

The Role of Leadership in Performance through Trust in Law Enforcement Officers for Street Vendors

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ABSTRACT

The performance issues of Satpol PP officers are often in the spotlight because they have an important role in maintaining public order, enforcing regional regulations, and implementing order in various regions. The performance of Satpol PP officers can be influenced by various factors, both internally and externally. There is still a lack of research on humanistic leadership and street vendors' trust in the performance of Satpol PP officers, so it is interesting to study in order to build the image of law enforcement officers and is closely related to street vendors. The research is a type of quantitative descriptive research with a causal research design with the population being the State Civil Apparatus at the Satpol PP Office in the area with a sample of 150 people. The data collection technique used a questionnaire and distribution using a google form. The data analysis tool in this study was Structural Equation Modeling (SEM) processed using WarpPLS for data processing. The results of this study are that effective leadership can have a major impact on team performance, including the law enforcement team (Satpol PP) tasked with enforcing public order. A good leader will be able to provide clear direction regarding the duties and responsibilities that must be carried out by law enforcers, including how to enforce the rules in a proper, firm, but humane manner. Moreover, coupled

with trust, if law enforcers trust their leaders, they are more likely to follow instructions and directions with full commitment. This trust makes officers feel confident that the leader's decisions are made in the common interest, so they will work more efficiently and without hesitation.

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INTRODUCTION

Street vendors play an important role in the urban economy, especially in the informal sector, but their presence also often causes various problems. Some problems that are often associated with street vendors in urban areas are that many street vendors sell on the side of the road or on sidewalks that should be used for pedestrians. This causes traffic congestion and increases congestion in urban areas, especially in dense areas such as shopping centers, schools, and markets. The presence of street vendors who are irregular and overlap with public facilities is often considered to reduce the beauty of the city. Carts, stalls, and merchandise displayed in random places can make the environment look dirty and untidy. The problem of cleanliness is one of the main issues related to street vendors. Many traders litter, especially leftover food or plastic packaging, which then creates piles of garbage in public areas. This can cause environmental and public health problems. Street vendors often use sidewalks, parks, or other public spaces that should be intended for the general public. As a result, pedestrians are forced to walk on the highway, which increases the risk of accidents and reduces comfort for pedestrians. Street vendors often sell goods or food at cheaper prices because they do not have high operational costs such as shop rent or official taxes. This causes unhealthy competition with formal traders, who in turn feel disadvantaged because street vendors do not follow the same rules. The government often faces challenges in regulating or relocating street vendors. Sometimes relocation efforts are ineffective due to the lack of adequate alternative locations, or street vendors return to their original locations after being regulated. In addition, regulation often causes conflict between street vendors and government officials, in this case the Civil Service Police (Satpol PP). The Civil Service Police Unit (Satpol PP) has an important role in maintaining public order, including regulating street vendors. Some of the roles of Satpol PP in regulating street vendors include: Satpol PP is tasked with enforcing regional regulations that regulate locations and sales permits for street vendors. Street vendors who violate the rules, such as trading on sidewalks, highways, or prohibited places, will be regulated by Satpol PP. Satpol PP also plays a role in supervising and preventing street vendors from selling in prohibited locations. They conduct routine patrols in areas prone to violations, such as office areas, schools, or city centers. If street vendors trade in prohibited areas, Satpol PP will take action, either persuasively or through firm action. This action can involve moving or relocating street vendors to places designated by the government. Satpol PP not only takes repressive action, but also provides education and outreach to street vendors regarding the importance of complying with regulations for the sake of public order and comfort. One of the main tasks of Satpol PP is to maintain public facilities so that they can still be used by the public. They control street vendors who use sidewalks, parks, or other public facilities to sell. Overall, the role of Satpol PP is very important in maintaining a balance between the needs of street vendors to earn a living and the rights of the general public to use public facilities comfortably.

