


The Influence Of Leadership Style, Bureaucratic Reform, And Work Motivation On Work Ethic And Its Impact On Public Service At The Depok District Attorney's Office West Java

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Article Info	ABSTRACT
Keywords: Leadership Style, Bureaucratic Reform, Work Motivation, Work Ethic, Public Service.	This study aims to analyze the influence of Leadership Style, Bureaucratic Reform, and Work Motivation on Work Ethic and its impact on the quality of Public Service at the Depok District Attorney's Office. This research employs a descriptive quantitative method, with data collected through questionnaires distributed to 107 respondents. The data were analyzed using multiple linear regression to examine the influence of independent variables on Work Ethic and Public Service. The results show that Bureaucratic Reform and Work Motivation have a significant positive impact on Work Ethic, while Leadership Style does not show a significant influence. The study also emphasizes that a strong Work Ethic is a key factor in improving the quality of Public Service. Therefore, a comprehensive management strategy, including participative leadership, continuous bureaucratic reform, and an integrated motivation program, is essential to enhance employee performance and the quality of services provided to the public.
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INTRODUCTION

Indonesia is currently in a phase of rapid progress in various sectors of life, which directly demands improvements in government governance (Fonna, 2019). One of the main keys to achieving good governance is by enhancing the work ethic of government apparatus, which becomes the foundation for carrying out government duties efficiently, accountably, and oriented towards optimal public service (Candra & MH, 2024; Zein & Septiani, 2023). However, in reality, various challenges are still faced in efforts to realize a good work ethic, especially in the Depok District Attorney's Office. This is a serious concern because a low work ethic can negatively impact the quality of public services provided (Ginting, 2016; Wibowo, 2021).

The main strength of an organization, including the Depok District Attorney's Office, lies in the quality of human resources (HR) it possesses. Well-managed human resources, through capacity development, appreciation of expertise, and utilization of existing talents, will be the main driver for the organization to achieve significant progress (Kasmawati, 2017; Syafruddin et al., 2022). In this context, improving employee performance is highly

dependent on the implementation of effective leadership styles and strong work motivation. Contingency leadership theory, proposed by Fiedler, states that the effectiveness of leadership is greatly influenced by the situation faced and the leader's ability to adjust their leadership style to the prevailing conditions (Reams, 2023).

At the Depok District Attorney's Office, data shows that several aspects of leadership style have not yet reached the expected level. For example, the ability and willingness of leaders to provide direction only reaches 70% of the standard 100%, while the firmness and trustworthiness of leaders are at 75% and 77%, respectively. Research conducted by Aprialdo (2022) supports these findings, showing that effective leadership styles can significantly increase employee motivation, which ultimately positively impacts their work ethic. This demonstrates the importance of leadership in shaping a strong and sustainable work culture.

Besides leadership style, bureaucratic reform also becomes an important element in efforts to improve the work ethic at the Depok District Attorney's Office. Bureaucratic reform aims to create a more efficient, effective, and accountable system in government administration. According to Sedarmayanti (2016), bureaucratic reform is not only limited to structural changes but should also include changes in work culture and an increase in the professionalism of the apparatus. Data from the Depok District Attorney's Office shows that efforts toward bureaucratic reform have shown positive results, with 76% of employees rating the changes in the bureaucratic system as good enough. However, challenges remain, especially in terms of resistance to change and a lack of commitment from the apparatus to consistently implement the reforms.

Work motivation is another key factor that determines how well an employee can perform. Herzberg's two-factor motivation theory emphasizes the importance of intrinsic motivation, such as achievement, recognition, and responsibility, in improving individual performance (Prabowo et al., 2024). However, survey results at the Depok District Attorney's Office show that employee work motivation still varies, with a declining trend in recent years. For example, the aspect of hard work motivation has decreased from 85% in 2021 to 67% in 2023, indicating a decline in work enthusiasm among employees. This condition signals the need for more strategic interventions to increase work motivation, such as through the development of more structured training and reward programs.

Public services provided by the Depok District Attorney's Office are also a major concern. Good service quality is one of the main indicators of a high work ethic in government environments (Malik & Abdulajid, 2023). However, various complaints from the public regarding indiscipline, slow service processes, and a lack of responsiveness from the apparatus indicate that the expected work ethic has not been fully achieved. Research by Laurita Lengkong and Femmy Tulusan (2017) shows that a low work ethic among government employees can result in poor public service quality, which ultimately reduces public trust in the institution. Data from the Depok District Attorney's Office shows that although there have been improvements in some aspects of service, such as employee discipline reaching 71%, there is still room for improvement in other aspects.

