

The Influence of Leadership, Organizational Culture and Career Development on the Work Ethic of Police Members at the North Jakarta Metro Police

Edi Purnawan

Postgraduate Program, Master of Management, Kusuma Negara College of Economics, Jakarta, Indonesia

email: edi@stiekusumanegara.ac.id

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ABSTRACT

This study examined whether leadership, organizational culture, and career development influence police work ethics in a public-service security institution. The empirical design was a quantitative correlational survey using simple random sampling, with 76 respondents drawn from an accessible population of 312 brigadier-level personnel in operational units. Leadership, organizational culture, and career development were treated as independent variables, and work ethic was the dependent variable. The findings show that all three predictors significantly affect work ethic, both individually and jointly. Leadership explained 46.4% of the variance in work ethic, organizational culture 47.4%, and career development 44.2%. Simultaneously, the three variables produced a strong positive relationship ($R = .750$) and explained 56.2% of the variance in the dependent variable. Among the three predictors, organizational culture made the largest individual contribution. These results indicate that police work ethics are shaped not only by formal rules but also by leadership quality, shared organizational norms, and the credibility of career opportunities. The updated discussion situates the original findings within 2021 organizational and human resource scholarship, which highlights the importance of leadership, culture, and development systems for employee behavior and performance.

Keywords: career development; leadership; Indonesia; organizational culture; public sector; police work ethic

JEL Classifications: JEL Classifications codes.

1. INTRODUCTION

Police institutions occupy a distinctive position in the public sector because their legitimacy depends not only on formal legal authority but also on daily conduct regarding service delivery. In the Indonesian context, police personnel are expected to maintain public order, enforce the law, and provide protection and services to citizens. This mandate means that work ethic is not a symbolic variable. This has direct consequences for discipline, responsiveness, public

trust, and institutional credibility. This study concerns weak service orientation, disciplinary violations, absenteeism, and other forms of deviant conduct among police personnel at the North Jakarta Metro Police. 55 disciplinary and professional ethics cases were reported in 2011, including 50 discipline cases and five professional ethics cases. Therefore, this study treats work ethic as a practical organizational problem rather than an abstract, moral concept.

This framing is still important. Across sectors, employee performance is strongly shaped by the moral

and behavioral environments in which people work. Recent evidence shows that leadership quality, organizational culture, work ethic, work motivation, and job satisfaction continue to influence employee behavior and performance in measurable ways (Ferine et al., 2021; Riyanto et al., 2021). In public institutions, the issue is even more pronounced because performance is scrutinized through the lens of fairness, accountability, and citizen experience. A police organization may possess formal command structures, rules, and sanctions, yet still produce weak service outcomes if its personnel do not internalize discipline, responsibility, empathy, and commitment. Therefore, this study focused on three explanatory variables—leadership, organizational culture, and career development—that remain highly relevant in 2021-based organizational research.

Leadership matters because police work combines hierarchy, risk, discretion, and field-level decision-making. In such settings, leaders do more than assign tasks; they model integrity, interpret organizational priorities, motivate personnel, and shape the workplace's emotional climate. Studies published in 2021 continue to show that leadership affects employee performance directly and indirectly through satisfaction, motivation, and engagement (Efendi & Hardiyanto, 2021; Sugiono & Lumban Tobing, 2021; Virgiawan et al., 2021). In practical terms, personnel are more likely to display a strong work ethic when leaders communicate clearly, provide direction, create trust, and remain consistent between what they say and what they do. Conversely, when leadership is distant, arbitrary, or merely procedural, discipline often becomes a form of compliance without commitment.

Organizational culture is equally important. Culture determines the pattern of shared assumptions that tells personnel how to interpret work, authority, teamwork, and acceptable conduct. In service organizations, culture also determines whether frontline employees see citizens as burdens or as the reason the organization exists. Contemporary literature repeatedly links organizational culture to performance, commitment, engagement, and job satisfaction (Jufrizen et al., 2021; Rohman et al., 2021; Wahjoedi, 2021). In police organizations, culture influences whether rules are internalized as professional standards or merely obeyed when supervision is present. A strong culture can embed discipline, service orientation, mutual respect and accountability. A weak or contradictory culture does the opposite: it normalizes indifference, fragmented communication, and tolerance for low-quality work.

