

# Evaluation of the Effectiveness of Character Formation in Companies

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## Abstrak

Studi ini bertujuan mengevaluasi efektivitas pembentukan karakter di perusahaan serta pengaruhnya terhadap perilaku karyawan, budaya organisasi, dan efektivitas organisasi. Penelitian menggunakan desain deskriptif-korelasi kuantitatif dengan kuesioner, wawancara, dan studi dokumen. Responden terdiri atas 180 karyawan dari perusahaan menengah dan besar yang telah menerapkan program pembentukan karakter dan pengembangan etika. Data dianalisis menggunakan statistik deskriptif, korelasi, dan regresi berganda. Hasil menunjukkan bahwa pembentukan karakter secara signifikan meningkatkan integritas, disiplin, tanggung jawab, profesionalisme, dan perilaku etis karyawan. Faktor sosial, seperti keteladanan kepemimpinan, kerja tim, komunikasi interpersonal, dan dukungan organisasi, turut meningkatkan efektivitas pengembangan karakter. Pendekatan berbasis budaya organisasi menjadi strategi paling efektif. Integrasi pengembangan karakter dengan budaya organisasi dan kepemimpinan berkontribusi positif terhadap efektivitas organisasi, membangun budaya etis berkelanjutan, dan meningkatkan profesionalisme karyawan.

**Kata kunci:** *Pengembangan Karakter, Budaya Organisasi, Profesionalisme Karyawan, Faktor Sosial, Efektivitas Organisasi, Perilaku Etis*

## Abstract

This study aims to evaluate the effectiveness of character development in companies and its influence on employee behavior, organizational culture, and organizational effectiveness. The study employed a quantitative descriptive-correlational design using questionnaires, interviews, and document analysis. The respondents consisted of 180 employees from medium-sized and large companies that had implemented character development and ethics programs. Data were analyzed using descriptive statistics, correlation analysis, and multiple regression analysis. The results showed that character development significantly improved employees' integrity, discipline, responsibility, professionalism, and ethical behavior. Social factors, including leadership role models, teamwork, interpersonal communication, and organizational support, also enhanced the effectiveness of character development. A culture-based approach was found to be the most effective strategy. Integrating character development with organizational culture and leadership contributed positively to organizational effectiveness, fostered a sustainable ethical culture, and improved employee professionalism.

**Keywords:** *Character Development, Organizational Culture, Employee Professionalism, Social Factors, Organizational Effectiveness, Ethical Behavior*

## Article info

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## INTRODUCTION

Character development is no longer considered relevant only within formal educational institutions, but has also become a strategic necessity in the modern business world. Companies face increasing challenges regarding unethical behavior, a lack of integrity in the workplace, interpersonal conflicts, and a weak organizational culture, which negatively impact productivity and the company's reputation. Various studies demonstrate that an ethical organizational culture is closely linked to employee work behavior and the sustainability of the organization. A strong ethical culture can reduce deviant behavior and improve employee responsibility and professionalism ([Resende et al., 2024](#)).

On the other hand, the increasingly competitive work environment requires companies to focus not only on achieving economic objectives but also on developing the moral qualities of their personnel. Character development within companies is increasingly being implemented through training in work ethics, organizational culture development, strengthening integrity values, and character-oriented leadership development. However, in many companies, the implementation of character development remains normative and is not followed by systematic evaluations regarding changes in employee behavior or organizational culture. Consequently, many character programs remain merely symbolic policy measures without significant influence on daily work behavior.

Moreover, there is a gap between the theory of character development and organizational practices within companies. Theoretically, it is assumed that a strong character improves organizational learning, decision-making, and a healthy work culture. In practice, however, companies still face challenges such as inconsistent values, work pressure, and weak internalization of the ethical culture among employees. Crossan et al. emphasized that individual character influences organizational learning and the quality of decision-making, but that its implementation requires strong and sustainable support from the organizational culture ([Crossan et al., 2022](#)).

Previous studies have discussed the relationship between work ethic, organizational culture, and employee behavior extensively. Dedan et al. explained that work ethic plays an important role in shaping a productive and harmonious organizational culture. The study emphasized the importance of moral values for improving organizational effectiveness; however, it did not specifically empirically examine the effectiveness of character development implemented by companies in influencing employee behavior.

Another study, conducted by Kamaly and Rahmawati, investigated the implementation of the concept as part of character development in the workplace. The findings showed that values such as honesty, responsibility, and discipline could improve work motivation and interpersonal relationships among employees. However, the study focused more on religious value perspectives and did not comprehensively evaluate the effectiveness of character development programs within the context of modern corporate culture. Additionally, Resende et al. found that an ethical organizational culture had a significant influence on the reduction of unethical behavior in the workplace, but the study focused more on the ethical organizational culture than on the process of character development itself.

Based on previous studies, a gap remains in research and a new opportunity exists to evaluate the effectiveness of character development in companies. This study not only examines the implementation of character values but also evaluates their impact on work behavior, organizational culture, professional responsibility, and social relations among employees. The originality of this research lies in the comprehensive integration of concepts of character development, organizational culture evaluation, and the effectiveness of work behavior within the context of modern companies.