In controlling street vendors (PKL), the Civil Service Police Unit (Satpol PP) often faces various complex problems. Some of the main challenges faced by Satpol PP in carrying out the task of controlling street vendors in urban areas, one of the main challenges faced by Satpol PP is resistance from street vendors during the control. Street vendors often refuse to be moved or evicted from the locations they have used for a long time, because these locations are usually strategic for getting buyers. Physical and verbal conflicts between Satpol PP and street vendors often occur, and some of them can become incidents that go viral on social media, which makes the image of Satpol PP bad. Although the city government tries to relocate street vendors to more organized places, often the alternative locations provided are inadequate, both in terms of accessibility, number of visitors, and infrastructure. Relocated street vendors often complain about decreased income and eventually return to selling at the old location, even though they have been controlled. Satpol PP often lacks resources, both in terms of personnel and equipment, to handle the increasing number of street vendors in urban areas. In several large cities, the number of street vendors far exceeds the capacity of Satpol PP personnel on duty. This makes enforcement less effective and sporadic. There are cases where enforcement of the rules is not carried out consistently. For example, there are street vendors who continue to operate even though they have been disciplined because of "tolerance" from certain parties. This gives the impression that the enforcement is not carried out fairly, which in turn reduces the street vendors' trust in the authorities. The enforcement actions carried out by Satpol PP are often perceived negatively by the public, especially if the enforcement actions are considered too harsh or inhumane. Videos and photos showing Satpol PP's harsh actions against street vendors often go viral on social media, creating negative opinions about this institution. This adds to the challenges for Satpol PP in maintaining a positive image in the community. In several cases, there are allegations that certain parties are taking advantage of their positions to gain benefits from street vendors, either through illegal levies or unofficial permits. This creates injustice among street vendors, where some street vendors can operate without being disciplined because they pay levies to certain individuals. Street vendor control is often considered too repressive, with little or no persuasive approach. In fact, a dialogical approach involving street vendors in finding joint solutions can be more effective in the long term. Repeated repressive actions without providing concrete solutions only worsen the relationship between Satpol PP and street vendors.

Previous studies have discussed many factors that influence the performance of Satpol PP in controlling street vendors, such as: Human Resources (HR) Factors, Facilities and Infrastructure Factors, Communication Factors (Syamsuddin, 2020); Lack of human resources for Satpol PP personnel, limited budget and facilities provided (Fahmi et al., 2022); (Pailis, 2020); (Fatkhurahman, 2023). Satpol PP employees must provide more socialization about the impact of street vendors (Destiningsih & Lestari, 2020); Transformational leadership has succeeded in increasing the motivation and ability of members to improve performance through various transformations in the work

system and work culture (Aulia et al., 2018); Visionary leadership has a direct effect on officer performance (Atmojo et al., 2022); leadership style has a positive and significant effect on employee performance (Zalukhu, 2024); In addition, there is also a trust variable in controlling street vendors, it is explained that public trust in the performance of Satpol PP and firefighters in general regarding the obligations of Satpol PP and firefighters as one of the regional apparatuses to assist regional leaders in enforcing Perbup regional regulations still needs to be improved (Zalukhu, 2024). resistance (resistance) from street vendors to Satpol PP control is basically 100% resistance (Mirdalina, 2016). Based on the results of previous studies, it can be seen that many factors influence the performance of Satpol PP in controlling street vendors. However, there is still a lack of research related to humanistic leadership in dealing with street vendors associated with street vendors' trust in the control officers being able to improve the performance of Satpol PP. Therefore, this study wants to prove whether directly and indirectly the role of this humanistic leadership on the performance of Satpol PP.