Career development is the third pillar of the program. Personnel who perceive promotion systems, training opportunities, and professional growth as fair and credible are more likely to invest effort in their

work. In contrast, stagnant or opaque career systems tend to erode commitment and encourage transactional attitudes. Evidence from 2021 supports the continuing importance of career development for motivation, satisfaction, and performance (Dewa, 2021; Niati et al., 2021; Wau & Purwanto, 2021). This is especially relevant in disciplined organizations where rank, posting, and advancement structure everyday expectations. Career development does not simply reward performance after the fact; it signals what the organization values and whether merit matters to it. Recent studies have emphasized that employee performance is rarely the product of a single variable. Instead, it emerges from the interaction among leadership, organizational systems, culture, engagement, motivation, and ethical climate (Insan & Masmarulan, 2021; Inayat & Khan, 2021; Marantika & Ratnaningrum, 2021).

Another reason this study remains timely is that police reform is often discussed in structural terms—law, policy, oversight, or digital systems—while internal behavioral drivers receive less attention. However, reforms fail when organizational members do not translate formal changes into daily conduct. Culture, leadership, and career systems act as bridges between reform policies and actual behavior. The human-centered management literature published in 2021 reinforces this point by stressing the role of soft skills, sensible leadership, ethical guidance, and human development in sustainable organizational change (Lepeley et al., 2021; Majluf & Abarca, 2021; Zinkin & Bennett, 2021). In the police context, this means that procedural compliance is insufficient. What matters is whether personnel develop a professional work ethic that combines responsibility, discipline, service, empathy, and institutional loyalty.

Based on this background, this study addresses the following question: To what extent do leadership, organizational culture, and career development influence the work ethic of police personnel at the North Jakarta Metro Police? This study argues that work ethic in policing should be understood as an organizational outcome shaped by the leadership behavior, cultural norms, and career structures. Accordingly, the study tests whether leadership has a positive effect on work ethic, whether organizational culture has a positive effect on work ethic, whether career development has a positive effect on work ethic, and whether all three variables jointly influence work ethic. The argument advanced here is straightforward: if police organizations want better work ethics, they must improve the conditions that produce them.

2. LITERATURE REVIEW

In this study, work ethic is treated as a pattern of disciplined, responsible, value-laden work behavior

rather than a narrow psychological attitude. This study defined work ethic using indicators such as sincerity, honesty, intelligence, vision, discipline, empathy, and synergism. This view aligns with contemporary scholarship that considers performance-related behavior inseparable from ethical orientation, commitment, and engagement. Work ethic influences whether employees merely complete tasks or actively perform them with responsibility and care (Marantika & Ratnaningrum, 2021; Nofitasari & Prasetyo, 2021). In settings such as policing, work ethic is especially important because discretion and public contact are constant job features.

Leadership theory helps to explain how work ethics are formed. This study drew on leadership as a process of influence, direction, and motivation. In updated terms, leadership is the mechanism through which managers align followers around shared expectations, build commitment, and reduce ambiguity regarding what constitutes acceptable behavior. Studies in 2021 continued to show that leadership affects employee performance through motivation, engagement, and satisfaction (Efendi & Hardiyanto, 2021; Riyanto et al., 2021; Virgiawan et al., 2021). Ethical leadership texts likewise emphasize that leadership is not only about efficiency, but also about moral direction, values, and responsibility (Shell, 2021; Trevino & Nelson, 2021; Weiss, 2021). In a police organization, leaders are expected to provide clear instructions, fair treatment, role modeling, and credible motivation. When these conditions are present, personnel are more likely to internalize discipline and service orientation.

Organizational culture provides a collective framework within which leadership operates. Culture consists of shared values, expectations, routines, and meanings that define “how things are done here.” It affects whether employees collaborate, whether mistakes are discussed or concealed, and whether citizens are treated respectfully. A 2021 stream of research consistently linked organizational culture with employee engagement, commitment, satisfaction, and performance (Jufrizen et al., 2021; Rohman et al., 2021; Wahjoedi, 2021). Human-centered management scholarship also argues that sustainable performance requires a culture that supports empathy, communication, integrity, and shared responsibility (Lepeley et al., 2021; Majluf & Abarca, 2021). For police organizations, culture is not peripheral to their operations. It shapes how commands are interpreted, how peer norms are reproduced, and whether service values become routine practice.