The COVID-19 pandemic has brought significant changes to work patterns and dynamics in government environments, including at the Depok District Attorney's Office. Social restrictions and strict health protocols have limited employee activities, leading to a decline in the quality of public services. In this situation, the ability of the state apparatus to adapt and be flexible becomes very important. However, in reality, many employees still struggle to adapt to the new normal. Data shows that only 63% of employees feel they can work with full enthusiasm in the post-pandemic period, indicating a significant decrease in motivation compared to the pre-pandemic period.

In crisis conditions such as the pandemic, effective and adaptive leadership becomes increasingly important. Leadership that is responsive and able to adjust strategies to changing conditions is crucial to ensuring that the organization continues to operate effectively and that public service goals are achieved. Leaders at the Depok District Attorney's Office face a major challenge in maintaining employee work ethic amidst the various constraints present. Research by Aris Riansyah (2022) shows that in crisis situations, adaptive and participatory leadership styles have a significant positive impact on employee work ethic and performance.

In the digitalization era, information technology plays a strategic role in supporting bureaucratic reform and improving the quality of public services. Technology can be used to speed up administrative processes, increase transparency, and facilitate access to services for the public (Wiranti & Frinaldi, 2023). However, the adoption of technology at the Depok District Attorney's Office is still limited, which becomes one of the factors hampering effective bureaucratic reform. Data shows that only 71% of employees are satisfied with the application of technology in supporting bureaucratic reform, indicating there is still much room for improvement. Research by Mirza et al., (2023) shows that good application of information technology in bureaucratic reform can speed up administrative processes and significantly improve the quality of public services.

Given the various challenges faced by the Depok District Attorney's Office, this research aims to analyze in-depth the influence of leadership style, bureaucratic reform, and work motivation on employee work ethic. This study is expected to provide practical recommendations that are useful for improving employee performance and the quality of public services at the Depok District Attorney's Office. Thus, it is hoped that public trust in this institution can be restored, and the Depok District Attorney's Office can serve as a model for other government agencies in the implementation of good governance.

This research also seeks to contribute to the scientific literature on the influence of leadership, bureaucratic reform, and work motivation on work ethic in the public sector. Through comprehensive analysis, it is hoped that this research can provide new insights and inspire further research in the same field. Thus, the results of this research are not only beneficial for the Depok District Attorney's Office but also for other government agencies facing similar challenges in efforts to improve the quality of public services.

METHOD

This study was conducted at the Depok District Attorney's Office, focusing on the influence of leadership style, bureaucratic reform, and work motivation on work ethic and its impact on the quality of public service. The research was carried out over a period from June to September 2023, using a descriptive quantitative method to analyze the data obtained. The quantitative method was chosen because it allows the researcher to measure the variables involved numerically and to analyze the relationships between these variables statistically. The research design is based on a quantitative approach, focusing on the causal relationship between independent and dependent variables. The researcher used a questionnaire as the main instrument for collecting data from respondents working at the Depok District Attorney's Office. The questionnaire was designed to measure respondents' perceptions of leadership style, bureaucratic reform, work motivation, work ethic, and the quality of public service. Each question in the questionnaire used a Likert scale ranging from 1 to 5, where 1 indicates strong disagreement and 5 indicates strong agreement (Sugiyono, 2019).

The population in this study includes all employees working at the Depok District Attorney's Office. Based on the latest data, the total number of employees who constitute the study population is 146. Given the relatively large population size, the researcher used a simple random sampling technique to determine the sample to be included in the study. With a margin of error set at 5%, a sample of 107 respondents was randomly selected to ensure good representation of the population. The instrument used in this study was tested for validity and reliability before being used in data collection. Validity testing was conducted to ensure that the questionnaire accurately measured what it was intended to measure, while reliability testing was conducted to ensure the consistency of the questionnaire's measurement results. The validity test results showed that all items in the questionnaire had correlation values greater than 0.189, indicating that all items were valid. Meanwhile, the reliability test showed a Cronbach's Alpha value of 0.777, indicating that the questionnaire had a good level of reliability.

