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Servant Leadership, Personnel's Job Satisfaction: The Role of Organizational Culture and Human Resources Practices

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Abstract This study aims to develop an empirical model of the influence of servant leadership on personnel's job satisfaction by proposing human resources practices and organizational culture as mediating variables. A tiered survey was conducted to 358 personnel of South Jakarta Metropolitan Resort Police in 2018, using quantitative approach and Structural Equation Model (SEM) analyst. The results of this study show that not all hypotheses are accepted but the hypothesis of leadership effect on the personnel satisfaction and human resources practices as well as the hypothesis of the influence of the human resources practices on personnel satisfaction, which both are proved to be accepted and significant. This proves that organizational culture variable with all of its indicators and its low loading factor loading is not able to act as a mediating variable, while the variable of human resources practices with their indicators, which are planning, recruitment, training, participation, performance appraisal, and compensation, have high loading factor and can act as mediating variable.

Key words Servant Leadership, Human Resource Practices, organizational culture, job satisfaction

JEL Codes: M12

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1. Introduction

This research was conducted to analyze the influence of servant leadership, human resources practices, and organizational culture on job satisfaction of the personnel of South Jakarta Metropolitan Resort Police. The South Jakarta Metropolitan Police was selected because it was one of the resort police offices which had outstanding achievement both at the level of leaders and personnel. The Chief of South Jakarta Metropolitan Resort Police got Talent Scouting of "SESPIMTI" (Indonesian National Police School for Senior Leadership) in 2018 from Kapolri (Chief of the Indonesian National Police). The Talent Scoting was granted to the Chief of South Jakarta Metropolitan Resort Police based on the assessment of the achievements and the organizational common interests that the Chief of the South Jakarta Metropolitan Resort Police paid attention to during his leadership. The achievements and rewards obtained by the Chief of South Jakarta Metropolitan Police and the disciplinary level in that organization that was also increasing each year had become an outstanding performance. It could be seen from the number of violations of discipline and code of ethics of police profession from 2015 to 2017. In every year during the period, the trend was declining and there were several personnel got awards from both the Jakarta Metropolitan Regional Police and from the South Jakarta Metropolitan Resort Police itself. Data on the number of violations of discipline and code of ethics as well as the number of awards to the personnel of South Jakarta Metropolitan Resort Police are presented in the following table:

Table 1. Data on the number of discipline and code of ethics violations and awards granted to the personnel in the period of 2015-2017

Year	Number of Discipline Violations	% Improvement	Number of Code of Ethics Violations	% Improvement	Number of Awards	% Improvement
2015	44		8		3	
2016	32	27.3%	6	25.0%	3	0.0%
2107	17	46.9%	4	33.3%	3	0.0%

Source: Human Resources Department of South Jakarta Metropolitan Resort Police

Kazi *et al.* (2012) stated that the competitiveness among organizations, leadership and company should pay attention to the value given to job satisfaction and organizational growth. It can be said that employees is the asset for the organization because without them many organizations may not be able to grow and leaders may not get challenged to develop their skills. Job satisfaction is important for employees to decide whether to stay in or leave the organization. Kazi *et al.* (2012) also showed that job satisfaction relates to individual's behavior and attitude to his work. Job satisfaction may be attributed to a variety of emotions. Employees may enjoy one aspect of their work and dislike another one.

Job satisfaction is defined as an evaluative assessment that is conducted comprehensively, a combination of psychological and environmental conditions that makes a person happy with the work done and creates positive emotional state of experience, attitude and belief about the job (Han and Kakabadse, 2009). Currivan (2000) defined job satisfaction as merely a level of positive emotion that one has for his job. Vroom (1964) in Raziq (2015) mentioned that job satisfaction is an essential component of employee's motivation and encourages better performance. On the other hand, Goris *et al.* (2000) identified five key aspects of job satisfaction that include the job itself, quality of supervision, relationship with coworkers and opportunities for promotion as well as salary.

Job satisfaction is one of the key areas of interest in the organizational behavior and human resource management practices as it reflects employees' attitude toward work and their commitment to organization. Leaders, therefore, have moral responsibilities to provide satisfactory work environment for employees and they feel confident that satisfied workers make positive contribution in terms of higher productivity, higher quality of products and services and less waste to organization. It would, therefore, be wise to investigate the overall impact of human resources practices on job satisfaction.

Some scholars argued that human resources are potential to become the only sustainable competitiveness for organization (Porter, 1985 in Berisha, 2015). Pfeffer (1998) suggested that human resources system helps create a workforce that makes contribution that is valuable, unique, and difficult to be imitated by competitor. Arthur (1994) and Huselid (1995) have conducted a research at the organizational level showing that human resources practices influence organizational outcomes in shaping members' behavior and attitude. Whitener (2001) argued that members can interpret the organization's actions such as human resources practices and management's trust as indications of the organization's commitment to them. Members reciprocally adjust their level of commitment to the organization.

Several studies have explored the influence of organizational culture on various human resources development programs in organizations. For example Hofstede (1980); Ouchi (1981); Hofstede and Bond (1988), Kotter and Heskett (1992); Magee (2002); Omotayo (2013), claimed that organizational culture helps provide opportunities and broad structures for the development of technical skills and human resources behavior within organization. This makes sense because good behavior is driven by ethical values. An organization can direct the behavior of its members by instilling ethical values to its culture. However, organizational superiority may vary because cultural traits can be a source of competitive advantage (Barney, 1991; and Peters and Waterman, 1984). The world is changing rapidly and so are organizational levels due to the technological advances that have affected human resources development programs. In addition, organizations differ in terms of the sequence of relative trust, values and assumptions.

Servant leadership grew exponentially both in theory and practice in the 1990s. Spears (1998) noted the long-term goals of servant leadership, which lead to positive direction and change life and work. Beekun and Badawi (2004) considered servant leadership as an Islamic ideal. "*Leaders are servants of their followers; leaders seek the followers' welfare and guide them to what is good*". Beekun and Badawi cited a Moslem prophet's saying that relate the sincere concern of a leader to serving his followers for salvation. Servant leadership promotes teamwork, a sense of community, flat organizational structure and people-centered approach and it focuses on ethics, attention and quality within organization (Greenleaf in Spears, 1998). Furthermore, San Juan (2005) envisioned servant leaders as leaders who regard power as responsibility and service. Such leaders have courage to deal with personal and social transformation. San Juan further explained that a servant leader chooses to be a change agent and he leads with integrity, truth and spirituality. Some previous studies have shown that it is evident that the servant leadership and organizational culture have positive and significant impact on job satisfaction, (Paramita *et al.*, 2016) and so do human resources practices (Adhinugroho, 2016).

Based on the above phenomenon and research results, this research aims to answer the research questions as follows: (1) How to describe servant leadership, human resources practices, organizational culture and job satisfaction?, (2). Does servant leadership have an effect on personnel's job satisfaction?, (3). Does servant leadership have an influence on organizational culture?, (4). Does servant leadership have an influence on human resources practices?, (5). Do human resources practices have an effect on personnel's job satisfaction?, (6). Do human resources practices have an influence on organizational culture?, (7) Does organizational culture have a positive effect on job satisfaction?

