



Development of a Job Satisfaction Model Using Soft System Methodology (SSM) Analysis at the Jakarta Police Education and Training Center

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ABSTRACT

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This study aims to identify and explain the factors that influence job satisfaction, namely charismatic leadership, empowerment and respect at the Women's Police School (Sepolwan) at the Jakarta Police Education and Training Center. From the results of data processing using the SSM method, it is concluded that 1) charismatic leadership has an influence on job satisfaction in terms of realizing the pattern of charismatic leadership needed by the organization, 2) empowerment can be realized through improving communication channels (both formal and informal) which are currently lacking seen to have an influence on employee job satisfaction, 3) respect influences job satisfaction because it can clarify the definition of job satisfaction itself and make leader-member interaction more conducive. for this reason,

Keywords: Job Satisfaction, Charismatic Leadership, Empowerment, Respect and SSM

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INTRODUCTION

The National Police of the Republic of Indonesia is a government institution that is in charge of and responsible for social order, maintenance of security and public order in accordance with its main duties to protect, protect and serve the community and uphold the law according to Law no. 2 of 2002 concerning the Indonesian National Police. One of the forms in the management of human resources within the Indonesian National Police is to form Women's Police School(Sepolwan). Job satisfaction is felt to be important and needs attention from the Women's Police School. Job satisfaction is also an important factor that must be considered by each level of job satisfaction in the organization concerned. Research that discusses the topic of job satisfaction is felt to be very important for measurement, satisfaction with certain aspects of work can be used to increase job satisfaction and can seek clarification on which aspects of job satisfaction can increase the professionalism of Polri's work.

The results of the pre-survey regarding the indicators that affect job satisfaction conducted by the researchers turned out to show that there were no dominant factors, as follows:

Table 1.1
Pre-Survey Recapitulation

No	Question	Percentage
1.	I get income according to what I do	20.27%
2.	My boss treats me well	19.97%
3.	My supervisor gives detailed instructions to employees	19.36%
4.	My supervisor appreciates employee initiative	19.97%
5.	My supervisor encourages his subordinates to improve the ability of employees	20.43%

Source: 2019 Pre-Survey Data

This research is an extension of research conducted by Conger et al., (2000) which shows that charismatic leadership is related to respect, collective identity, and to group performance, and is indirectly related to trust, satisfaction and empowerment. In addition, Nurhayati (2006) states that there is a positive relationship between charismatic leadership and employee trust and job satisfaction variables through respect as a mediating variable, but it is found that the mediation test actually weakens the influence of charismatic leadership variables on the two dependent variables, namely employee trust and job satisfaction. In this study the researchers also obtained the results of each relationship between the independent variable and the dependent variable with respect as a mediating variable having a positive effect, but instead the respect variable as a mediating variable weakened the influence between charismatic leadership variables on employee confidence and job satisfaction concurring with the results obtained by previous research. As for other research conducted by Karuniawan (2015) found that charismatic leadership has a positive effect on employee confidence and employee job satisfaction. however, the respect variable as a mediating variable weakens the effect of charismatic leadership on employee confidence and job satisfaction, agreeing with the results obtained by previous studies.

Another study conducted by Karuniawan (2015) found that charismatic leadership has a positive effect on employee confidence and employee job satisfaction. however, the respect variable as a mediating variable weakens the effect of charismatic leadership on employee confidence and job satisfaction, agreeing with the results obtained by previous studies. Another study conducted by Karuniawan (2015) found that charismatic leadership has a positive effect on employee confidence and employee job satisfaction. Based on the explanation above, it can be seen that there is a research gap in the results of research on charismatic leadership and member empowerment as independent variables and job satisfaction as the dependent variable with respect as mediation. However, taking into account the complexity of the factors that can affect job satisfaction, the researchers wanted to use the SSM (soft system methodology) method in answering the research question: "How is the development of a model of job satisfaction in the Police Department of the Indonesian Police's Education and Training Center?" SSM is the right method because it can capture user needs well. This method concentrates on the stakeholder perspective and facilitates user involvement. Besides that,

RESULTS AND DISCUSSION

Job Satisfaction

According to Kreitner and Kinicki (2014: 169), job satisfaction is an affective or emotional response to various aspects of one's work. This definition implies that job satisfaction is not a single concept. But a person can be quite satisfied with one aspect of his job and feel less satisfied with one or more other aspects. According to Hellriegel and Slocum (2011: 88), job satisfaction reflects the extent to which individuals find satisfaction in their work. Low job satisfaction can result in absenteeism, tardiness, and mental health.