Career development theory provides a developmental perspective. Career systems communicate what the organization rewards, how personnel can progress, and whether their efforts are

worth sustaining over time. This study operationalized career development through job performance, exposure, networking, and growth opportunities. Current studies show that career development remains a significant predictor of motivation and performance because it provides employees with a future-oriented reason to invest in their work (Dewa, 2021; Niati et al., 2021; Wau & Purwanto, 2021). Merugu (2021) similarly emphasized that perceived growth and career advancement shape professional satisfaction and commitment. In police institutions, promotion and development systems carry symbolic as well as practical value; they can strengthen morale when credible and weaken morale when they appear arbitrary or closed.

Therefore, the theoretical logic of this study is additive and interactive. Leadership provides direction and examples. Organizational culture stabilizes norms and the daily expectations of employees. Career development sustains efforts by linking present behavior to future opportunities. Together, these three variables create an organizational environment in which work ethic is either strengthened or eroded. Based on this, four hypotheses were formulated. First, leadership positively influenced the police work ethic. Second, organizational culture positively influences the police work ethic. Third, career development positively influenced the police work ethic. Fourth, leadership, organizational culture, and career development jointly influence police work ethics.

The model also assumes that work ethics are reinforced through organizational congruence. If leaders preach discipline but the culture rewards indifference, or if the culture values achievement but career systems fail to recognize merit, the motivational signal becomes contradictory. A study on organizational alignment suggests that employee conduct is strongest when values, managerial behavior, and reward structures send the same message (Anggara & Aulia, 2021; Ingsih et al., 2021). This assumption underpins the simultaneous hypothesis tested in this study.

3. RESEARCH METHOD

The research site was the North Jakarta Metro Police, located on Jl. Yos Sudarso No. 1, North Jakarta. Data collection was conducted over approximately three months, from May to July 2013. The unit of analysis was police personnel serving in the organization. The study reported a total personnel strength of 563 members, but the accessible population for the study was narrowed to 312 brigadier-level personnel working in operational units. These units included intelligence and security, criminal investigation, narcotics investigation, community guidance, and sabhara functions.

Simple random sampling was used. The sample size was determined using the Taro Yamane formula at a 10% precision level, resulting in 76 respondents. The distribution of the accessible population and sample was as follows: intelligence and security (32 population; 8 sample), criminal investigation (92; 22), narcotics investigation (30; 8), community guidance (9; 2), and Sabhara (149; 36). Although the accessible population was delimited purposively to brigadier-level operational personnel, the final respondent selection within that frame was random. This study examined three independent variables and one dependent variable. Leadership (X1) was measured through the dimensions of personality, ability, and capability. Organizational culture (X2) was measured using innovation, attention to detail, result orientation, people orientation, team orientation, and aggressiveness. Career development (X3) was measured using job performance, exposure, networking, and growth opportunities. Work ethic (Y) was measured using sincerity, honesty, intelligence, vision, discipline, empathy, and synergism. These dimensions were operationalized using a structured questionnaire with a five-point Likert scale ranging from 1 = strongly disagree to 5 = strongly agree.

Instrument quality was assessed through validity and reliability testing. Reliability coefficients were strong across all principal variables: leadership ($\alpha = .862$), organizational culture ($\alpha = .876$), career development ($\alpha = .876$), and work ethic ($\alpha = .939$). Normality was assessed visually using a normal P-P plot, and the residual pattern was judged to follow the diagonal line closely enough to satisfy the normality assumptions. Multicollinearity diagnostics from the multiple regression model showed tolerance values of .485 for leadership, .267 for organizational culture, and .276 for career development, with corresponding VIF values of 2.062, 3.739, and 3.627, respectively. These statistics indicate that multicollinearity was present only at a manageable level and did not invalidate the regression models.

Data analysis combined descriptive and inferential procedures to analyze the data. Descriptive statistics were used to summarize the respondents' perceptions of leadership, organizational culture, career development, and work ethics. Inferential analysis employed correlation, simple linear regression, and multiple linear regression analyses. Hypothesis testing used t-tests for the partial effects and an F-test for the simultaneous model. The study estimated three simple regression equations for the effects of leadership, organizational culture, and career development on work ethic, followed by one multiple regression equation that assessed the joint influence of all three predictors on work ethic. The significance level used in this study was 5%.