2. Literature review

2.1. Servant Leadership

The key word of leadership is leader. Leader is a figure who is able to influence his followers either directly or indirectly (Wirawan, 2013). Leader is individual who is able to influence others and he has managerial authority (Setyowati, 2013). In the same source, it is stated that leadership is the ability to influence and move others to work well. According to other scholars, leadership is an activity that can affect individuals to strive together in order to achieve group goals (Ali, 2012).

Servant leadership is a leadership model that puts service to others as priority (Daft, 2014). Servant leadership emphasizes service to others, a holistic approach to work, an enhanced sense of community, and a share of decision-making (Smith 2005). Northouse, in the same source, stated that servant leadership as a strong altruistic and ethical leadership approach requires leader to pay attention to the needs of his members and to empathize with them. To be a servant leader, a leader must take care of his members by ensuring that they become healthier, wiser, free, and independent. According to Lantu (2007) there are ten characteristics of servant leadership; they are Listening, Empathy, Healing, Awareness, Persuasion, Conceptualization, Ability to Foresee, Stewardship, Commitment to People's Growth, and Community Building, and Barbuto and Wheeler (2006) later added another characteristic that is Calling. Barbuto and Wheeler (2006) developed a measurement scale for servant leadership where they grouped those 11 characteristics into five factors. The five factors are as follows: Altruistic Calling, Emotional healing, Wisdom, Persuasive Mapping, and Organizational Stewardship.

2.2. Human Resources Practices

The practices of human resource management are daily operating activities that are applied in every company to manage people's activities within the company. People often call it management (Delaney and Huselid, 1996). Other researchers named HR practices as "best practices" or "sophisticated" (Hornsby and Kuratko, 1990; Goss *et al.*, 1994; Golhar and Despande, 1997; Quansah, 2013). Finally, Quansah (2013) argued that the most appropriate term is "human resources practices". Human resources practices are functional activities and strategic plans that allow the improvement of service to employees and the increase of profit for company (Mayhew, 2012). The term "best practices" refers to an action that is a successful method for a desired outcome. In the field of human resources, some best practices exist in every discipline. However, recruitment and selection, employee relations and compensation and benefits are the disciplines where best practices in human resources can yield the best investment return.

According to M Mansour (2015) the human resource management practices involve Human Resources Planning, recruitment, training and development, participation and involvement, performance appraisal, and compensation. Bratton and Gold (2007) defined HR planning as "a process of systematic forecasting of the future demand and supply for employees and disseminating their skills in the strategic goals of organization". Human resources planning help companies predict how their strategy changes affect human resources' needs (Werner and DeSimone, 2006). Planning the needs of workers is of utmost importance, especially in the rapid changes of external market demand. Koch and McGrath (1996) found a positive relationship between HR planning and labor productivity. According to Bratton and Gold (2007: 239), recruitment is the process of producing a group of people who are capable of being employed to work in the organization and selection is the process by which managers and others using special instruments choose from the applicant pool the most likely candidate(s) to succeed in the job(s). The management objectives and legal requirements are shared to the potential candidates. Companies that apply good selection in their recruitment process feel sure that they will get skilled and qualified people for the right job (Pfeffer, 1994; Huselid, 1995). According to Koch and McGrath (1996), there is a positive relationship between recruitment and selection of human resources and labor productivity, as well as training and development.

2.3. Organizational Culture

The definition of organizational culture according to Tharp (2009), is "a pattern of shared basic assumptions that the group learned as it solved its problems of external adaptation and internal integration, that has worked well enough to be considered valid and, therefore, to be taught to new members as the correct way to perceive, think, and feel in relation to those problems". Organizational culture is also known as a corporate or institutional culture, providing a sense of identity for its members, helping generate the members' commitment to something greater than themselves, improving organizational stability as a social system and functioning as a frame of reference for the members. Organizational culture is used to understand the organization's activities and as a guide to appropriate behavior (Smircich, 1983). Organizational culture shapes the behavior of the people in the organization and such behavior affects their performance (Wheelen and Hunger, 2010). Culture greatly influences an organization's ability to shift its strategic direction, improve its survival and create a basis for superior competitive position by improving motivational practices and processes. Organizational culture is, therefore, a key determinant of success (Fey and Denison, 2003; Mujeeb, 2011). Riani (2011) developed cultural elements based on the framework proposed by Schein (2004). The elements are: Artifact, Values, and Basic assumptions.

2.4. Job Satisfaction

Researches on job satisfaction have found various job satisfaction theories to explain the variation of job satisfaction (Westover, 2010). The job satisfaction theory has developed into five models: demand fulfilment model, *discrepancy model*, value achievement model, equity model, and dispositional model. Westover noted that each model describes an overview

of employees' job satisfaction in the workplace. Kazi *et al.* (2012) stated that the competitiveness between organizations, leadership and company should pay attention to the value given to job satisfaction and organizational growth. Employees can be asset to the organization because without employees many organizations may not have ability to grow and leaders are not challenged to develop their skills. Job satisfaction is important for employees to decide whether to stay in or leave the organization. In the same source, it is stated that job satisfaction relates to the behavior and attitude of individual towards his job. Job satisfaction can be attributed to a variety of emotions so that employees may enjoy one aspect of their work and dislike another one. The first model of job satisfaction is the need fulfilment model. The need fulfilment model allows employees to meet their personal needs (Pinder, 1984; Westover, 2010). According to this model, the basic physiological needs include food, water, and air; the needs for safety from psychological and physical hazards; the needs for love that include the desire to have love and affection; self-esteem needs that involve recognition, reputation, and prestige; and self-actualization needs that include the fulfilment of individual potential and self-actualization.

3. Methodology of research

3.1. Research Approach

This study uses quantitative approach. The selection of the approach is based on the research objectives that seek to examine the influence of servant leadership, human resources practices, organizational culture and job satisfaction of the personnel of the South Jakarta Metropolitan Resort Police, and also aim to explain the positions of the variables studied and the relationship between variables (Sugiyono, 2004).

3.2. Population and Sample

The population in this study is the personnel of South Jakarta Metropolitan Resort Police. This study also used the Slovin's sample details (Bungin, 2010) and the following formula:

$$n = \frac{N}{1 + Ne^2} \quad (1)$$

Where: n = minimal number of required sample; N = population; e = margin of error.

Of the total population of 685 people (Human Resources Department of South Jakarta Resort Police, 2017), the sample was described as in the table below.

Table 2. Population and Number of Sample

	Population	Sample
Non-commissioned	543	231
First rank	72	62
Middle rank	33	31
Civil servant	37	34
Total	685	358

Source: HR Dept. of South Jakarta Metropolitan Resort Police

3.3. Data Collection Method

This study uses questionnaires as the desired data collection technique. The questionnaire is a research instrument that contains a series of questions or in other forms with the aim of obtaining information from respondents (Augusty, 2014). Data collection was conducted in January 2018. Technical questionnaire data filling by respondents is monitored and supervised directly.

Research Variables

1) *Servant leadership variable.* This study uses the servant leadership questionnaire (SLQ) scale developed by Barbuto and Wheeler (2006). This scale consists of five dimensions: Altruistic Calling, Emotional Healing, Wisdom, Persuasive Mapping, and Organizational Stewardship.

2) *Human Resources Practices Variable.* This study uses the Human Resource Management Practices scale developed by Mansour (2010) with six dimensions: Planning, Recruitment, Training and Development, Participation and Engagement, and Performance Assessment.