After data collection, the researcher conducted descriptive statistical analysis to describe the characteristics of the collected data. This analysis included calculating the mean, minimum, maximum, and standard deviation for each variable. Descriptive analysis is important for providing a general overview of the data distribution and identifying common trends in the collected data. In addition to descriptive analysis, this study also performed classical assumption tests before conducting regression analysis. The classical assumption tests included normality test, multicollinearity test, heteroscedasticity test, and autocorrelation test. The normality test was conducted to ensure that the data were normally distributed, which is one of the important assumptions in regression analysis. The multicollinearity test was conducted to ensure that there was no excessively high correlation between the independent variables. The heteroscedasticity test was conducted to ensure that the residual variance was constant, and the autocorrelation test was conducted to ensure that the residuals were not correlated with each other.

After the classical assumption tests, multiple linear regression analysis was conducted

to test the research hypotheses. This analysis was used to determine the influence of each independent variable, namely leadership style, bureaucratic reform, and work motivation, on the dependent variable, which is work ethic, as well as its impact on the quality of public service. This regression test was also complemented by significance testing using the t-test to examine partial effects, and the F-test to examine simultaneous effects. In this study, the coefficient of determination (R^2) was also used to determine how much variation in the dependent variable could be explained by the independent variables. The higher the R^2 value, the greater the influence of the independent variables on the dependent variable. This provides an indication of how well the regression model used can explain the relationships between the variables studied. The results of the regression analysis were interpreted to answer the research questions and test the hypotheses formulated. This interpretation includes an explanation of the statistical significance of the relationships between the independent and dependent variables, as well as the magnitude of the influence of each independent variable on work ethic and the quality of public service.

RESULT AND DISCUSSION

A. Organizational Overview

The Depok District Attorney's Office is a government institution located in the city of Depok, responsible for exercising state power in the field of prosecution and carrying out other authorities in accordance with applicable laws and regulations. This institution operates under the jurisdiction of the West Java High Prosecutor's Office and plays a crucial role in law enforcement, maintaining public order, and providing legal services to the community within its jurisdiction.

The vision of the Attorney General's Office of the Republic of Indonesia is to become a professional, proportional, and accountable law enforcement agency. This includes the role of the Attorney General's Office as an investigator in certain criminal offenses, public prosecutor, executor of court rulings, and overseer of the implementation of legal decisions. Professionalism is highly valued in every task, based on the principles of Tri Krama Adhyaksa, competence, capability, and adequate knowledge and experience. In carrying out its duties, the Attorney General's Office must also be proportional, balancing between explicit rules and implicit implications with responsibility, efficiency, and respect for public rights. Accountability is a crucial pillar where the performance of the Attorney General's Office must be accountable in accordance with the applicable regulations.

The mission of the Attorney General's Office of the Republic of Indonesia includes five main points: enhancing the role in preventing criminal acts, improving the professionalism of prosecutors in handling cases, strengthening the role of prosecutors in resolving civil and state administrative matters, realizing law enforcement that meets the public's sense of justice, and accelerating the implementation of bureaucratic reform and governance that is clean and free from corruption, collusion, and nepotism. Each of these missions is designed to strengthen the effectiveness and integrity of the institution in serving the public and enforcing the law.

The main duties of the Depok District Attorney's Office cover several key areas, including administration, intelligence, general crimes, special crimes, civil and state administrative affairs, and the management of evidence. In the administration department, this sub-section is responsible for work program planning, personnel management, finance, and the maintenance of state-owned assets. The intelligence department is tasked with conducting intelligence operations, securing strategic projects, and planning and reporting related to intelligence and information security.

The general crimes department plays an important role in handling cases involving general crimes, from pre-prosecution to overseeing the implementation of court rulings. Meanwhile, the special crimes section focuses on handling cases of special crimes, including managing public complaints, investigations, and the management of evidence related to these special cases. Both departments play a central role in ensuring effective and procedurally compliant law enforcement.

The civil and state administrative affairs section is responsible for law enforcement in the areas of civil and state administration, providing legal assistance, and coordinating with various related agencies. In addition, this section is also tasked with resolving disputes and providing legal advice to local governments and related institutions. The management of evidence, under the evidence and confiscated goods management section, includes recording, storing, and securing evidence, as well as managing confiscated goods related to both general and special crimes.

The functions of the Depok District Attorney's Office are not limited to law enforcement but also include administration, coordination, and evaluation in various areas. The administrative function involves coordinating cooperation among work units, personnel management, and the application and development of information technology. On the other hand, the intelligence function includes planning and executing intelligence operations, mapping potential threats, and managing intelligence information to support leadership policies in decision-making.

As a law enforcement institution, the Depok District Attorney's Office also has the duty to provide fair legal services in accordance with the principles of justice. In its organizational structure, the Depok District Attorney's Office is divided into several sections, each with specific responsibilities, ranging from handling general crimes to managing evidence. This structure is designed to ensure the smooth execution of tasks and functions, as well as to support efficiency and effectiveness across all organizational lines.

