually personal understanding and commitment to their self-concept. They are willing to put in the extra effort because of the intrinsic organizational rewards that come with good performance, not just because of the potential to receive the greatest financial and extrinsic organizational rewards. Furthermore, short-term goals are described as an understanding of the commitment of subordinates to the greatest vision. Like the idealist influence, the transformational leader often puts the needs and interests of his subordinates ahead of his own. They may be willing to sacrifice personal wealth to mix with others. Such a leader can be trusted and display high standards as an ethical and moral role model, a leader can be trusted and set an example of a person with high ethics and morals.

Individual attention is the special attention that transformational leaders pay for each of their followers' desires for success and growth. Transformational leaders may act as referees, mentors, teachers, facilitators, confidants, and advisors. Followers and colleagues are supported to grow to reach the highest level of success to their potential. Individual differences are embraced and rewarded to enhance creativity and innovation. Open dialogue with followers is encouraged and "management by continuous engagement" is standard practice. Listening skills are keen and reflect on these observations. Transformational leaders empower subordinates to make decisions. At the same time, they monitor subordinates to determine if followers need additional support or direction and to assess progress. Believing in the leader's intentions, the subordinates think: this person is trying to help me without fault, in defiance of asserting a finger at me in some attempt at accusing.

Service has various meanings, includes various activities, and can be used for various fields of study. So far, there are two terms of service, namely administering in administration and servicing in service. In administration, it shows the structure and process rather than the substance of human and public needs, while service is the result of work. Besides that, service as a service output has two meanings: as a commodity service in a broad sense and as a means. Commodities in a broad sense include commodities that are traded in the market, namely public services, with the lowest possible rates and can be privatized or those that cannot be traded, such as civil services, no-price services. As an art, the service is formed as an effort by the government apparatus to streamline its activities or services according to the conditions of the people, creatures, or the environment being served, regardless of the circumstances. Therefore, the government apparatus must be truly qualified: creative, innovative, proactive, and process thinking, and can also be interpreted as a product, namely output, service, the result of service activities.

Public services are all service processing activities carried out by the Government which are operationally carried out by the Technical Implementation Units of Ministries/Government Agencies or State-owned legal entities in accordance with the authority they have, both direct and indirect services through certain policies. Services according to their nature are distinguished in the categories of private services, public services, and services provided. Private services have the property that if they are individually owned, the owner can prevent other individuals from using them. However, to have this service every individual, group, or institution must obtain approval from its supplier, especially in the form of pricing. If depicted in a continuum line, then private goods and

services are at one end of the line. Public services are used collectively for anyone who wants to use it and it is impossible for one individual to prevent other individuals from using it. If depicted in a continuum line, then public service goods are at one end of the other. Services provided by the State and the private sector. The private sector or the business world has an important role in the provision of private service products and competes with each other in providing them according to consumer tastes. The government plays a role in determining the supply of service products provided by the private sector through a political process, namely public policy. However, there are service products that are private in nature but can also be provided by the state. The role of the Government in providing private service products can be carried out as long as it does not make it a competitor.

5. CONCLUSION

Based on the analysis and discussion of the research result above, it can be concluded as follows. Exploring the leadership and service in the Indonesian National Police is very significant for improving policy and useful for improving policy and practice and providing information to stakeholders related.

It is suggested that the legislative and executive as the public officials in making policies and regulations have to be involved for revising regulation on police policy in Indonesia. The related institutions as the public officials in making regulations in Indonesia should be conducted for making better regulation covering the holistic policy and management.

REFERENCES

[1] M. Dussault, A.-A. Deschênes, and É. Frenette, "Police Officer Transformational Leadership: Development and Validation of a Self-reported Scale," *Am. J. Appl. Psychol.*, vol. 7, no. 6, p. 67, 2018, doi: 10.11648/j.ajap.20180706.11.

[2] B. Custers and B. Vergouw, "Promising policing technologies: Experiences, obstacles and police needs regarding law enforcement technologies," *Comput. Law Secur. Rev.*, vol. 31, no. 4, pp. 518–526, 2015, doi: 10.1016/j.clsr.2015.05.005.

[3] H. Martyn and R. Scurr, "Do You Fill Your Leadership Space? A cognitive model of leadership development for the police service," *Int. J. Leadersh. Public Serv.*, vol. 3, no. 3, pp. 29–41, 2007, doi: 10.1108/17479886200700019.

[4] P. Gibson, A., & Villiers, "Leading for Those We Serve. The Police Leadership Qualities Framework.," *Leadersh. Acad. Polic.*, 2006.

[5] S. Assery, H. K. Tjahjono, M. Palupi, and N. R. Dzakiyullah, "The Role of Conflict Resolution on Supply Chain Performance," *Int. J. Sci. Technol. Res.*, vol. 9, no. 3, 2020, doi: 10.15408/jch.v8i1.14994.

[6] Y. H. Purnama, H. K. Tjahjono, S. Assery, and N. R. Dzakiyullah, "The relationship of organizational justice on job satisfaction and job performance in banking company," *Int. J. Sci. Technol. Res.*, 2020.

[7] N. Feriyanto, S. Assery, C. Saleh, and S. Suryaningsum, "A little aspect of misbehavior in organization," *J. Eng. Appl. Sci.*, vol. 12, no. 15, pp. 3870–3872, 2017, doi: 10.3923/jeasci.2017.3870.3872.