3) *Organizational Culture Variable*. This study uses the scale of Organizational Culture Assessment Instrument (OCAI) developed by Cameron and Quinn (1999). This scale consists of six dimensions: Dominant Characteristics, Organizational Leadership, Management of employees, Organizational Bonding, Emphasis on Strategy, and Criteria of Success.

4) *Job Satisfaction Variable*. This study uses the Job Satisfaction scale developed by Ghanbahadur (2014). The questionnaire consists of two dimensions: Motivator (achievement) that includes Advancement, Job itself, Recognition, and Growth (growth) and Hygiene that consists of salary (money), work environment, relationship with peer, and relationship with supervisor, company's policy and administration, and security).

3.4. Data Analysis Methods

Primary data was processed by using SEM approach (Structural Equation Model) in order to know the relationship between latent variables. Structural Equation Modeling (SEM) is a statistical technique used to test a causal model using a combination of existing theory and quantitative data that has been collected (Wijayanto, 2008), Kline (2010). The data analysis techniques used are; descriptive analysis, Confirmatory Factor Analysis (CFA), Feasibility Test Model and Hypotheses Testing. Descriptive test was conducted to see thoroughly the characteristics of respondents and the characteristics of data obtained. CFA test was used to see how accurate the indicators can explain the latent variables (construct validity), while the Feasibility Test Model was used to test the suitability of a goodness-of-fit (GOF) measurement model such as; GFI (Goodness-of-Fit Index), TLI (Tucker Lewis Index), RMSEA (Root Mean Square Error of Approximation), (Ghozali, 2014).

4. Data analysis

4.1. Descriptive Analysis of Respondents

4.1.1. The Description of Genders

The research results show that the personnel respondents consisted of 85.6% male and 14.4% female. In general, the recruitment in the police organization is more dominated by men rather than women and it also happens in the South Jakarta Metropolitan Resort Police where the number of male personnel is higher than female.

4.1.2. The Description of Rank Levels

The results of this research revealed that the most personnel respondents of South Jakarta Metropolitan Resort Police were non-commissioned officers (Bintara) 66,1%. The other respondents were 18.5% first-rank officers, 8.1% middle-rank officers and 7.3% civil servants. Such respondents structure is something common because the rank levels in the police organization form a pyramid where higher ranks are less than the lower ones.

4.1.3. The Description of Respondents' Ages

The research results showed that the respondents who were the personnel of the South Jakarta Metropolitan Resort Police were in the ages of 20-30 years old, 31-40 years old, 41-50 years old, and above 50 years old. Of the total respondents, each of the age groups was as many as 20.5%, 32.8%, 25.1%, and 21.7% respectively. Looking at the most personnel respondents of South Jakarta Metropolitan Resort Police officers who were dominated by the ages of 31- 40 years (32.8%), it shows that most of the South Jakarta Metropolitan Resort Police officers were in productive ages so that work optimization could be implemented and the organizational goals could be achieved faster.

4.1.4. The Description of Educational Background

The research results show that the highest educational background of the respondents was senior high school for 67.4%, while bachelor took 29.5%, master was 1% and diploma was 2.1%. In general, the educational background of the South Jakarta Metropolitan Resort Police personnel was still below undergraduate level. It, then, becomes an indicator that it is appropriate to improve the education for the personnel of South Jakarta Metropolitan Resort Police, to minimum S1 (undergraduate), considering the problems to be faced would be more complex and require higher intelligence than just physical traits.

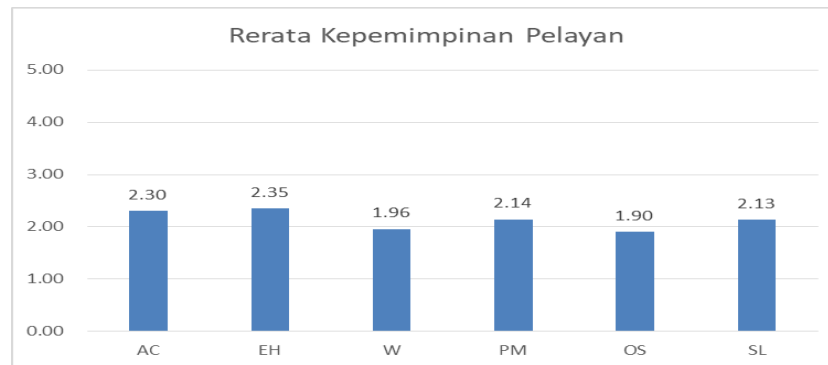
4.1.5. The Description of the Employment Period

The results show that 56% of the personnel respondents consisted were those who had been working for one to ten years, 24.1% were who had worked for 11 to 12 years, 14.8% who were in service for 21 to 30 years and 5.1% of respondents had worked more than 30 years. It can be seen that the majority of the South Jakarta Metropolitan Resort Police had worked between 1 and 10 years. With such majority of employment period and productive-aged personnel, the organization should be able to manage the potential for excellent service to be realized properly.

4.2. Description of Research Variables

In this sub-topic, the average of respondents' answers on indicators that reflect the personnel' perceptions of some statements that describe the value of each variable in this study is presented below.

4.2.1. Description of Servant Leadership



Source: Results of processing

Figure 1. The Average of Respondents' Perceptions on Leadership

Notes:

Rerata Kepemimpinan Pelayan= The Average of Respondents' Perceptions on Leadership

Servant leadership is a leadership model that puts service to others as priority. Servant leadership emphasizes service to others, a holistic approach to work, an enhanced sense of community and a share of decision-making. Figure 1 above shows that the servant leadership perceived by the personnel of the South Jakarta Metropolitan Resort Police generally was in the medium level (SL = 2.13; $1.67 < SL < 3.33$). Such servant leadership condition shows a strong altruistic and ethical leadership, demanding leaders to pay attention to the needs of their personnel and to empathize with them. Leaders must take care of their personnel by ensuring that the personnel become healthier, wiser, free, and independent for the sake of common interests. Altruistic Calling (AC) dimension is a powerful description of leader's desire to make a positive difference in the lives of others and put the interests of others above his own interests. The Altruistic Calling dimension that the personnel of the South Jakarta Metropolitan Resort Police perceived in general was in the medium category (AC = 2.30, $1.67 < AC < 3.33$).

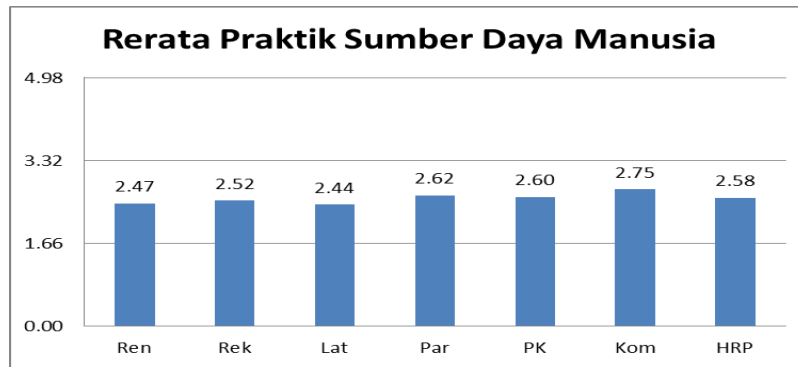
The Emotional Healing (EH) dimension describes the commitment of a leader and his skills to improve and restore the subordinates' spirit from suffering or trauma. The dimension of Emotional Healing perceived by the members of the South Jakarta Metropolitan Resort Police was generally in the medium category (EH = 2.35, $1.67 < EH < 3.33$).