Respondent Characteristics

The characteristics of respondents in this study include several aspects, namely gender, age, education, and length of service influence their views and responses to the variables being studied in this research. Based on the gender characteristics, this study involved 107 respondents with a relatively balanced composition between men and women. There were 55 male respondents, representing 51.4% of the total respondents, while the remaining 52 respondents were female, accounting for 48.6%. This data indicates an almost equal gender distribution among the respondents, which can provide a balanced perspective in analyzing

the influence of the research variables.

The age characteristics of the respondents show significant variation with a fairly wide age range. Respondents under 26 years old numbered 14 (13.1%), while the age group 26-30 years was the most dominant, with 34 respondents (31.8%). There were 18 respondents (16.8%) in the 31-35 age range, followed by 8 respondents (7.5%) in the 36-40 age range. Additionally, there were 9 respondents (8.4%) in the 41-45 age group, 11 respondents (10.3%) in the 46-50 age group, and 13 respondents (12.1%) aged over 50. This variation allows the study to explore how age may influence perceptions and responses to the variables being studied.

Regarding the highest level of education, the majority of respondents had a fairly high educational background. A total of 52 respondents (48.6%) held a Bachelor's degree (S-1/D-IV), and 14 respondents (13.1%) held a Master's degree (S-2). Additionally, 22 respondents (20.6%) had a high school education or equivalent, 14 respondents (13.1%) had a Diploma (D3), and only a small proportion had basic education, with 2 respondents (1.9%) being elementary school graduates and 3 respondents (2.8%) being junior high school graduates. This level of education reflects a relatively high quality of human resources, which can influence their understanding and views on the various aspects being studied.

The characteristics of respondents based on their length of service show that the majority of them have relatively short work experience. A total of 65 respondents (58.9%) had worked between 2 to 5 years, which was the largest group. Meanwhile, 8 respondents (7.5%) had worked for between 6 to 10 years, and 12 respondents (11.2%) had work experience between 11 to 15 years. The group with 16-20 years of service was represented by 7 respondents (6.5%), while 11 respondents (10.3%) had worked between 21 to 25 years, and only 6 respondents (5.6%) had work experience between 26 to 30 years. This distribution indicates that most respondents are still in the early to mid-stages of their careers.

Classic Assumption Test

Normality Test

Table 1. Normality Test

One-Sample Kolmogorov-Smirnov Test		Unstandardized Residual
N		107
Normal Parameters ^{a,b}	Mean	.0000000
	Std. Deviation	2.21492417
Most Extreme Differences	Absolute	.134
	Positive	.081
	Negative	-.134
Test Statistic		.134
Asymp. Sig. (2-tailed)		.067 ^c
a. Test distribution is Normal.		
b. Calculated from data.		
c. Lilliefors Significance Correction.		

Based on the test results in the table above, a significance value of $0.067 > 0.050$ was obtained. Thus, the assumed distribution of equations in this test is normal.

Autocorrelation Test

Table 2. Autocorrelation Test

Model	R	R Square	Model Summary ^b			Durbin-Watson
			Adjusted R Square	Std. Error of the Estimate		
1	.534 ^a	.285	.265	2.247	2.028	

a. Predictors: (Constant), Motivation, Bureaucratic Reform, Leadership Style
 b. Dependent Variable: Work Ethic

Based on the test results in the table above, this regression model has no autocorrelation, this is proven by the Durbin-Watson value of 2,028 which is in the interval 1,550 – 2,460.

Autocorrelation Test

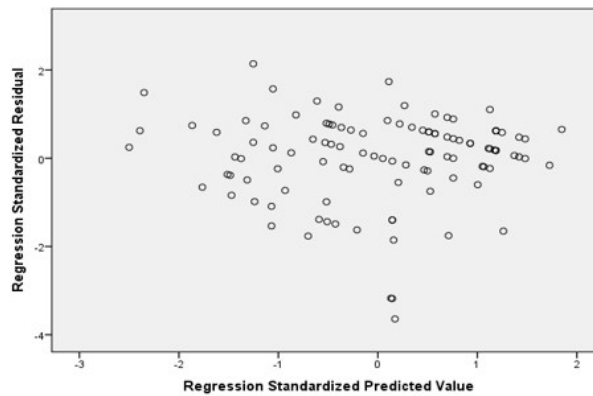


Figure 1. Heteroscedasticity Test

Based on the results of the image above, the points on the scatterplot graph do not have a clear distribution pattern or do not form a particular pattern. Thus, it is concluded that there is no heteroscedasticity interference in the regression model so that this regression model is suitable for use as research data.