The concept of humanistic service prioritizes interaction, approach and attention carried out by bureaucratic employees who are competent in their respective fields. Humanistic service refers to individual behavior towards others, whether individuals, groups, or society as a whole, with an emphasis on prioritizing human emotions. Therefore, civil servants in the bureaucratic system are required to provide services in accordance with the principles of humanism when interacting with the community (Maruhawa et al., 2024). The values of Islamic human relations are reflected in the treatment of leaders towards their subordinates, where they do not differentiate between the backgrounds of each subordinate, are fair to all subordinates, assume that all humans are equal before Allah except for acts of worship that differentiate them, assume that each subordinate has their own advantages, consider subordinates as a family that supports each other, communication between superiors and subordinates as instructed in the Qur'an, namely with gentle words, not forcing individual will, common interests above individual interests, implementing truth and sincerity in behaving, speaking and carrying out their duties, being responsible for the mandate of their leadership, facing every problem that arises in their leadership and prioritizing openness, namely conveying everything with honesty and responsibility. The principal in building human relations when solving problems, making decisions and forming teamwork uses Humanist-Religious Leadership (Rahmi, 2017). The humanistic foundation in learning is very suitable for material that is personality formation, conscience, attitude change, and analysis of social phenomena (Arifin, 2019). Humanistic Psychology is commonly referred to as humanitarian psychology, an approach that applies human behavioral experiences, which focuses on the self-actualization of a human being. This article also discusses one of the experts in humanistic psychology, namely Abraham Maslow. Humanistic psychology also contributes to alternative education known as humanistic education. Humanistic Education strives for all individuals to develop their potential as a

whole through real learning. The development of emotional, social, mental, and career skills is the focus of the humanistic education model (Arifin, 2019).

Leadership plays an important role in an organization. The success or failure of an organization is determined by the resources in the organization. In addition, a very important factor is the leadership factor. The main role of leadership is to influence others to achieve predetermined goals. In an organization or group, a leader who has the ability to play a role in improving human resource capabilities is needed. Therefore, leaders in an organization should act as a determinant of direction for human resources and as much as possible become agents of change, spokespersons and trainers. The role of a leader in the success of an organization is reflected in the leadership style applied to influence his followers. Leadership is guiding, guiding, guiding, building, giving or motivating work, directing the organization, establishing a good communication network, providing efficient supervision, and bringing followers to the desired target according to the provisions of time and planning. If an agency does not carry out the leadership function, the company cannot develop (Fazira & Mirani, 2019). Humanistic leadership theory is one of the leadership theories that has inspired many great leaders in the world. Management with a human relations orientation was pioneered by Elton Mayo where he paid attention to human relations with subordinates. He is famous for his experiments on human behavior in work situations. This experiment concluded that special attention can cause someone to increase their productivity (Permadi, 2019).

Service leadership offers an approach that prioritizes the needs, aspirations, and development of the individuals it leads. This model is relevant in the context of education because it can create a conducive learning environment and support the holistic development of students. The main indicators of service leadership include love, empowerment, vision, humility, and trust, all of which contribute to improving the quality of education. This concept faces challenges in its application, such as changing the traditional organizational structure, but this study reveals that service leadership can increase motivation and performance, as well as build strong and harmonious relationships between leaders, staff, and students. Thus, this leadership model has the potential to be an effective and humanistic approach in educational management (Gera et al., 2024).

One approach or paradigm to facilitate professional bureaucratic services is to use a humane approach, or what is known as the humanist paradigm. The humanist paradigm can be interpreted that someone in treating others must pay attention to the human side of that person, group, or society. This means that if an individual or group becomes part of the state (public) administration, then in providing services they must also pay attention to the human side of the society they serve (Prasodjo, 2017).

Leaders have a key role in maintaining the continuity of the organization through efforts to mobilize all personnel according to their responsibilities, especially when faced with today's progress and changes that increasingly position the importance of leaders, especially educational organizations or principals, must play an active role in improving