The dimension of wisdom (W) describes a leader who easily captures the signs in his environment so that he understands the situation and its implications. The Wisdom dimension perceived by the personnel of the South Jakarta Metropolitan Police was generally in the medium category (W = 1.96; $1.67 < W < 3.33$). The dimension of Persuasive Mapping (PM) illustrates how a leader maps out the existing problems and finds greater opportunities and then encourages his subordinates to jointly solve problems and realize those opportunities.

The dimension of Persuasive Mapping perceived by personnel of the South Jakarta Metropolitan Resort Police in general was in the medium category (PM = 2.14; $1.67 < PM < 3.33$). The Organizational Stewardship (OS) dimension represents the extent to which a leader prepares the organization to contribute positively to their environment through community service and community development program. The dimension of Organizational Awareness perceived by the personnel of the South Jakarta Metropolitan Resort Police in general was in the medium category (OS = 1.90; $1.67 < OS < 3.33$).

4.2.2. The Description of Human Resources Practices

HR management practices have been categorized into more general and equal magnitudes. For example, Cunningham and Rowley (2010) classified HR management practices into organizational planning; recruitment, compensation, development, performance evaluation and communication.



Source: Result of data processing

Figure 2. The Average of Respondents' Perceptions on Human Resources Practices

Notes:

Rerata Praktik Sumber Daya manusia = The Average of Respondents' Perceptions on Human Resources Practices

The assessment of human resource management practices is an assessment of the activities of the management functions to effectively use the resources to achieve organizational goals. The functions are related to understanding, maintenance, development, effective staffing, and integration of human resources potential. Figure 2 above shows that the assessment of South Jakarta Metropolitan Resort Police in general was in the medium category (HRP = 2.58; $1.67 < \text{HRP} < 3.33$). The medium category of the assessment of human resource management practices is expected to be a priority in order to improve the organizational performance (Quansah, 2013).

The performance appraisal dimension is a basic benchmark for assessing individual performance, highlighting potential for future career advancement and improving performance (Mullins, 2002). Mathis and Jackson (2006) considered performance appraisals as a process of evaluating how well employees perform their work when compared to a set of standards, and then communicating the information to employees. An employee's performance assessment may have an impact on company's performance (Absar *et al.*, 2010). If the result of the employee performance appraisal is low then the employee may not be working maximally. In this study, the dimension of performance appraisal was at moderate level which means that the work done by the South Metropolitan Resort Police officers had not reached the optimum so that leaders needed to give more support and encouragement for the members to reach optimal performance.

The dimension of recruitment relates to a set of planned activities in order to get qualified candidate for a particular position needed by organization (Gaol, 2015). The results of the assessment of the recruitment dimension for the personnel of the South Jakarta Metropolitan Resort Police shows that the personnel's perception of this dimension was in the medium category. It is because not all leaders were from within the South Jakarta Metropolitan Resort Police. The existence of leaders from outside South Jakarta Metropolitan Resort Police institution is a pattern of coaching and rotation that is conducted not only vertically but also horizontally across resort police even across regional police.

The next dimension is the compensation dimension. Bratton and Gold (2007) stated that compensation refers to 'all monetary, non-monetary and psychological payments that the organization provides to its employees as compensation for the work they do'. Motivating employees through a good reward system is a difficult and challenging task for a general manager because it can positively influence employees' behavior toward their work and improve their commitment and thus their performance. Armstrong and Murlis (2007) stated that compensation strategy is an important part of the organization's HR strategy and should be bundled with other HR strategies so that they complement and strengthen each other.

The dimension of participation shows that the organization willing to gain a sustainable competitive advantage should help their employees participate actively in the decision-making process and involve them in everyday issues. Placing employee engagement programs gives employees the opportunity to reflect their attitude and work experience, as well as expectations for the future (Bratton and Gold, 2007). The training dimension shows that the organization seeking a sustainable competitive advantage should help their members improve their skills by receiving continuous training so that they can learn new necessary things to ensure quality improvement of the company's products and services. The results of data processing indicate that this dimension was in the medium category for the South Jakarta Metropolitan Resort Police. Therefore, the leaders of the South Jakarta Metropolitan Resort Police can improve their personnel's skills through continuous training so that the organization will be more competitive and can deal with all the challenges they are facing.

The planning dimension also defined as HR planning is "the systematic process of systematically predicting future demand and supply of employees and the deployment of their skills for organizational strategic goals" Bratton and Gold (2007: 197). According to Werner and DeSimone (2006), human resources planning helps companies predict how changes in their strategies will affect their HR needs. Planning the needs of the workforce of company is very important especially in the rapid changes of external market demand.

4.2.3. The Description of Organizational Culture

Table 3. The Current Organizational Culture of South Jakarta Metropolitan Resort Police

No	Dimension	Clan	Adhocracy	Market	Hierarchy
1	Dominant Characteristics	24.23	26.35	23.69	25.74
2	Organizational Leadership	23.77	25.61	23.06	27.56
3	Personnel Management	25.63	24.19	27.01	23.18
4	Adhesive to Organization	27.56	23.67	26.50	22.27
5	Emphasis on Strategy	23.25	26.22	23.96	26.57
6	Criteria of Success	23.88	25.15	22.64	28.33
	Mean	24.72	25.20	24.47	25.61

Source: Results of Data Processing

Table 4. The Expected Organizational Culture of South Jakarta Metropolitan Resort Police

No	Dimension	Clan	Adhocracy	Market	Hierarchy
1	Dominant Characteristics	22.73	25.14	25.31	26.82
2	Organizational Leadership	22.65	26.32	24.66	26.38
3	Personnel Management	26.56	23.23	25.59	24.62
4	Adhesive to Organization	27.94	23.92	24.50	23.64
5	Emphasis on Strategy	24.93	26.42	23.93	24.72
6	Criteria of Success	24.49	25.69	23.43	26.40
	Mean	24.88	25.12	24.57	25.43

Source: Results of Data Processing

Table 3 above shows the result of the calculation of the average score of cultural dimension perceived by the personnel of the South Jakarta Metropolitan Resort Police about the current cultural situation, and it indicates that the organizational culture in the South Jakarta Metropolitan Resort Police was dominated by the type of Hierarchy which took the average of 25.61 and later is Adhocracy by having average of 25.20 which means that the culture is focused on the organization and prioritizes strict control, stability, consistency and efficiency through a formalized structure and system. This is in line with the shape of South Jakarta Metropolitan Resort Police organization which is marked by formal and structured organization. Therefore, the task for management is to provide facilities and infrastructure as well as efficient SOP so that the welfare in the organization is achieved. In addition, the South Jakarta Metropolitan Resort Police has demanded innovation and initiative in providing services to achieve organizational goals. The main task of management is to support and encourage the creation of entrepreneurial spirit and creativity.