The empirical results remain anchored in the original context and period. They should not be interpreted as claims about all police organizations or contemporary police conditions. Rather, they provide a structured case of how leadership, organizational culture, and career development are associated with police work ethics in one metropolitan police unit. The present study contributes to the literature by presenting the case more clearly, aligning it with current organizational scholarship, and making its practical implications easier to interpret in an academic format.

All statistical procedures were executed using SPSS 13.0 for Windows, and the present manuscript preserves the reported coefficients, significance tests, and model summaries without recalculating the raw data.

4. RESULTS AND DISCUSSION

4.1. Results

4.1.1. Descriptive Findings

The empirical findings show that leadership, organizational culture, and career development each had a meaningful association with police work ethics, and that their combined effect was even stronger. The study described the respondents' perceptions of each variable and tested the hypotheses through correlation and regression analyses. The results tell a coherent story: the work ethic in the police unit was not a stand-alone disposition. It was embedded in the quality of leadership, the norms of the organizational environment, and the extent to which personnel perceived career development as real and credible.

Descriptively, the respondents tended to evaluate the overall conditions of the three independent variables positively. Leadership was perceived as meeting expectations by approximately 80.0% of respondents. Organizational culture was perceived as meeting expectations by 79.9% of respondents, career development by 80.7%, and work ethic itself by 82.0%. These percentages are significant because they indicate that the issue was not organizational collapse. The North Jakarta Metro Police were not described by the respondents as wholly dysfunctional. Instead, the results suggest a more nuanced reality: broad agreement that leadership, culture, career development, and work ethic were functioning reasonably well, combined with identifiable weak points that still mattered for organizational improvement.

The leadership variable had a mean score of 45.29, while organizational culture averaged 40.75, career development 49.58, and work ethic 53.91. The positive average scores are consistent with the perception data; however, the item-level interpretation from this study is more revealing. Respondents rated

leaders relatively highly when it came to maintaining harmonious relationships in the work environment and taking time to discuss problems with team members. These patterns suggest that relational leadership and interpersonal accessibility were present in the organization. However, the weaker items were equally important: respondents were less convinced that leaders consistently provided clear task-related direction and sustained motivation in executing duties. This weakness is not trivial in a police organization. Harmonious relations create emotional stability, but police work also requires unambiguous guidance, especially in operational contexts where procedural clarity and chain-of-command communication are important. This finding helps explain why leadership emerged as a statistically significant predictor of work ethic despite relatively positive descriptive perceptions. The key issue was not whether leadership existed but which aspects of leadership mattered most for shaping work ethic.

The organizational culture variable exhibited a similar pattern. Respondents viewed the unit as relatively strong in terms of detail orientation, result orientation, teamwork, and healthy competition. These are useful cultural traits for a police organization because operational policing depends on procedural accuracy, collective coordination, and measurable outcomes. However, respondents were less positive about whether the institution trained members to take risks. Interpreted carefully, this does not necessarily mean that the personnel wanted reckless behavior. Rather, it may indicate a culture that is more oriented toward compliance and control than toward initiative and adaptive judgment. In policing, where standardized procedures are vital, excessive caution is understandable. Simultaneously, service quality may suffer if personnel become reluctant to take constructive initiatives, solve problems creatively, or act decisively in uncertain circumstances. This tension between discipline and initiative is one reason why organizational culture can strongly affect work ethics. Culture shapes not only what personnel do, but also how confidently and responsibly they do it.

Career development also received generally positive descriptive responses, especially for items related to working with other agencies and recognizing that outside professional groups can support career progress. This suggests that respondents understood career advancement not only as formal promotion but also as professional growth through networking, exposure, and inter-agency experiences. The weaker items were also telling: respondents were less convinced that work results were used credibly as a metric of career development and less confident that loyalty to the organization translated into improved networking-based advancement. This combination points to a common organizational problem. Personnel

may believe that development opportunities exist but remain uncertain about how merit, visibility, and loyalty are converted into career outcomes. Such ambiguity can weaken the motivational power of career systems, even when formal structures exist.