the quality of educational services. One of the contemporary leadership models that can be applied to support the creation of services is through the profile of a leader who serves with a servant leadership model. Servant leadership is a leadership model that is in accordance with educational values, because the spirit underlying servant leadership emphasizes efforts to empower and develop the existence of all members, followers or people being led (Salam & Kewo, 2017). Servant leadership has unique elements and distinguishes it from other types of leadership as stated by Kent (2016) that servant leadership has (1) a moral component, meaning that morals become an integral part of the leader's identity and are transferred or transmitted to subordinates or followers; (2) focus on service to followers or subordinates, meaning that leaders pay attention to the improvement, enhancement and achievement of personal performance of subordinates and not just for the benefit of the organization; (3) attention to the success of all stakeholders, meaning that organizational leaders view that organizational success cannot be separated from all internal and external components related to the organization such as: employees, customers, business partners and the community; and (4) self-reflection, as an effort to avoid the profile of an arrogant leader. Leaders who carry the servant leadership model provide openness for all members and the organization they lead to participate actively and creatively and generate great motivation for their employees to work and involve their hearts in the mission and goals of the organization. The characteristics that inspire servant leadership in its development continue to experience development and development to be applied in organizations by focusing the direction of its energy on the growth and achievement of employee aspirations. The core element values of servant leadership are based on the values of humility and respect for others with attention that focuses on trust, respect for others and empowerment (Salam & Kewo, 2017).

Believing in one's own abilities will affect the level of achievement or performance. Self-confidence will strengthen the motivation to achieve success, because the higher the confidence in one's own abilities, the stronger the enthusiasm to complete one's work. His will to achieve what is the target of the task will also be stronger. This means that he also has a strong commitment to work well, so that the completion of his work runs perfectly. Compared to other people, usually this kind of person will also finish his work faster and more easily accept views that are different from his own point of view. People who are always suspicious or cannot accept opinions that are different from their own are usually worried that their opinions will be worse than other people's opinions (Hendriana, 2014). There are two sources of self-confidence, namely internal and external. Internal sources, meaning that self-confidence comes from himself. He believes that he has a good basis of understanding for a particular field, for example. Internal sources like this can be greatly influenced by external encouragement as well. People who do not yet have strong self-confidence will be easily influenced by external reactions (from outside themselves) to what they are doing. People who are less confident will usually be sensitive to talk about themselves or their achievements and this kind of thing will definitely affect their work

performance. If someone reacts slightly negatively to them, they will be greatly affected (Hendriana, 2014).

There is an influence of leadership behavior on human relations, there is an influence of trust on human relations, there is an influence of human relations on organizational performance, the influence of leadership behavior on organizational performance, the influence of trust on organizational performance, and research results also prove that there is an indirect influence of leadership behavior and trust on organizational performance through human relations (Hajar et al., 2018).

The Pygmalion effect refers to a situation where high expectations lead to improved performance and low expectations lead to worsening performance. The Pygmalion effect can be studied to describe the impact of positive thinking patterns. So, if we think positively about a situation or someone, the results are often very positive. (Casika et al., 2023).

The trust variable in this study which was proven not to have a significant effect on employee performance should not be ignored by management or the company because the trust variable can have a direct or indirect effect on other variables not tested in this study that affect employee performance. Efforts to improve employee performance that greatly affect organizational performance in each company have different methods (Setiawan & Ekhsan, 2021). Based on the description above, it can answer the research question theoretically, that humanistic leadership has a significant effect on employee performance both directly and indirectly through trust.

METHODOLOGY

The type of research used is survey research with a quantitative approach. Survey research is a research method that uses questionnaires or interviews to collect data from a group of respondents. The population in this study were Satpol PP officers in Inhil Regency, Riau, with a sample of 150 people. The data collection technique used a questionnaire (Pailis et al., 2017), where the questionnaire was developed based on the research variables. Where for the humanist leadership variable with indicators: a) respecting and interacting with others; b) being honest; and c) creating a dynamic work environment. Then for the trust variable using indicators: a) trust based on influence; b) trust based on cognition. While the employee performance variable uses indicators: a) Work Quality; b) Quantity; c) Punctuality; d) Effectiveness; e) Independence. The data analysis technique uses quantitative techniques using the SEM (structural equation modeling) analysis tool.