The assessment of organizational culture based on dominant characteristic dimension was dominated by Adhocracy with the average of 26.35, while the lowest was Market with the average of 23.69. Organizational leadership dimension was dominated by Hierarchy with the average of 27.56, while the lowest was Market with the average of 23.06. The management dimension was dominated by Market with the average of 27.01, while the lowest was Hierarchy with average 23.18. The dimension of *organizational bonding* was dominated by Clan with the mean score 27.56, while the lowest was Hierarchy with average of 22.27. The dimension of emphasis on strategy was dominated by Hierarchy with the average of 26.57, while the lowest was Clan with average of 23.25. The dimension of criteria of success was dominated by Hierarchy with the average of 28.33, while the lowest was Market with the average of 22.64.

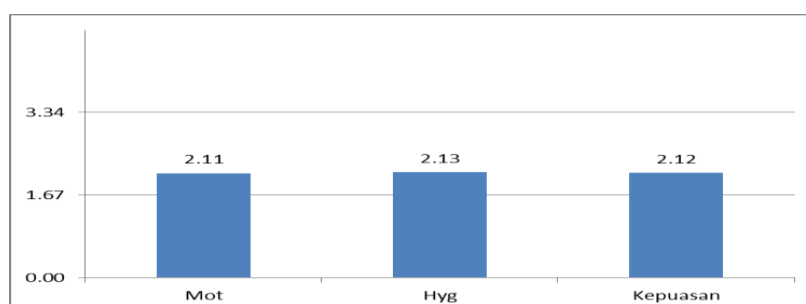
Table 5. The Expected Organizational Culture of South Jakarta Metropolitan Resort Police

	Clan	Adhocracy	Market	Hierarchy
Reality	24.72	25.20	24.47	25.61
Expectation	24.88	25.12	24.57	25.43
Discrepancy	0.16	-0.08	0.10	-0.18

Source: Results of Data Processing

Table 5 above shows that there was little discrepancy between the expected culture and current reality. The organizational culture of the South Jakarta Metropolitan Resort Police as presented in Table 5, i.e. the reality line, indicates that Hierarchy culture was the highest culture type which had value of 25.61. Later, the culture of Adhocracy with the value of 25.20 was in the second position followed by Clan with value of 24.72 and the last was Market with value of 24.47. On the other side, the expected organizational culture of South Jakarta Metropolitan Resort Police showed no significant desire for changes. South Jakarta Metropolitan Resort Police is still intending to maintain Hierarchy as the dominant culture which had value of 25.43. Meanwhile, Adhocracy had value of 25.12 followed by Clan with value of 24.88 and Market with value of 24.57. The biggest value of discrepancy after Hierarchy was Clan with value of 0.16. It can be interpreted that in the future, the South Jakarta Metropolitan Resort Police is hoping to develop its culture towards Clan by value of 0.16. This is to adapt to a modern organizational culture that puts forward dialogue as what Clan focuses on in directing organization and has flexibility to the values adopted by the organization.

4.2.4. The Description of Job Satisfaction



Source: Results of Data Processing

Figure 3. Job Satisfaction

Figure 3 above shows that job satisfaction perceived by the personnel of South Jakarta Metropolitan Resort Police in general was in the medium category (Satisfaction = 2.12; 1.67 < Satisfaction < 3.33). Job satisfaction is expected to have an impact on the implementation of tasks carried out by the personnel of the South Jakarta Metropolitan Resort Police. Therefore, it is suggested for the South Jakarta Metropolitan Resort Police to improve job satisfaction in its organization so that the implementation of the task is getting better and the services provided to the community are more superior.

Job satisfaction based on its forming dimension which is divided into two dimensions showed that each dimension in general was at a moderate level (dimension of motivator = 2.11, hygiene = 2.13). Motivational factors are the factors that directly relate to the content of the job (Job Content). Motivational factors motivate a person to try to achieve satisfaction, which includes the achievement, recognition, advancement, and so forth. In addition, efforts to reduce job dissatisfaction can be made by strengthening the hygiene factors. Hygiene factors are not directly related to the satisfaction of a job, but are directly related to the emergence of job dissatisfaction (Dissatisfiesier). Therefore, the hygiene factors cannot be used as motivational tool but rather to create condition that prevents dissatisfaction. Hygiene factors motivate a person to get out of dissatisfaction, including the relationship between humans, rewards, environmental condition, and so forth.

5. Results

5.1. Confirmatory Factor Analysis (CFA) Test

Table 6. Confirmatory Factor Analysis Variabel

Estimate				Estimate			
OS	<---	SL	.912	SUK	<---	BO	.627
PM	<---	SL	.943	STR	<---	BO	.262
W	<---	SL	.894	PO	<---	BO	.529
EH	<---	SL	.818	MAN	<---	BO	.536
AC	<---	SL	.819	KO	<---	BO	.555
Compensation	<---	HRP	.809	KD	<---	BO	.510
Performance Appraisal	<---	HRP	.855	Motivator	<---	Job Satisfaction	.902
Participation	<---	HRP	.826	Hygiene	<---	Job Satisfaction	.885
Training	<---	HRP	.790				
Recruitment	<---	HRP	.450				
Planning	<---	HRP	.701				

Based on the confirmatory factor analysis (CFA) test using Amos, the measurement of servant leadership under five dimensions yielded the results as follows:

Table 6 above shows that the dimension that make a dominant contribution to servant leadership was the dimension of Persuasive Mapping (PM) ($r = 0.943$), followed by Organizational Stewardship (OS) ($r = 0.912$), the dimension of Wisdom ($r = 0.894$), Altruistic Calling (AC) ($r = 0.819$), and the last is the dimension of Emotional Healing (EH) ($r = 0.818$). Those five dimensions significantly measure the variable of servant leadership. From Table 6 above also, it appears that all dimensions of servant leadership had a high loading factor with value above 0.4, meaning that the servant leadership was positively and significantly shaped by the dimensions of Altruistic Calling (AC), Emotional Healing (EH), Wisdom, Persuasive Mapping (PM), and Organizational Stewardship (OS). Based on the findings presented in Table 6, the dimension that had less influence on servant leadership was Emotional Healing (EH). This means that the Emotional Healing dimension of leaders within the Indonesian National Police organization, especially in the South Jakarta Metropolitan Resort Police, can be further enhanced in order to have positive impact on the servant leadership. This is a reference for the personnel to assess the leadership in providing service to the personnel of the South Jakarta Metropolitan Resort Police regarding with emotional healing or handling trauma experienced by members.

Table 6 above also shows that the dimension that made a dominant contribution to human resource management practices was the performance appraisal dimension ($r = 0.855$), followed by participation ($r = 0.826$), compensation ($r = 0.809$), training ($r = 0.790$), planning ($r = 0.701$), and recruitment ($r = 0.450$). These six dimensions significantly measure human resource management practices. Based on the findings presented in Table 6, the dimension that had the least influence on human resource management practices was recruitment. This means that recruitment issue within the Indonesian National Police organization, especially in the South Jakarta Metropolitan Resort Police, should be reviewed further in order to obtain good perception of recruitment dimension and directly and indirectly improve the value of human resources practices. According to Cameron and Quinn (2005) there is a model of measurement and diagnosis of organizational culture based on competing values framework. This model divides organizational culture into four types of culture: Clan culture, Adhocracy culture, Market culture, and Hierarchy culture.