According to Robbins and Judge (2013: 79), job satisfaction can be defined as positive feelings towards their work resulting from characteristic evaluations. A person with a high level of job satisfaction holds positive feelings towards their job, while a person who is dissatisfied holds

negative feelings towards their job. According to Mathis and Jackson (2006: 121) job satisfaction is a positive emotional state which is the result of evaluating one's work experience. According to Umar (2008: 213), job satisfaction is a person's feelings and evaluation of his work, especially regarding his working conditions, in relation to whether his work is able to meet his expectations, needs and desires.

According to Hariandja (2009: 290), job satisfaction is one of the elements that is quite important in the organization. This is because job satisfaction can affect work behavior such as being lazy, diligent, productive, etc., or having a relationship with several types of behavior that are very important in the organization.

According to Robbins and Judge (2013: 82), a low level of employee job satisfaction will have an impact on actions such as:

1. Exit
Job dissatisfaction is expressed by leaving a job, including looking for another job (turnover).
2. Voicing (Voice)
Job dissatisfaction is expressed through active and constructive efforts to improve conditions, including providing suggestions for improvement, discussing problems with superiors.
3. Voicing (Voice)
Job dissatisfaction is expressed through an attitude of letting things get worse, for example, frequent absences, late arrivals, laziness and decreased performance.
4. Loyalty
Job dissatisfaction expressed by passively waiting for conditions to improve, including defending the company against outside criticism and believing that the organization and management will do the right thing to improve conditions.

Based on the opinions of the experts above, it can be synthesized that job satisfaction is a general attitude, both positive and negative attitudes of an employee in carrying out his duties or work at a certain time. In addition, job satisfaction is a person's response to what they expect when working with what they get after they do the job, which is related to work situations, cooperation between employees, rewards and factors that play an important role, including payment (pay).), jobs, promotion opportunities, supervisors and co-workers.

Charismatic Leadership

Charismatic leaders are leaders who create a motivational atmosphere based on commitment and emotional identity to their vision, philosophy, and style in their subordinates (Ivancevich et al., 2007). Grabo & Vugt (2015) state that charismatic leadership is a process as a delivery process in which a leader conveys the ability to solve challenges related to urgent coordination and collaboration within the organization. Jandaghi (2009: 359) explains that charismatic leadership is a component of transformational leadership and idealized influence includes truth and idealized behavior.

Charismatic Leadership Indicators

The main characteristics of charismatic leaders in terms of Conger, Kanungo (Robins, 1996) and Conger et al., (2000) are indicators, namely:

1. Confident, the leader really believes in his judgment and abilities.
2. One vision, is an ideal goal that proposes a better future.
3. Able to clarify and unify the vision in words that can be understood by others. This articulation shows an understanding of the needs of followers and therefore will act as a motivating force.
4. Strong belief in the vision. Charismatic leaders have a strong commitment and are willing to take high personal risks, incur high costs, and engage in self-sacrifice to achieve that vision.
5. Unlawful behavior. Charismatic leaders engage in behavior that is understood as new, unconventional and contrary to norms. When successful, this behavior causes the surprise and awe of followers.
6. Be understood as an agent of change. Charismatic leaders are understood as agents of radical change.
7. Environmental sensitivity. This leader is able to make a realistic assessment of the environmental constraints and resources needed to bring about change.

8. Charismatic leadership has a relationship with respect, collective identity, and group performance, and has an indirect relationship with trust, satisfaction, and empowerment.
9. Exemplary becomes the basis for followers' interest in leadership is the perception of the leader who is seen as highly valued as someone who can set an example for his followers.

Empowerment

Employee empowerment has received recognition in management circles because it is one of the fundamental elements of managerial and organizational effectiveness which increases when power and control are shared within the organization (Ergeneli et al. 2007). Currently, more than 70% of organizations have adopted some kind of empowerment initiative for their workforce (Lawler et al. 2001). Empowerment in the last decade has become very important for the service sector, with the aim of controlling or improving service quality and customer satisfaction at the time of service production (Klidas et al. 2007). According to Mulyadi (2007: 135) employee empowerment is a trend of human capital management in future organizations. Then added by Pradiansyah (1999) states that empowerment is a trust (trust).