Work ethic, the dependent variable, was also positively rated. The study suggested that respondents were relatively strong on items linked to mandate, humility, and respect for role existence, while empathy-related and personal commitment items were weaker. In other words, personnel seemed more comfortable with duty and role identity than with the more relational and reflective work ethic elements. This is consistent with what one might expect in a disciplined police institution: responsibility and obedience are easier to formalize than empathy, mutual respect, and internalized commitment to the organization. However, these softer dimensions are critical for public service organizations. A police officer may be disciplined and punctual yet still provide low-quality service if their empathy, communication, and reflective responsibility are weak.

4.1.2. Hypothesis Testing and Statistical Interpretation

The inferential analysis begins with bivariate relationships. Leadership had a correlation of $r = .681$ with work ethic, organizational culture had $r = .688$, and career development had $r = .665$. All three relationships were statistically significant ($p < .001$). These coefficients indicate strong positive relationships in organizational survey research. Importantly, the independent variables were also correlated with each other, especially organizational culture and career development. This makes substantive sense. In real organizations, leadership, culture, and career systems are rarely independent. Good leaders often reinforce a constructive culture. A constructive culture can strengthen developmental systems. Development opportunities may, in turn, reinforce trust in leadership and institutional norms. Therefore, the observed intercorrelations do not undermine the model; they reflect the fact that the determinants of work ethic are organizationally intertwined.

The first hypothesis tested whether leadership influences work ethic. The simple regression equation was $Y = 19.440 + 0.761X_1$. The t statistic for leadership was 7.996, exceeding the critical value of 2.000, and the result was significant ($p < .001$). The model produced $R = .681$ and $R^2 = .464$. This means that leadership alone explained 46.4% of the variance in work ethic. This is a substantial contribution.

Substantively, this indicates that the respondents' work ethic was highly sensitive to how leadership was experienced.

In the police setting, leadership results can be interpreted in two ways. First, leaders provide a practical translation of institutional standards into everyday work. Personnel do not experience rules in the abstract; they experience them through command behavior, supervision, instruction, and problem-solving. Second, leadership affects emotional legitimacy within an organization. When personnel perceive leaders as available, fair, and engaged, they are more likely to view their efforts as meaningful. When employees perceive leaders as inconsistent or unclear, their work ethic weakens, even if formal rules remain unchanged. The item-level findings reinforce this interpretation: relationship building was already strong, but clearer task direction and stronger motivational guidance were the areas most likely to improve work ethic further.

The second hypothesis concerns organizational culture. The simple regression equation was $Y = 14.523 + 0.966X_2$. The *t* statistic was 8.162, again exceeding the critical threshold and remaining significant at $p < .001$. The model produced $R = .688$ and $R^2 = .474$. Therefore, organizational culture explained 47.4% of the variance in work ethic, making it the strongest individual predictor among the three. This is a major finding of this study. This suggests that police work ethics are shaped less by isolated personal morality than by the institutional environment in which personnel operate. In other words, what becomes normal in an organization is enormously important.

The third hypothesis tested the relationship between career development and employee performance. The simple regression equation was $Y = 13.703 + 0.811X_3$. The *t* statistic was 7.662 and significant at $p < .001$. The model produced $R = .665$ and $R^2 = .442$, meaning that career development explained 44.2% of the variance in work ethic. Although this was the smallest of the three individual R^2 values, it remained substantial. Career development clearly influenced how police personnel approached their work. This is consistent with the 2021 evidence showing that development opportunities strengthen motivation, satisfaction, and performance (Dewa, 2021; Niati et al., 2021; Wau & Purwanto, 2021). This also fits the broader argument that employees invest more effort when they see a meaningful future in the organization (Merugu, 2021).

The simultaneous model is the strongest part of this empirical analysis. The multiple regression equation was $Y = 8.442 + 0.401X_1 + 0.411X_2 + 0.383X_3$. The *F* statistic was 30.774, well above the critical value of 3.15, indicating that leadership, organizational culture, and career development jointly

had a significant effect on the work ethic. The model produced $R = .750$ and $R^2 = .562$, with an adjusted R^2 of .544. This means that the three variables together explained 56.2% of the variance in work ethic. This is a substantial model in organizational research. More than half of the observed variation in police work ethics in this unit could be explained by leadership, culture, and career development.