To analyze organizational culture, competing values framework has 6 variables representing the four cultures (competing values cultures) in the organization culture assessment instrument (OCAI). The six dimensions are arranged in the form of questions that include: dominant characteristics, leadership type, management type, *organizational bonding*, emphasis on strategy, and criteria of success. The findings were the dimension of criteria of success had $r = 0.627$; organizational leadership yielded $r = 0.555$; the management dimension had $r = 0.536$; the *organizational bonding* was in $r = 0.529$; the dominant characteristics had $r = 0.510$; and the emphasis on strategy was in $r = 0.262$.

Based on the above data it can be seen that the emphasis on strategy had the least contribution to the organizational culture; therefore, the dimension of emphasis on strategy should be improved by showing to the personnel the strategy implemented by the organization so that the personnel of the South Jakarta Metropolitan Resort Police can implement the strategy that has been established in accordance with the implementation guidelines. Furthermore, to measure job satisfaction, the Confirmatory Factor Analysis (CFA) test was conducted. In table 6 above it can be seen that dimension, motivator and hygiene, gave the strong influence to job satisfaction. Motivator and Hygiene dimensions had $r = 0.902$ and $r = 0.885$ respectively, significantly measured job satisfaction.

5.2. Research Model Analysis

This section is an analysis of research questions about servant leadership, human resources practices, and organizational culture on job satisfaction of the personnel of the South Jakarta Metropolitan Polres. To answer the research questions, model analysis was applied by using structural equation modelling (SEM) with the help of Amos software.

Table 7. Model Testing

No	Type	Criteria	Result	Remark
1	CMIN/DF	< 2,000	2,832	Marginal fit
2	GFI	> 0.9	0.89	Marginal fit
3	AGFI	> 0.9	0.85	Marginal fit
4	RMSEA	< 0.08	0.069	Good fit
5	TLI/NNFI	> 0.9	0.927	Good fit

Source: AMOS, ver. 22

Based on the Table 7 of model testing above, it is known that all criteria showed the results of marginal fit and good fit. It means that this model can be used to predict the influence of independent variables (SL) and mediation (HRP, BO) to the dependent variable (Job Satisfaction).

5.3. Hypotheses Testing

Hypotheses testing can be done by looking at each coefficient of influence between variables as shown in the figure and table below.

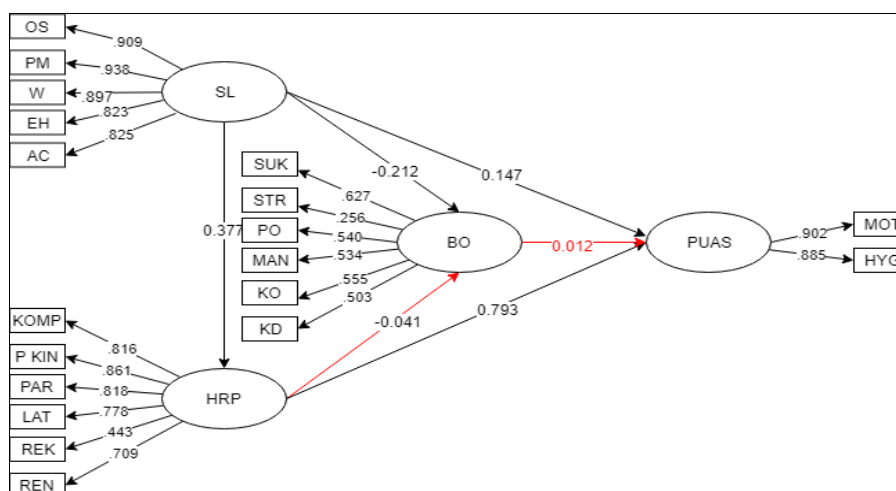


Figure 4. The Development of Empirical Model

Table 8. Standardized Regression

			Estimate	Label
HRP	<---	SL	0.377	Sig
BO	<---	SL	-0.212	Sig
BO	<---	HRP	-0.041	Not Sig
KEP	<---	BO	0.012	Not Sig
KEP	<---	SL	0.147	Sig
KEP	<---	HRP	0.793	Sig

Source: AMOS, ver. 22

Notes : SL= Servant Leadership; HRP= Human Resources Practice; BO= Organizational Culture; KEP= Personnel’s Job Satisfaction; KEP/PUAS = Employee Satisfaction; OS=Organizational Stewardship; PM=Persuasive Mapping; W=Wisdom; EH= Emotional Healing; AC= Altruistic Calling; P KIN=Performance Assessment; PAR=Participation and Engagement; LAT=Training and Development; REK=Recruitment; REN=Planning; SUK=Criteria of Success; STR=Emphasis on Strategy; PO=Organizational Bonding; MAN=Management of employees; KO=Organizational Leadership; KD=Dominant Characteristics; Mot=Motivator; Hyg=Hygiene.

Based on Figure 4 and Table 8 above, the hypotheses of this study can be proposed as follows:

1) The influence of servant leadership on job satisfaction (Hypothesis 1)

Based on the results of the model analysis above, servant leadership variable had a significant positive effect on job satisfaction with coefficient value = 0.147; Sig = 0.000 or <0.05. This finding is in accordance with the theory presented by Stephen R Robbins (2017) which stated that leadership has a positive effect on job satisfaction. Leadership can encourage someone to perform, because leadership can generate work motivation. Work motivation will affect job satisfaction. This also is in line with the findings of the research conducted by Paramita *et al.* (2016) who examined the impact of servant leadership and organizational culture on employee performance with job satisfaction as a mediation variable in PSDA and ESDM offices in Semarang and in line with the research conducted by Saragih *et al.* (2016) who examined the influence of servant leadership and competence on job satisfaction and performance as well as the influence of job satisfaction on the performance of tutoring institution Ganesha Operation.

2) *The influence of servant leadership on organizational culture (Hypothesis 2)*

The results of the model analysis in this study shows that the servant leadership variable had a significant negative effect on organizational culture with coefficient value = -0.212 and Sig = 0.002 or <0.05. The results also showed that there was a difference from the previous research conducted by Taba (2004) which results showed that there was a significant positive influence of servant leadership on organizational culture. Such difference can be caused by organizational culture expectations that were perceived differently by the personnel of the South Jakarta Metropolitan Resort Police. When leadership gets better then organizational culture is lower or poor. It means that even though the quality of leadership is good, there is a tendency that leader's authority is limited (not having authority or tend to have low authority in career improvement; then the effect of the leader on culture is low). The tendency of distrust by the personnel to their direct leader may appear because they think that the direct leader can affect the careers of the concerned personnel; the authority in determining a career is owned by higher leader. Finally, culture has no effect on job satisfaction. Besides, there is an opposite effect between servant leadership and organizational culture that is the higher the servant leadership, the lower the organizational culture can be interpreted by the members due to their ignorance of leadership. What is important for them is that as long as their human resources practices work well. Pearce and Robinson (1997) stated that every aspect of leadership ultimately helps shape an organizational culture; otherwise, an existing organizational culture can greatly affect a leader's effectiveness.