RESULTS AND DISCUSSION

Results

This study uses quantitative techniques with SEM (structural equation modeling) analysis tools as a hypothesis testing method; WarpPLS software is used to do this. This method was chosen because of its ability to handle complex models and low data

sensitivity. WarpPLS allows researchers to easily construct and manage structural models, making it a reliable tool for evaluating relationships between variables. The steps taken in analyzing the results of this study are to examine the model measurements to find out how the latent variables and their indicators relate. The following is a picture of the results of the WarpPLS Algorithm processing:

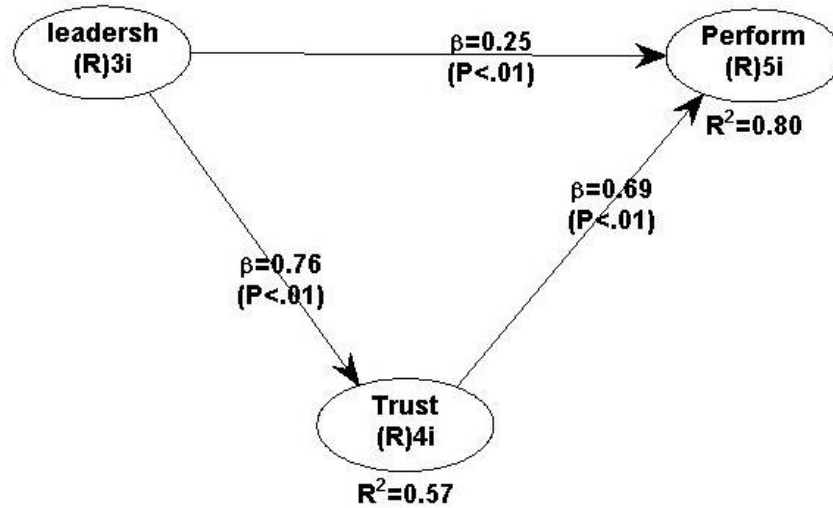


Figure 1 WarpPLS Algorithm

Source: Processed Data, 2024

Based on the model scheme that has been displayed in Figure 1, it can be explained that the largest path coefficient value of the influence of public trust on officer performance is 0.69. The influence of humanistic leadership on officer performance is 0.25 indicating a lower value. According to the explanation of the results, all variables in this model have a positive path coefficient. This shows that a larger coefficient value on one independent variable compared to the dependent variable indicates a greater influence between the independent variable and the dependent variable. While the value of the influence of humanistic leadership on trust is 0.76.

From these results, it is proven that humanistic leadership has a significant effect on officer performance ($p < 0.01$). Also, the influence of humanistic leadership has a significant effect on street vendor trust ($p < 0.01$). Finally, street vendor trust has a significant effect on the performance of Satpol PP officers in carrying out street vendor control duties.

Discussion

Based on the results of a survey conducted on Satpol PP officers in carrying out street vendor control in the field, their experience shows that they have carried out the control well but there are still obstacles faced. These obstacles are like dealing with street vendors who initially refused to move or be controlled. Traders often refuse to be moved

because this is their only livelihood. They can show physical or verbal resistance to officers, which can cause tension in the field. Street vendor control often leads to protests from local communities and NGOs that defend the rights of small traders. This can create social pressure on Satpol PP officers. After being controlled, many street vendors return to selling at the same location. This can be caused by a lack of ongoing supervision or the absence of adequate relocation sites. Limited resources such as personnel, vehicles, and equipment are often obstacles to carrying out effective control operations, especially in large or densely populated areas. Many street vendors are the backbone of the family economy, so moving them can have an impact on the local economy and cause social tension. Sometimes local residents support the existence of street vendors because they provide benefits, such as easy access to cheap goods. This creates a dilemma for officers who want to enforce the rules without ignoring the needs of the community. However, after taking a humanistic approach to the traders, they understand and are willing to be disciplined. The humanistic approach taken by Satpol PP in disciplining street vendors (PKL) aims to reduce the potential for conflict and social impacts that are detrimental to traders and the community. The humanistic approach begins by opening a dialogue between Satpol PP officers and traders. Before taking action to control, officers usually visit street vendors to provide an explanation regarding the applicable rules and regulations. This communication is important to explain the reasons for the control, such as maintaining public order, smooth traffic flow, or environmental health. With good communication, it is hoped that traders will understand and not feel they are being treated arbitrarily. Instead of immediately taking action, a humanistic approach involves giving warnings in stages. Satpol PP officers usually give several reprimands or official warnings before taking firm action. This gives street vendors time to prepare or find alternatives, and reduces pressure and the potential for confrontation. The humanist approach also includes providing better solutions for street vendors, such as providing alternative locations that are suitable for selling. In some cases, local governments work together with Satpol PP to build markets or special areas for street vendors so that they can still earn a living without breaking the rules. This creates a win-win solution for the government, traders, and the community. Some local governments and Satpol PP also offer coaching programs or economic assistance for street vendors affected by the eviction. This can be in the form of skills training, capital assistance, or organizing traders into cooperatives. By helping to increase the economic independence of traders, it is hoped that they can move to a more orderly place without losing their income. The humanist approach emphasizes the importance of avoiding violent or repressive actions. Satpol PP officers are trained to be professional and prioritize a persuasive approach in every eviction. The use of violence will only create greater resistance from street vendors and the community, so a persuasive and communication approach is considered more effective in the long term. After the eviction is carried out, Satpol PP who apply the humanist approach also carry out follow-up supervision and assistance. They monitor the development of street vendors and ensure that the solutions provided are running well.