Multiple Linear Regression Test

Table 3. Multiple Linear Regression Test

Model		Coefficients ^a				
		Unstandardized Coefficients		Standardized Coefficients Beta	t	Sig.
		B	Std. Error			
1	(Constant)	13.380	5.089		2.629	.010
	Leadership_Style	.086	.119	.075	.722	.472
	Bureaucratic Reform	.410	.172	.221	2.389	.019
	Motivation	.429	.112	.375	3.817	.000

Based on the t-test regression results above, Leadership Style (X1) has a t-value of 0.722, which is less than the critical t-value of 1.983, with a significance value of 0.472, which is greater than 0.05. Therefore, it can be concluded that H1 is rejected, meaning that Leadership Style does not have an effect on Work Ethic.

Next, the variable Bureaucratic Reform (X2) has a t-value of 2.389, which is greater than the critical t-value of 1.983, with a significance value of 0.19, which is greater than 0.05. Therefore, it can be concluded that H2 is accepted, meaning that Bureaucratic Reform does have an effect on Work Ethic.

Finally, the variable Work Motivation (X3) has a t-value of 3.817, which is greater than the critical t-value of 1.983, with a significance value of 0.000, which is less than 0.05. Therefore, it can be concluded that H3 is accepted, meaning that Work Motivation does have an effect on Work Ethic.

Table 4. F Test

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	207.639	3	69.213	13.709	.000 ^b
	Residual	520.024	103	5.049		
	Total	727.664	106			

a. Dependent Variable: Work Ethic
 b. Predictors: (Constant), Motivation, Bureaucratic Reform, Leadership Style

From the calculation results shown in the Anova table above, it is known that the F-value is greater than the critical F-value, specifically F-value $13.709 > 2.69$, with a significance value of 0.000, which is less than 0.05. Therefore, it can be concluded that H0 in this study is rejected, and H1 is accepted, which means that Leadership Style, Bureaucratic Reform, and Work Motivation simultaneously have an effect on Work Ethic.

Table 5. Regression Analysis of Mediation Variables Through t-test

Model		Coefficients ^a				Sig.	Collinearity Statistics	VIF
		Unstandardized Coefficients	Standardized Coefficients	t	Beta			
		B	Std. Error				Tolerance	
1	(Constant)	23.364	4.096	5.704		.000		
	Public_Service	.486	.088	5.520	.474	.000	1.000	1.000

a. Dependent Variable: Motivation

Based on the regression test results above, Work Ethic (Y) has a t-value of 5.520, which is greater than the critical t-value of 1.983, with a significance value of 0.000, which is less than 0.05. Therefore, it can be concluded that H1 is accepted, meaning that Work Ethic has an impact on Public Service.

Table 6. Analysis of Mediation Variables through F-test

		ANOVA ^a				
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	163.678	1	163.678	30.473	.000 ^b
	Residual	563.985	105	5.371		
	Total	727.664	106			

a. Dependent Variable: Motivation
 b. Predictors: (Constant), Public_Service

Based on the regression test results above, Work Ethic (Y) has an F-value of 30.473, which is greater than the critical F-value of 3.93, with a significance value of 0.000, which is less than 0.05. Therefore, it can be concluded that H1 is accepted, meaning that Work Ethic has an impact on Public Service.

Table 7. Coefficient of Determination

Model Summary ^b						
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson	
1	.534 ^a	.285	.265	2.247	2.028	

a. Predictors: (Constant), Motivation, Bureaucratic Reform, Leadership Style
 b. Dependent Variable: Work Ethic

Based on the table above, the Adjusted R Square value is 0.265. This means that the variables of Leadership Style, Bureaucratic Reform, and Work Motivation together can explain 26.5% of the Work Ethic variable, while the remaining 73.5% is influenced by other variables not included in this study.

Discussion

Based on the research results using the t-test in SPSS version 24.0, it was found that the Leadership Style variable on Work Ethic obtained a t-value of 0.722, which is smaller than the critical t-value of 1.983. This result indicates that H0 is rejected, and H1 is accepted, meaning that Leadership Style does not have a significant influence on Work Ethic. This finding is consistent with the study conducted by Wowor et al. (2019), which found that Leadership Style positively influences Work Motivation. This research is also in line with the findings of Senen et al. (2021), which showed that Leadership Style influences Work Motivation. These results suggest that although Leadership Style is an important factor, in this context, the existing leadership style may not be optimal in influencing Work Ethic. Therefore, management needs to evaluate and possibly adopt a more participative and adaptive leadership style to enhance employees' Work Ethic. Leadership training focused on improving communication, openness, and collaboration can be an effective step to achieve this.