3) *The influence of servant leadership on human resources practices (Hypothesis 4)*

It is shown in the results of the model analysis that the servant leadership variable had a significant positive influence on human resource practices with coefficient value = 0.377 and Sig. = 0.000 or <0.05. When the servant leadership variable has a significant positive effect on human resources practices, it means if the leadership is good then the human resources practices will also be good. Leader has authority so that when leader uses his authority appropriately it will manifest a healthy competition that eventually leads to job satisfaction. The results of this study are in line with the opinion of Palgrave in the introduction of a book entitled *Servant Leadership: A Foundation for Employee Well-being* which stated that "The work by Roberts (2014, 2015) summarized that the principles of how servant leadership are integrated into the human resource management system". (Roberts (2014, 2015) also summarized that the principles of how servant leadership are integrated into human resource management systems. The book contains 36 key principles supported by written and practical examples. Servant leadership is based on two basic principles, services and stewardship. Services include the achievement of an organizational mission using moral and ethical motives, means and objectives, and stewardship is the promotion of growth, development, and the best interests of key stakeholders in the HR system (Roberts, 2014, 2015). The remaining 34 principles illustrate the implementation of services and stewardship through various *treatment to employees*, personnel, performance management, leadership, training, compensation, motivation, discipline, work and life balance and diversity management principles and practices.

4) *The influence of human resources practices on job satisfaction (Hypothesis 4)*

The results of the model analysis shows that the variable of human resources practices had a significant positive effect on job satisfaction with coefficient = 0.793; Sig = 0.000 or <0.05. Human resources practices involve planning, recruitment, training and development, participation and involvement, performance appraisal, compensation (Mansour, 2010). If planning, recruitment, training and development, participation and involvement, performance appraisal, and compensation are appropriately implemented then individuals will get the job satisfaction. This is in line with research conducted by Adhinugroho (2016) entitled "Practice of Human Resources Management on Service Performance Through Job Satisfaction at Commercial Airlines in Indonesia", which results showed that human resources practices had a significant positive impact on job satisfaction. Such result is also reinforced by research conducted by Hermawan (2016), entitled "Analysis of the Impact of Human Resource Management Practices on the Job Satisfaction of the Personnel of the Indonesian National Police". The results of that study indicated that the practice of human resources management had a positive significant relation to the job satisfaction of the personnel of the Indonesian National Police.

5) *Effect of Human Resource Practices on Organizational Culture (Hypothesis 5)*

The results of the model analysis reveals that the variable of human resources practices had no significant effect on organizational culture with coefficient value = -0.041; sig = 0.547 or > 0.05. It means that when there is dissatisfaction in the management of human resources practices, it has no significant impact on culture (hence, human resources practices cannot be included in the culture). The results of this study are in contrast to the two previous studies conducted by Udan (2002) entitled "The Influence of Human Resource Management Practices on Organizational Culture and Corporate Performance" and the research conducted by Melinda (2006) entitled "The Influence of Leader's Behavior and Human

Resource Management Practices to Organizational Culture and Performance of Bank Perkreditan Rakyat (rural banks) in East Java". Although the results of this study indicate that the variable of human resources practices did not have a significant effect on organizational culture, the value of the relationship has something in common that the better the variable of human resources practices, the better the organizational culture.

The fact that human resources practices do not have a significant effect on organizational may be because the human resources practices applied are not they should be. An example is taken from the observation and experience of one of the researchers in this study. After being assigned in Binmas (Community Partnership) function, the researcher was moved to traffic unit with a new position that was higher than the previous one without being trained. The researcher had to learn all new things himself. It often happens in the Indonesian National Police Organization because the requirement of promotion is that the candidate has once occupied a position. Unfortunately, there is a time when the position in the same function is not available so that the candidate has to do another function with different competence and he has to learn it independently and, therefore, this raises a potential deviation. Such condition may be perceived unfair by the candidate who is getting promoted and thus create an unexpected culture. It might have been experienced by the personnel of the South Jakarta Metropolitan Resort Police. Therefore, the police institution should equip and prepare the personnel who will occupy a new position with necessary competence through training and development and involving the personnel in the decision making process so that human resources practices can run as it should, in this case it must be in accordance with the merit system. The Merit System is the policy and management of State Civil Apparatus based on qualifications, competencies and performance appropriately and fairly without discriminating against political background, race, color, religion, origin, gender, marital status, age, or disability conditions. (UU RI No. 5 Year, 2014).

6) *The influence of organizational culture on job satisfaction (Hypothesis 6)*

It is revealed in the results of the model analysis that the organizational culture variable did not give a significant effect on job satisfaction with coefficient = 0.012; Sig = 0.774 or > 0.05. In organizational culture there are dominant characteristic dimensions such as organizational leadership, management, *organizational bonding*, emphasis on strategy, and performance appraisal (Cameron and Quinn, 1999). The finding in this study found that job satisfaction was not influenced by organizational culture. These insignificant influences can be attributed to the criteria of success that exist within the organizational culture, where the criteria of success tend to be unclear so that it is difficult for a person to predict and take definite steps toward his or her career in the future. No significant relationship between organizational culture and job satisfaction when associated with organizational leadership may arise because direct supervisor does not have authority to promote the personnel or assign reward for the personnel. It happens because, above the direct supervisor, there is higher position who has higher authority to assigns reward for and promote the personnel. The results of this study are in line with the findings of the research conducted by Paramita *et al.* (2016) who examined the impact of servant leadership and organizational culture on employees' performance with job satisfaction as a mediating variable in the PSDA and ESDM offices in Semarang. The research revealed that organizational culture had no direct influence to job satisfaction. On the other side, this study yielded results that were different from the findings of the research by Herawan (2015) which entitled "The Influence of Organizational Culture on Employees' Job Satisfaction: The Case Study of PT. Bank Rakyat Indonesia Malang Branch". That research revealed that organizational culture gave a significant effect on job satisfaction.

5.4. The Findings of Mediating Variables in Research Model

Table 9 below is presenting the analysis results of the direct and indirect effects between independent and dependent variables.

Table 9. Direct Effects

	SL	HRP	BO	KEP
SL	-	0.377	-0.212	0.147
HRP	-	-	-0.041	0.793
BO	-	-	-	0.012
KEP	-	-	-	-

Table 10. Indirect Effects

	KEP (mediate BO)	KEP (mediate HRP)
SL	-0.0025	0.299
HRP	0.0005	-

The next findings of the results analysis of this study were firstly that organizational culture was not a mediator of human resources practices and job satisfaction. This finding was reflected with the β value of 0.793 ($p < 0.05$) for the direct role of human resources practices to job satisfaction, whereas its indirect effect had β value of 0.0005 ($p < 0.05$). The second finding was that organizational culture was also not a mediator of servant leadership and job satisfaction although the direct role of servant leadership to job satisfaction had β value 0.147 ($p < 0.05$), whereas its indirect effect had β value of -0.0025 ($p < 0.05$). The insignificant effect of organizational culture on job satisfaction was also an indicator that the organizational culture cannot be regarded as a mediator.

Table 9 and 10 show that Human Resources Practices is a mediator of servant leadership and job satisfaction because the direct role of servant leadership to job satisfaction had β value of 0.147, whereas its indirect influence had value of β of 0.299. If the direct and indirect relationship between servant leadership to job satisfaction is compared, the data show that servant leadership had higher indirect relationship (β of 0.299). This means that servant leadership in the context of this study had an indirect relationship through the variable of human resources practices which was a prominent mediating variable in influencing job satisfaction.