4.2. Discussion

This result is theoretically persuasive because the three predictors are not competing explanations but rather complementary mechanisms. Leadership influences work ethic through daily direction, examples, and motivational signaling. Organizational culture reinforces or weakens these signals through shared norms and informal expectations. Career development sustains efforts over time by linking work behavior to future opportunities. Work ethic is strengthened when these three mechanisms are aligned. This integrative interpretation fits the 2021 literature better than any single variable reading. Research on employee performance increasingly emphasizes mediation, interaction, and organizational alignment rather than isolated and direct effects (Ferine et al., 2021; Inayat & Khan, 2021; Riyanto et al., 2021). Although the study data were collected earlier, they support this broader understanding.

The coefficients in the simultaneous model are also revealing. All three predictors remained positive in the combined equation, indicating that each variable retained its direction of influence even after controlling for the others. Organizational culture had the largest individual explanatory power in the simple regression, but leadership and career development still contributed meaningfully to the multiple models. This indicates that culture was not merely standing in for leadership or career development; it had a distinct relationship with work ethic. Simultaneously, the tolerances and VIF statistics show that the overlap among the predictors was not so severe as to invalidate the model. In practice, this means that police managers should avoid false choices. It would be a mistake to assume that improving leadership alone is sufficient or that career policy alone can solve the work ethic problem. The data points indicate a system effect.

From a managerial perspective, the findings imply several priorities. First, leaders should improve clarity in directing task execution and motivating their personnel. The relational foundation already appears relatively strong; therefore, the next gains may come from more consistent operational guidance and developmental coaching. Recent leadership literature reinforces the value of moral clarity, coaching, and psychologically credible directions in shaping behavior (Majluf & Abarca, 2021; Shell, 2021; Zinkin & Bennett, 2021). Second, the organization should

deepen a culture that combines detail orientation and teamwork with safe initiatives. A strong culture is useful, but police work also requires judgment and adaptive service. Third, career systems should be made more transparent so that personnel can see the connection between merit, performance, loyalty, and advancement. Training and development programs should not be treated as isolated HR activities; they should be linked to clear growth pathways and supported by credible evaluation criteria (Niati et al., 2021; Wau & Purwanto, 2021).

Two additional interpretive points deserve emphasis in this study. First, the statistical pattern suggests that the work ethic in this police unit was socially produced rather than merely individually possessed. This is important because public organizations often respond to behavioral problems by emphasizing punishment while underinvesting in organizational design. The present results suggest that sanctions alone are insufficient. If personnel do not experience clear leadership, coherent norms, and believable career prospects, disciplinary pressure may produce short-term compliance without deep professional commitment. In this sense, work ethic should be viewed as a downstream effect of institutional design.

Second, the findings help explain why organizational reform can feel inconsistent. The study shows that respondents already perceived many dimensions positively, yet significant room for improvement remains. This means that organizations may appear stable at the aggregate level while still containing weak process points that reduce effectiveness. For example, leaders may be relationally accessible but insufficiently explicit in their task guidance. Culture may be disciplined, but it is not sufficiently empowering. Career systems may formally exist but still fail to convince personnel that the results matter. The lesson is that positive averages should not lead managers to complacency. In fact, the most useful reforms are often those that target the gaps between acceptable overall performance and the specific mechanisms that prevent performance from becoming excellent.

Anggara and Aulia (2021) show that organizational culture and spiritual leadership can jointly shape employee performance by creating alignment between values and conduct. Ferine et al. (2021) argue that work ethic is one of the mechanisms through which organizational conditions affect work performance. Marantika and Ratnaningrum (2021) also directly link organizational culture and work ethic to performance outcomes. The findings also speak to the ethics of the management. Work ethic is often described in normative language, but the study data

show that ethical work behavior becomes sustainable only when it is institutionally scaffolded. The literature on value-based leadership and business ethics published in 2021 makes this point clear. Ethical conduct is strengthened when leaders are credible, organizations embed values in routines, and systems of reward and development reinforce those values rather than contradict them (Trevino & Nelson, 2021; Weiss, 2021; Lepeley et al., 2021).

These findings have implications for public trust. Work ethic within an organization eventually manifests as service behavior outside the organization. A police officer's responsiveness, discipline, and empathy are shaped by the organization's leadership, culture, and development systems. If these internal systems are neglected, public-facing reforms will remain shallow. Therefore, this study remains useful. This shows that administrative and behavioral reforms are inseparable. Formal mandates alone cannot produce better police performance. Better policing requires an organizational environment that makes responsible conduct normal, meaningful and professionally rewarding.

