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The Influence of Organizational Culture and Leadership on Police Member Integrity (Study: Rokan Hulu Police Department)

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Abstract: The integrity of Indonesian National Police (Polri) members refers to attitudes and behaviors that reflect honesty, consistency, responsibility, and a high moral commitment in carrying out their duties and authority as law enforcers, protectors, guardians, and servants of the public. Many factors influence the integrity of Indonesian National Police (Polri) members, but this study focuses only on organizational culture and leadership. This research was conducted at the Rokan Hulu Police Department and aimed to determine and analyze: 1) the influence of organizational culture on the integrity of Indonesian National Police members; 2) the influence of leadership on the integrity of Indonesian National Police members; 3) the simultaneous influence of organizational culture and leadership on the integrity of Indonesian National Police members; and 4) the dominant factors, among organizational culture and leadership, that influence the integrity of Indonesian National Police members. This study used primary and secondary data obtained through interviews, questionnaires, observation, and documentation. The population of this study was all police officers at the Rokan Hulu Police Department. Using the Slovin formula, 81 police officers were selected as samples. The sampling method used was an accidental sampling method. The data analysis tool used was a multiple linear regression model, and hypothesis testing was conducted using the t-test, the F-test at 5% alpha, and the correlation coefficient (R) and the coefficient of determination (R^2). The results of this study concluded that: 1) there is a significant influence of organizational culture and leadership variables on the integrity of police officers; 2) there is a significant influence of leadership variables on the integrity of police officers; 3) there is a significant simultaneous influence of organizational culture and leadership variables on the integrity of police officers; and 3) organizational culture has a dominant influence compared to leadership on the integrity of police officers at the Rokan Hulu Police Department. Furthermore, there is a strong positive relationship between organizational culture and leadership and police officer integrity, and there is a significant contribution of organizational culture and leadership to police officer integrity, as evidenced by the coefficient of determination of 75.1%.

Keywords: Integrity, Organizational Culture, Leadership

INTRODUCTION

Integrity and accountability among police personnel are key elements in building public trust in law enforcement. According to the United Nations (UN), most police officers worldwide work with a strong commitment to public service and uphold professional integrity (Gottschalk, 2010). However, unethical behavior, lack of professionalism, and disciplinary violations still occur in practice, potentially damaging the institution's image.

In the context of the Indonesian National Police (Polri), integrity is viewed as a foundation for creating professional, modern, and trustworthy personnel (Dahniel, 2019). Strong integrity is crucial for effective task implementation and improving organizational performance (Kirana, 2016). Disciplinary and ethical violations that still occur in several police units, including the Rokan Hulu Police Department, indicate that the integrity aspect requires serious attention. Based on data from the Rokan Hulu Police Department for the period 2020–2024, disciplinary violations tended to increase until 2023 before declining in 2024. This dynamic suggests the presence of internal organizational factors influencing members' integrity-related behavior.

Organizational culture and leadership are two major factors that potentially determine the level of integrity among police personnel. A strong organizational culture encourages the internalization of ethical values, discipline, and loyalty to the institution (Wijaya, 2023), while effective leadership provides moral guidance and directs professional behavior (Simmons- Beauchamp & Sharpe, 2022). The synergy of both is expected to strengthen the commitment of police personnel to perform their duties with responsibility and honesty.

However, research focusing specifically on the influence of organizational culture and leadership on police integrity, particularly within the jurisdiction of the Rokan Hulu Police Department, remains limited. This region possesses unique social complexities and organizational characteristics. Therefore, this study is important to analyze the extent to which organizational culture and leadership influence police integrity and to identify the most dominant contributing factor.

METHOD

This research employed a quantitative method with an associative approach. The population included all members of the Rokan Hulu Police Department, and based on the Slovin formula, a sample of 81 respondents was obtained. The sampling technique used was accidental sampling.

Data were collected through questionnaires, interviews, observations, and documentation. Data analysis used a multiple linear regression model, with hypothesis testing conducted using the t-test to determine partial effects, the F-test for simultaneous effects, and the coefficient of determination (R^2) to measure the contribution of independent variables to the dependent variable.

RESULTS AND DISCUSSION

The results of the analysis show that both independent variables, organizational culture and leadership, have a significant influence on police officer integrity. The t-test results indicate that the significance values for both variables are below 0.05, meaning there is a positive and significant partial effect on integrity.

The F-test results show that the calculated F value is greater than the table F value, indicating that organizational culture and leadership simultaneously influence police officer integrity. The coefficient of determination (R^2) of 0.751 indicates that 75.1% of the variation in integrity is explained by organizational culture and leadership, while the remaining 24.9% is influenced by other factors such as internal supervision, welfare, and work motivation.

The regression results show that organizational culture has a greater effect than leadership. This means organizational culture contributes more dominantly in shaping police officer integrity. A culture emphasizing discipline, adherence to SOPs, institutional loyalty, and effective communication serves as the foundation for integrity-based behavior.

These findings align with Wijaya (2023), who argues that organizational culture acts as a guide for values and behavior in public institutions. Meanwhile, leadership serves as a moral and motivational driver, as described by Robbins and Judge (2013) in transformational leadership theory. The combination of a strong organizational culture and ethical leadership creates synergy in enhancing institutional integrity. This research also supports Dahniel's (2019) findings, emphasizing that police integrity is fundamental to Polri professionalism and reinforces the relevance of transformational leadership in public organizations.

CONCLUSION

This study concludes that organizational culture and leadership significantly influence the integrity of police officers at the Rokan Hulu Police Department, both partially and simultaneously. The coefficient of determination of 0.751 indicates a substantial contribution of these two variables to integrity. Organizational culture has a more dominant influence than leadership, meaning that institutional values and norms are key to maintaining officer integrity. The practical implications of this research highlight the importance of consistent organizational culture development, strengthening role-modeling systems, and implementing transformational leadership within Polri. Future research may expand the variables by including work motivation, internal supervision, and organizational commitment.

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