6. Conclusions, suggestions, significance of study, limitations of the research

6.1. Conclusions

1. Job satisfaction consists of two dimensions which are hygiene and motivator. The biggest dimension that contributes to job satisfaction is the motivator dimension. Motivational factors motivate a person to try to achieve satisfaction. Motivational factors include the achievement, recognition, and progress of life. Job satisfaction level at the South Jakarta Metropolitan Resort Police was classified as medium category. Human Resource Management Practices consist of six dimensions which area planning, recruitment, training, participation, performance appraisal, and compensation. The dimension considerably contributed to Human Resource Management Practices was the dimension of Performance Appraisal. The level of human resource management practices perceived by the personnel of the South Jakarta Metropolitan Police was at moderate level so that the performance appraisal dimension needs to be prioritized to improve their Human Resource Management Practices. Servant Leadership consists of five dimensions including Altruistic Calling, Emotional Healing, Wisdom, Persuasive Mapping, and Organizational Stewardship. The dimension contributing greatly to Servant Leadership was Persuasive Mapping. The perception of the personnel of the South Jakarta Metropolitan Resort Police on Servant Leadership was also at moderate level so that the dimension of Persuasive Mapping should be prioritized to improve their Servant Leadership. Later, the organizational culture consists of six dimensions. The dimension that made great contribution to organizational climate was the dimension of criteria of success. The assessment of organizational culture in South Jakarta Metropolitan Resort Police showed that hierarchy took the strongest position. However, the personnel of the South Jakarta Metropolitan Resort Police expected that the organization should have Clan as dominant organization culture.

2. Job Satisfaction was significantly positively influenced by Servant Leadership in which all indicators such as; Altruistic Calling, Emotional Healing, Wisdom, Persuasive Mapping, and Organizational Stewardship had high loading factor. It means that if the Servant Leadership is improved, the personnel's job satisfaction will then increase significantly. This finding supports the results of the research by Paramita *et al.* (2016) and Robbins (2017).

3. Organizational Culture was significantly negatively affected by Servant Leadership, meaning that although Servant Leadership is improved, the organizational culture does not make any progress. This is in line with Melinda's (2006) study.

4. Human e Management Practices was significantly influenced by Servant Leadership, meaning that if servant leadership is improved, then human resource management practices are also improved. This is in line with Roberts' statement, (2014, 2015).

5. Job Satisfaction was positively influenced by Human Resource Management Practices, where all indicators such as; planning, recruitment, training, participation, performance appraisal, and compensation, had high loading factor. It means that if human resource management practices are improved, then the personnel's job satisfaction will increase significantly. This finding also proves that human resource management practices can serve as mediator of the influence of servant leadership on job satisfaction. These results support the research of Mansour (2010) and Adhinugroho (2016).

6. Organizational Culture was not influenced by Human Resource Management Practices, meaning that although human resource management practices are improved, they cannot improve the organizational culture.

7. Job Satisfaction was not significantly influenced by Organizational Culture, where all indicators, such as the dominant characteristics, leadership type, management type, *organizational bonding*, emphasis on strategy, and criteria of success,

indicate low and marginal loading factor, meaning that the organizational culture in the South Jakarta Metropolitan Resort Police cannot improve the personnel's job satisfaction. This proves that organizational culture cannot act as mediator of the influence of servant leadership and human resource management practices on job satisfaction. This is in line with the results of the research by Paramita *et al.* (2016).

6.2. Suggestions

1. The assessment of job satisfaction shows medium value, so in order to improve the personnel's job satisfaction the South Jakarta Metropolitan Resort Police has to pay attention especially to the aspect of motivator. Motivator factors are factors that are directly related to the content of the job (Job Content). Motivational factors motivate a person to try to achieve satisfaction. The motivational factors include the achievement, recognition, and progress of life. The results of moderate-value for human resource management practices can be an indicator that the performance appraisal should be considered in implementing human resource management practices. The management of South Jakarta Metropolitan Resort Police needs to be improved in terms of performance appraisal transparency so that the performance appraisal for each unit in the South Jakarta Metropolitan Resort Police will be more objective. In addition, as the recruitment dimension is the lowest aspect in making contribution to human resource management practices, there is a need for improvement in the recruitment process in the Indonesian National Police organization, especially in the South Jakarta Metropolitan Resort Police. The assessment of servant leadership that shows moderate level can be an indicator to improve the assessment of servant leadership that is largely determined by the persuasive mapping dimension, i.e. the leader's efforts to map out existing problems and find greater opportunities and then encourage members to jointly solve problems and realize those opportunities. The personnel of the South Jakarta Metropolitan Police hope that the organizational culture that is created is a Clan culture so that the leaders need to make efforts to improve the bonding between leaders and personnel and among personnel themselves through various activities such as recreational activities.

In relation to organizational culture, the police in this case the South Jakarta Metropolitan Resort Police needs to improve the organizational culture consisting of dominant characteristics, organizational leadership, employee management, organizational adhesives, strategic emphasis, and criteria of success, especially emphasis on strategy so that the culture in the organization is more conducive. It can be implemented by involving the personnel in the planning and policy formulation by sharing the strategies undertaken so that the personnel of the South Jakarta Metropolitan Resort Police can implement the strategies that have been determined in accordance with the implementation guidelines.

2. In an effort to improve the personnel's job satisfaction of the South Jakarta Metropolitan Resort Police, the organization has to prioritize the human resources practices because they have the biggest positive effect on job satisfaction. The improvement and development of the quality of human resource management can be implemented through planning of performance appraisal indicators and consistency in performance appraisal which is based on the appropriate performance appraisal indicators. Structuring the organizational structure in relation to the authority of determining personnel promotion can be implemented based on the performance appraisal from the direct superior (direct superior has a proportional authority in promoting its members). The application of human resource practices consisting of planning, recruitment, training, participation, performance appraisal, and compensation that is conducted consistently in accordance with the merit system values can be considered as the determinant of job satisfaction of the personnel of the South Jakarta Metropolitan Resort Police.

3. The South Jakarta Metropolitan Police should improve the organizational culture that is considered weak that is indicated by; dominant characteristics, leadership type, management type, *organizational bonding*, emphasis on strategy, and criteria of success. It is necessary to reduce the gap between the expectation and reality perceived by the personnel in carrying out their daily duties.

6.3. The Significance of Study

This study offers advantages, especially in assuming that the complexity of variables that affect job satisfaction of the personnel cannot only be studied in a linear way. Therefore, this research used SEM analysis considering the complexity of relationships between variables and variation of direct and indirect relationships between independent variables and dependent variables. By using SEM analysis, it can be identified the latent variables and mediator variables that are most dominant in influencing the personnel's job satisfaction. This study also provides academic implications in the form of development of empirical research model on the correlation between servant leadership and personnel's job satisfaction that can be more significant when mediated by human resources practices. Furthermore, this research practically has implications for maintaining a conducive organizational culture and preserving the servant leadership and human resources practices simultaneously to improve the personnel's job satisfaction in the South Jakarta Metropolitan Resort Police.

6.4. Limitations of The Research

As this research used quantitative approach, the explanation of why the occurrence of direct or indirect relationship cannot be explored in depth as in qualitative approach. This study is limited to the results of statistical analysis from the SEM results; therefore, the phenomenon of "Why" relationship between variables occurs significantly and insignificantly cannot be explained more deeply and comprehensively. Thus, to be able to explain the phenomenon of quantitative analysis results, more researches in the future will be required using "mixed method" approach which is more able to explain why there is a certain relationship between variables in the SEM model.

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