Based on the above understanding, it can be said that employee empowerment is a form of development implications for subordinates. Leaders are aware that work really needs the help of others, so leaders must have the courage to delegate authority. Empowered employees are the key to the success of a work that can create effective behavior.

Forms of Employee Empowerment

According to Yukl, translated by Supriyanto (2009:18), empowerment provides participatory and employee involvement programs that do not reduce feelings of not belonging or let people feel that their work is meaningful and valuable. For example, allowing subordinates to perform a task and given responsibility for making decisions as well. There are several forms of employee empowerment, namely:

a) Participative Management

Participation of a subordinate together with a superior in terms of decision making. Empowerment is done because the work is getting more complicated, so sometimes superiors don't understand what a subordinate is doing. Empowerment is expected that employees can contribute and achieve the best decisions.

b) Representative Participation

Employee participation is represented by a group of employees only. In this case, the group is allowed to make decisions jointly with management.

c) Quality Circles

Participation of a group of employees who have responsibility in terms of quality in the company. The group discusses the problem, suggests solutions and takes corrective action. This group generally provides feedback, then management ultimately has the final say on the solution to be implemented.

d) Employee Stock Ownership Plans

Company program for employees in terms of company share ownership. With this ownership, it is hoped that employee job satisfaction will increase and work more effectively, because good performance will also benefit the employee.

Respect

According to the basic theory, it explains that respect is divided into two things, namely natural respect for other people and respect within the scope of a particular group or group (Janoff-Bulman & Werther, 2008). According to Bratter et al. (Suyasa, 2010), the respect component consists of three things, namely:

a) Self Respect

Self-respector the ability to respect personal self means the ability to understand the value of thoughts, feelings, and needs that exist within oneself which is the basis of an individual's ability to express himself. Self-expression is a sign that individuals value themselves. Self-expression makes individuals able to anticipate pressure from others, especially when things are felt that are not in accordance with the values they have.

b) Ratio and Emotional Balance

The balance between ratios and emotions explains the balance between rational decision making and the actualization of emotional needs so as to achieve a healthy harmony (synthesis), between the id and the super ego.

c) Sensitive to the Needs and Rights of Others

Sensitivity to the needs and rights of others means trying to see or pay attention to things that are needed, things that are liked, and things that belong to other people.

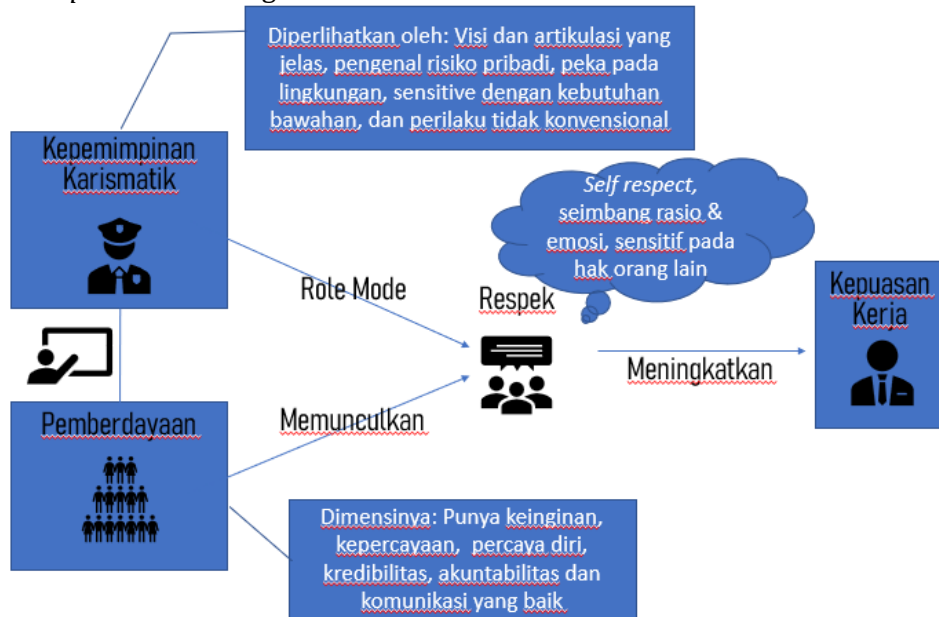
Basic formsoft *systems methodology* is in the form of a comparison between a real situation and a system that is relevant to the activities carried out to achieve a certain goal. In this method, variables are limited to a minimum to simplify the expected problem that will simplify the solutions offered later.