The t-test results also show that the Bureaucratic Reform variable on Work Ethic obtained a t-value of 2.389, which is greater than the critical t-value of 1.983. This indicates that H0 is accepted, and H1 is rejected, thus concluding that Bureaucratic Reform has a

positive influence on Work Ethic. This result supports the research conducted by Riansyah (2022) , which found that Bureaucratic Reform has a significant impact on employee performance. This result is also consistent with the findings of Suprayitno & Abbas (2024), which showed that Bureaucratic Reform positively influences employee performance. This finding underscores the importance of Bureaucratic Reform in strengthening Work Ethic, where structural and procedural changes can increase employee motivation and commitment. Therefore, management should continue to encourage and accelerate the implementation of bureaucratic reform, including simplifying procedures, reducing unnecessary bureaucracy, and adopting information technology to enhance efficiency and accountability.

Additionally, the t-test results on the Work Motivation variable on Work Ethic show a t-value of 3.817, which is greater than the critical t-value of 1.983, indicating that H0 is accepted and H1 is rejected. This suggests that Work Motivation significantly and positively influences Work Ethic. This finding supports the research conducted by Wowor et al. (2019), which found a positive relationship between Work Motivation and Work Ethic. Furthermore, the study conducted by Zaena et al (2022) also supports this finding, showing that Work Ethic significantly influences employee performance. This result highlights the importance of motivation as the primary driver of Work Ethic, where motivated employees tend to have high commitment and work enthusiasm. To maintain and increase employee motivation, management needs to implement more effective incentive and reward programs and create a work environment that supports personal and professional development.

In the simultaneous analysis, based on the F-test results, it was found that the Leadership Style, Bureaucratic Reform, and Work Motivation variables on Work Ethic obtained an F-value of 13.709, which is greater than the critical F-value of 2.69. This result indicates that H0 is accepted and H1 is rejected, thus concluding that these three variables collectively have a positive influence on Work Ethic. This finding is novel as there has been little previous research examining the simultaneous impact of these three variables on Work Ethic. The simultaneous influence suggests that these three elements—leadership, bureaucratic reform, and work motivation—mutually support each other in building a strong Work Ethic. Management should develop a holistic approach that includes leadership development, the continuous implementation of bureaucratic reform, and an integrated motivation program to simultaneously strengthen Work Ethic throughout the organization.

Finally, based on the t-test results with SPSS version 24.0, Work Ethic obtained a t-value of 5.520, which is greater than the critical t-value of 1.93. This result is reinforced by the F-test showing an F-value of 30.473, which is greater than the critical F-value of 3.93. Based on these two tests, it can be concluded that H0 is accepted and H1 is rejected, meaning that Work Ethic has a significant impact on Public Service. This finding is in line with the research conducted by Lengkong & Tulus (2017), which showed that Work Ethic affects Public Service. This research also supports the findings of Surajiyo et al., (2021), which showed that Work Motivation impacts Tax Service Quality. This result emphasizes that a high Work Ethic is an important factor in improving Public Service quality. To enhance

public service, management should continue to promote the development of Work Ethic through training, regular performance evaluations, and specially designed incentives to increase employee commitment and work quality.

CONCLUSION

This research shows that Leadership Style, Bureaucratic Reform, and Work Motivation play important roles in shaping Work Ethic within an organization. Although the current Leadership Style does not have a significant impact, Bureaucratic Reform and Work Motivation have been proven to positively influence Work Ethic. This suggests that a more participative and adaptive leadership approach, along with improvements in more efficient bureaucratic procedures and strong motivation among employees, can enhance their commitment and performance. Therefore, management needs to develop a holistic strategy that combines leadership development, continuous implementation of bureaucratic reform, and an integrated motivation program. Furthermore, this research emphasizes that a strong Work Ethic is a key factor in improving the quality of public service. A high level of work ethic among employees has been shown to significantly contribute to the efficiency and effectiveness of services provided to the public. Therefore, management must continue to promote the development of work ethic through appropriate training programs, regular performance evaluations, and incentives designed to improve work quality and employee commitment. With this approach, the organization can achieve better public service outcomes and increase public trust and satisfaction with the services provided.

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