This also prevents traders from returning to sell in the same place. Satpol PP also often involves outreach or education programs about the importance of order, health, and safety in public spaces. By providing an understanding of the social impact of street vendors who sell carelessly, it is hoped that traders will be more aware of their responsibilities to the environment. The last humanist approach is to involve collaboration with the community, including community leaders, social organizations, or local communities. By involving them in the process of regulation, it is hoped that there will be support from the community and reduced resistance from traders. This creates a sense of justice and openness in implementing policies.

The efforts made also prove that there is a significant influence of humanist leadership on the performance of Satpol PP officers in controlling street vendors in the field. In addition, it is also coupled with the trust of street vendors in Satpol PP officers, which means that communication that is built by providing effective solutions can really be implemented. This is able to strengthen the relationship between humanist leadership and the performance of Satpol PP officers. Indeed, in practice in the field, not all of this runs smoothly.

Street vendors' trust in Satpol PP in the control process is often low. This is caused by various factors related to past experiences, control methods, and street vendors' perceptions of the actions taken by officers. Several reasons why street vendors' trust in Satpol PP can decrease, as well as steps that can be taken to rebuild that trust. First, many street vendors have had bad experiences related to control, such as physical violence, confiscated or damaged merchandise, and sudden evictions without adequate notification. Experiences like this cause trauma and fear, thus reducing trust in Satpol PP. Second, In some cases, street vendors feel that the eviction was carried out suddenly without any clear dialogue or prior notification. This makes street vendors feel that they are being treated unfairly, because they are not given the opportunity to find a solution or adapt to the applicable regulations. Third, Many street vendors are skeptical of the government's promise to provide a suitable alternative location. In some areas, the promise has not been realized or the location provided does not support the street vendors' businesses. This uncertainty makes street vendors feel threatened with losing their livelihoods, which triggers distrust of the eviction process. Fourth, street vendors often feel that the eviction is not carried out evenly. They see that only small street vendors are often the target of evictions, while large businesses or parties with better connections are spared from legal action. This gives rise to the perception that law enforcement is unfair, so that trust in the Satpol PP decreases. Fifth, For street vendors, selling is the main source of income for their families. When the eviction process is carried out without a proper solution, they feel that they have lost their livelihoods, which causes disappointment and distrust of the good intentions of the government and Satpol PP. The theoretical implications of the influence of humanist leadership on the performance of Satpol PP officers in controlling street vendors can be explained through several theories of leadership, motivation, and organizational behavior. Humanist leadership focuses on