Step 1

The problem situation is described as follows: Job satisfaction is what is expected to maintain the management of human resources within the Indonesian National Police, especially in Women's Police School (Sepolwan). The failure of the leadership to maintain the job satisfaction of its members can have a negative impact on the organization which hinders the management of human resources. For this reason, appropriate leadership is needed (in the form of charismatic leadership), adequate empowerment (so that members have self of belonging to the organization), and of course respect is needed which forms superior relationships. -Subordinates become harmonious and balanced.

Step 2

The process of exploring, acknowledging, and identifying problems in this research is presented in *rich picture* following:



Step 3

Root Definition by using PQR analysis, namely: What to do (P), how to do (Q), and why to do (R) are presented in the following table:

RD name	Activity	Information
Implementation of leadership training before taking office	Through appropriate education and training (P), prospective leaders can be formed and fostered (Q), to realize the charismatic leadership pattern needed by the organization and increase job satisfaction (R)	RD1
Maximum use of various formal and informal communication channels	Through two-way communication (P), interactions between superiors and subordinates can be more fluid and take	RD2

	place both formally and informally (Q) To ensure that HR empowerment runs optimally and increases job satisfaction (R)	
Build a work culture that promotes respect among members	Through a work culture that minimizes the distance between superiors and subordinates (P), interactions between superiors and subordinates can be more fluid in a form that is mutually agreed upon by the organization (Q) To bring respect that can increase job satisfaction (R)	RD3

The CATWOE analysis from *root definition* filed are:

Element	Description
customers	Employee
Actors	Leaders, Employees
transformation	From the absence of a work culture that bridges the interaction of leaders and members, it becomes one, so that job satisfaction is easily defined and achieved
worldview	Situations and conditions that allow the interaction of leaders and members, not only formally but also informally
owners	Employees and Leaders
Environmental Changes	Parties who do not want harmonious interaction between leaders and members

Step 4

Conceptual model of *root definitions* measured using three performance measures as follows:

Size	Information
Efficacy	Formation of a Work Culture which includes interactions between leaders (who are charismatic) and members (who are empowered) in situations of mutual respect
efficiency	Minimum resource usage
Effectiveness	The issuance of a Work Culture Task Force Decree which is committed to the establishment of a work culture in the organization

Step 5

At this stage we will compare the model with the real world, as presented in the following table:

Activity	Is it done in the real situation? How?	Comments Recommendation
Implementation of leadership training before taking office	Not yet, where leaders can occupy positions before completing the PIM training	If the leader's education and training mechanism takes precedence before occupying a position, then whoever the leader is can build a charismatic leadership character that is faced with increasing member job satisfaction
Maximum use of various formal and informal communication channels	Not optimal, there is still a clear boundary between superiors and subordinates, especially in terms of giving one-way instructions and not involving members in the decision-making process	If two-way communication is maximized through various communication channels, then job satisfaction will be clearly

		defined, and all problems can be solved together.
Build a work culture that promotes respect among members	Already, respect is seen as a form of "reluctance" towards superiors, as well as from superiors to subordinates who show a sense of "appreciation" every time they interact	If the existing work culture is improved towards higher respect, then job satisfaction can be achieved by both the leadership and the members

Steps 6 & 7

Proposed changes to be made, as well as actions for improvement in real situations are summarized in the following table:

Proposed changes	Action in ameliorating the Situation
Maximizing the function of the Work Culture Task Force in agencies	Organize various activities that can increase interaction and two-way communication between superiors and subordinates
Provide an informal space for the submission of members' opinions	Creating wa groups or regular agendas for activities outside the office, to defuse the situation and increase respect between leaders and members

CONCLUSION

From the analysis of the factors that influence job satisfaction, namely charismatic leadership, empowerment and respect for Women's Police School (Sepolwan) Lemdiklat Polri Jakarta, it was found that Charismatic leadership has an influence on job satisfaction in terms of realizing the charismatic leadership pattern needed by the organization, while empowerment can be realized through improving communication channels (both formal and informal) which currently have no effect on employee job satisfaction, then respect influences job satisfaction because can clarify the definition of job satisfaction itself and make leader-member interaction more conducive.

For this reason, it is recommended to maximize the function of the Work Culture Task Force that already exists in the institution, so that it can hold various activities that can increase interaction and two-way communication between superiors and subordinates, as well as provide an informal space for conveying members' opinions so that the definition of job satisfaction for each employee can be more clearly seen in everyday behavior and thus can be more easily improved.

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