[8] C. Saleh, S. Assery, and N. R. Dzakiyullah, "Supply Chain: Partnership, Capability, and Performance," *J. Eng. Appl. Sci.*, vol. 13, no. 6, 2018.

[9] S. Assery, H. K. Tjahjono, A. Sobirin, and A. Hartono, "Managing conflict in the supply chain," *J. Eng. Appl. Sci.*, vol. 12, no. 21, 2017, doi: 10.3923/jeasci.2017.5433.5436.

[10] B. S. Riyadi, "Culture of abuse of power in indonesia from the perspective of criminology and law," *Int. J. Criminol. Sociol.*, vol. 9, no. 2008, pp. 274–284, 2020, doi: 10.6000/1929-4409.2020.09.26.

[11] B. S. Riyadi, "Culture of abuse of power due to conflict of interest to corruption for too long on the management form resources of oil and gas in Indonesia," *Int. J. Criminol. Sociol.*, vol. 9, no. 61, pp. 247–254, 2020, doi: 10.6000/1929-4409.2020.09.23.

[12] B. S. Riyadi, B. R. Wibowo, and V. Susanti, "Culture of corruption politicians' behavior in parliament and state official during reform government Indonesia," *Int. J. Criminol. Sociol.*, vol. 9, pp. 52–62, 2020, doi: 10.6000/1929-4409.2020.09.06.

[13] B. S. Riyadi, A. B. Hermanto, I. Harlina, and H. Purnomo, "Discretion of power of the indonesian national police impacts the abuse of power in the case of letter forgery of red notice 'Fugitive Djoko Tjandra,'" *Int. J. Criminol. Sociol.*, vol. 9, no. October, pp. 1292–1300, 2020, doi: 10.6000/1929-4409.2020.09.148.

[14] I. Harlina and B. S. Riyadi, "Conflict of law enforcement by state institutions over abuse of power and authority: A case study of 'former president director of PT. Pertamina,'" *Int. J. Criminol. Sociol.*, vol. 9, pp. 2748–2756, Dec. 2020, doi: 10.6000/1929-4409.2020.09.339.

[15] S. Alhamda, E. Barlian, A. Razak, B. S. Riyadi, N. Herawati, and A. T. Anggara, "Deviation of management of medical waste from hospital implication upon environmental damage in west sumatera, Indonesia," *Int. J. Criminol. Sociol.*, vol. 9, pp. 1773–1781, Dec. 2020, doi: 10.6000/1929-4409.2020.09.203.

[16] A. B. Hermanto and B. S. Riyadi, "Constitutional law on the discretionary of prosecutor's power against abuse of power implications of corruption culture in the prosecutor's office Republic of Indonesia," *Int. J. Criminol. Sociol.*, vol. 9, no. 16, pp. 763–772, 2020, doi: 10.6000/1929-4409.2020.09.71.

[17] H. G. Frederickson, "The lineage of new public administration," *Adm. Soc.*, 1976, doi: 10.1177/009539977600800202.

[18] Dr. Majed Saleem El-Saleh, Dr. Suzan Alabidi, Dr. Abdellateef Alqawasmi, and Dr. Mohannad Alzughailat, "A Study of the Nutritional Behavior of Basketball Players in Different Playing Centers of the Western Region Clubs in KSA", International Journal of Membrane Science and Technology, vol. 10, no. 2, pp. 761-774, 2023.

[19] S. P. Osborne and K. McLaughlin, "Trends and issues in the implementation of local 'voluntary sector compacts' in England," *Public Money Manag.*, vol. 22, no. 1, pp. 55–64, 2002, doi: 10.1111/1467-9302.00297.

[20] J. Maesschalck, "The impact of new public management reforms on public servants' ethics: Towards a theory," *Public Adm.*, vol. 82, no. 2, pp. 465–489, 2004, doi: 10.1111/j.0033-3298.2004.00403.x.

[21] W. Dunn, *Public Policy Analysis*, Fifth. Upper Sadle: Pearson Education Inc., 2012.

[22] S. Farnham, D., & Norton, *Managing in New Public Service*. Mc. Graw Hills, 1993.

[23] E. S. Savas, "Privatization and prisons.," *Vand. L. Rev.*, vol. 40, p. 889, 1987.

[24] J. L. Davis, D. D., & Bryant, *Influence at a distance: Leadership in global virtual teams. Advances in global leadership*. Emerald Group Publishing Limited., 2003.

[25] S. P. Robbins and T. A. Judge, *Organizational Behavior 15th Edition*. 2013.

[26] G. Yukl, *Leadership in Organizations*, 7th ed. New Jersey: Pearson Education, 2010.

[27] J. W. Creswell, *Qualitative Inquiry and Research Design: Choosing Among Five Approaches*, 3rd ed. California, Thousand Oaks: Sage Publication, 2013.

[28] M. B. Miles and A. M. Huberman, *Qualitative Data Analysis*. California, Thoussand Oaks: Sage Publication, 1994.

[29] J. W. Creswell, *Research Design: Qualitative, Quantitative, and Mixed Methods Approaches*, 3rd ed. California, Thousand Oaks: Sage Publication, 2009.