human values, empathy, respect for individuals, and a participatory approach. This leadership theory emphasizes the leader's ability to inspire and motivate subordinates through a shared vision, individual attention, and empowerment. In the context of Satpol PP, a humanist leader will increase the motivation and commitment of officers, by emphasizing empathy and understanding of street vendor problems, leaders can motivate officers to work more effectively in maintaining order in a more persuasive and non-violent manner. It will also increase job satisfaction, officers who feel supported by caring leaders will tend to have higher job satisfaction, which ultimately has a positive impact on their performance in the field (Fazira & Mirani, 2019); (Arifin, 2019); and (Setiawan & Ekhsan, 2021). According to Maslow's hierarchy of needs theory, individuals will be motivated to meet their basic needs (physiological and safety) before achieving higher needs (self-esteem and self-actualization). Humanistic leadership plays a role in meeting the psychological and social needs of officers, humanistic leaders understand the needs of officers not only materially, but also emotionally, provide moral support, and recognize individual contributions. This helps officers feel appreciated and supported, thereby improving their performance. Achieving self-actualization, officers who work in a supportive environment and understand the challenges in the field can reach their maximum potential. They will be more motivated to find better and more creative ways to regulate street vendors without creating social conflict (Hanafi et al., 2018); (Herawati & Ermawati, 2020); and (Rivaldo & Ratnasari, 2020).

Organizational justice theory focuses on perceptions of justice in organizations, including distributive, procedural, and interactional justice. In the context of humanistic leadership increasing perceptions of justice, humanistic leadership ensures that every officer is treated fairly and transparently, both in the division of tasks and in performance appraisals. When officers feel that they are treated fairly, they will be more motivated to work professionally and effectively in controlling street vendors. Encouraging pro-social behavior, when Satpol PP officers are led by fair and humanistic leaders, they tend to imitate this behavior in interactions with street vendors. This creates a more cooperative dynamic in the field, where control is carried out in a more humane manner (Hasan, 2019); (Avilla, 2017); and (Patras, 2017).

Humanistic leadership has positive implications for the performance of Satpol PP officers in controlling street vendors, because it is able to create a more supportive, fair, and empathetic work environment. This approach increases motivation, job satisfaction, interpersonal relationships, and perceptions of justice, which ultimately contribute to the effectiveness of street vendor control in a more persuasive and non-violent manner.

Meanwhile, the practical implications of the research results showing the influence of humanist leadership mediated by street vendor trust on the performance of Satpol PP officers in controlling street vendors can be used to improve the effectiveness of control and create more harmonious relationships between Satpol PP officers, street vendors, and the community in general.

The research results showing the positive influence of humanist leadership on Satpol PP performance should encourage the government to improve leadership training that focuses on a humanist approach. This training program can be like: a) Empathy and interpersonal skills training, Satpol PP officers and their leaders need to be trained to better understand the socio-economic conditions of street vendors, so that control actions can be carried out with a more persuasive and non-violent approach. Education on fair and humane law enforcement, leaders and officers need to be equipped with knowledge on how to enforce the rules in a fair manner and still respect individual rights, including street vendors. b) The results of the study that show street vendors' trust as a mediating factor in improving the performance of Satpol PP officers mean that communication and socialization between officers and street vendors are very important. To build this trust, several practical actions can be carried out, namely regular socialization of the control policy, Satpol PP can conduct regular socialization to street vendors regarding the applicable regulations, the purpose of the control, and the available alternatives. This socialization must be carried out in a dialogical manner and open to input. Using modern communication media, Satpol PP officers can utilize social media or other digital platforms to communicate with street vendors and the wider community, provide information related to control transparently, and receive input from the community. c). This study shows that street vendors' trust plays an important role in improving the performance of Satpol PP officers. By strengthening the relationship between officers and street vendors, performance can improve significantly. Several steps that can be taken include a participatory approach, involving street vendors in decision-making related to control and relocation can increase their trust in officers and the government. This can be done through regular dialogue forums between street vendors, Satpol PP, and the local government. Effective complaint mechanisms, establishing responsive complaint mechanisms where street vendors can report injustice or inhumane actions during the eviction process can increase trust and add a sense of security for street vendors.

CONCLUSION

Based on the results of the study above, it can be concluded that humanist leadership has a positive and significant direct effect on the performance of Satpol PP officers. It also has a significant and positive effect through PKL trust in the context of controlling PKL.

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