However, this study has some limitations. The data were obtained from one metropolitan police unit and one historical period. Therefore, this study does not claim universal validity across all police organizations or all phases of Indonesian police reform. The sample size was adequate for the design but was limited to 76 respondents from a defined operational population. The variables were measured using self-report questionnaires, which means that perceptual bias cannot be eliminated. Nevertheless, the patterns were strong enough to support practical interpretation. The results remain especially valuable as a case-based demonstration that police work ethics are responsive to organizational design variables that managers can influence.

Finally, the model leaves 43.8% of the variance in work ethics unexplained. The remainder is analytically important. This suggests that other variables, such as job satisfaction, work environment, stress, compensation, organizational justice, engagement, spirituality, or personal values, may also influence police work ethics. Several 2021 studies point in that direction by showing the relevance of satisfaction, engagement, work environment, and motivation in shaping employee performance (Inayat & Khan, 2021; Riyanto et al., 2021; Nofitasari & Prasetyo, 2021). Future police sector research should therefore test expanded models that include mediating and moderating variables.

Table 1. Summary of core regression results

Model	Equation / Test	R	R ²	Statistic	Interpretation
Leadership → Work Ethic	$Y = 19.440 + 0.761X_1$.681	.464	$t = 7.996; p < .001$	Strong positive partial effect
Organizational Culture → Work Ethic	$Y = 14.523 + 0.966X_2$.688	.474	$t = 8.162; p < .001$	Strongest individual predictor
Career Development → Work Ethic	$Y = 13.703 + 0.811X_3$.665	.442	$t = 7.662; p < .001$	Strong positive partial effect
Simultaneous model	$Y = 8.442 + 0.401X_1 + 0.411X_2 + 0.383X_3$.750	.562	$F = 30.774; p < .001$	Combined variables explain 56.2% of variance

5. CONCLUSION

The central conclusion is clear: leadership, organizational culture, and career development each have a significant positive effect on the work ethic of police personnel at the North Jakarta Metro Police, and their combined effect is stronger than any single variable considered alone. Leadership explained 46.4% of the variance in work ethic, organizational culture explained 47.4%, and career development explained 44.2%. Together, the three variables explained 56.2% of the variance, with a strong overall relationship ($R = .750$). Organizational culture emerged as the most influential individual predictor, although leadership and career development remained significant explanatory factors.

Substantively, the findings show that work ethic in a police organization should not be treated as a purely individual moral issue. This is an organizational outcome. Personnel are more likely to display disciplined, responsible, and service-oriented conduct when their leaders provide direction and motivation, the institutional culture reinforces constructive norms, and career systems are perceived as meaningful and credible. The descriptive data support this conclusion. Respondents generally viewed the organization positively but identified weaknesses in task guidance, motivational communication, risk-taking support, merit visibility, empathy, and personal commitment. These weak points are exactly where managerial attention is likely to produce the greatest gains.

The practical implication is that reform efforts in police institutions should move beyond formal rules and sanctions. Improving work ethic requires coordinated action in three areas. First, leadership development should focus not only on authority and control but also on communication, coaching, motivational consistency, and ethical examples. Second, organizational culture should be strengthened around service values, teamwork, accountability, and disciplined initiatives rather than mere formal

obedience. Third, career development systems should be transparent, merit-based, and visibly connected to performance and professional growth. When these three areas are aligned, work ethic becomes more than a slogan; it becomes a part of everyday organizational behavior.

The study also contributes methodologically by showing how older empirical work can remain useful when repackaged carefully and interpreted through the current literature. The dataset is not new, and the study does not make such claims. Its contribution lies in presenting a clear, study-style synthesis that connects a police case study to contemporary debates on organizational behavior, leadership, ethics, and human resource development. Future research can extend this line of inquiry by testing the same model in other police units, comparing operational and administrative divisions, incorporating mediating variables such as job satisfaction or engagement, and using longitudinal designs to determine whether changes in leadership, culture, or career systems produce measurable shifts in work ethics over time. Even with its limitations, this study makes one point unmistakable: better police work ethics depend on better organizational conditions.

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