This study aims to analyze the effectiveness of character development implemented in companies to shape employee work behavior, characterized by integrity, discipline, responsibility, and professionalism. This research also aims to identify the forms of character development that have the greatest influence on improving organizational culture and the quality of labor relations among employees.

In addition, this study aims to evaluate the extent to which character development can become a corporate strategy for building an ethical and sustainable organizational culture. The results of this research are expected to provide empirical insights into the relationship between character

development and the effectiveness of organizations in addressing the challenges of the modern workplace.

This study argues that character development, systematically and sustainably implemented within companies, can improve the quality of work behavior, strengthen the organizational culture, and reduce unethical behavior in the workplace. The effectiveness of character development is determined not only by formal training programs but also by leadership role models, the organizational culture, and the consistency of the implementation of values in daily work activities. Therefore, character development can serve as a strategic instrument in building organizations that are both productive and ethical.

This research is important because modern companies require personnel who are not only technically competent but also possess a strong moral character to cope with the dynamics of the global work environment. Evaluating the effectiveness of character development is an essential step to ensure that character development programs actually contribute to the organizational culture and employee behavior. In addition to providing theoretical contributions to the development of studies on character formation in organizations, this research is also expected to serve as a practical reference for companies in designing value-driven and ethical personnel policies.

### Implementation of Character Formation

The implementation of character formation is the process of internalizing moral values, ethics, discipline, responsibility, and integrity in individual behavior through habituation, role models, and organizational culture. In the context of organizations and companies, character formation is implemented not only through formal training but also by creating a work culture that supports ethical values. According to [Tuati et al. \(2019\)](#), character formation, integrated with the organizational culture, can develop positive habits, improve discipline, and strengthen employee engagement with organizational goals.

Effective implementation of character formation requires support from leadership within the organization and a consistent culture system. [Crossan et al. \(2022\)](#) explained that the formation of individual character within organizations is closely linked to organizational learning and value-driven decision-making processes. In modern organizational practices, characteristics such as integrity, moral courage, responsibility, and collaboration are essential factors for creating a healthy and productive work environment.

Moreover, the implementation of character development must take place continuously through behavioral adjustment and systematic evaluation. [Mutsaqofah and Yohamintin \(2025\)](#) emphasized that integrating organizational culture into character development practices can reinforce the consistency of positive individual behavior through work rules, organizational communication, and leadership role models. Therefore, the implementation of character development is not merely a formal program, but becomes an integral part of the overall organizational culture.

### Effectiveness of Character Formation

The effectiveness of character formation refers to the extent to which character programs successfully shape the behavior of individuals in accordance with moral values and the organizational culture. Character formation is considered effective when it brings about positive behavioral changes, such as an increase in discipline, responsibility, work ethic, and collaboration skills. According to [Resende et al. \(2024\)](#), a strong ethical organizational culture can reduce unethical behavior in the workplace and strengthen the collective moral identity of organizational employees. This finding indicates that character formation contributes significantly to the effectiveness of the organization.

The effectiveness of character formation is also influenced by the consistency of its implementation and the involvement of all organizational units. Research by Norman and Abdan showed that organizational cultures that support moral values and discipline can improve the overall effectiveness of the organization. An organizational environment that supports the internalization of character values will help individuals apply positive behavior in their daily work activities.

Additionally, the effectiveness of character formation must be evaluated based on behavioral indicators, the organizational culture, and the quality of social relationships within the organization.

Effective character development is manifested not only in rule compliance, but also in greater moral awareness and professional commitment among individuals. Therefore, companies must develop evaluation systems capable of objectively and continuously measuring changes in employee behavior.

### The Role of Social Factors

Social factors play an important role in the success of character formation, because individual behavior is influenced by the surrounding social environment. Within organizations, interpersonal relationships, work culture, social communication, and leadership are the key factors determining the success of the internalization of character values. [Ellinas et al. \(2017\)](#) explained that organizational culture is shaped by social interaction, peer pressure, and social conformity, all of which influence individual behavior within organizations.

Additionally, the social role in character formation can be seen through role modeling and habituation processes. Leaders within organizations act as role models in implementing values such as integrity, discipline, and responsibility. According to [Ati et al. \(2025\)](#), organizational cultures built on collaboration, trust, and collective decision-making can improve leadership effectiveness and employee motivation.

Another social factor is support from the organizational environment for the implementation of moral values in work activities. Organizations with a positive work culture tend to build healthy interpersonal relationships and increase employee loyalty. Therefore, character development must be supported by a favorable social environment so that character values can be optimally internalized in individual behavior.

### Approaches to Character Development

Character development approaches are strategies used to anchor moral and ethical values in individuals within organizations. One of the most widely used approaches is the habituation approach, which emphasizes repeated positive behavioral practices. This approach highlights the importance of routines, role models, and organizational culture in shaping a person's character. According to [Lickona \(1991\)](#), effective character development must encompass moral knowing, moral feeling, and moral acting so that character values can be practically applied in daily life.

Another approach is the organizational culture-based approach, in which character development is integrated into the value system and work culture of the organization. [Ramdani et al. \(2025\)](#) explained that integrating character development with organizational culture can increase individuals' moral awareness and create a favorable work environment for the development of work ethic and professionalism.

Furthermore, transformational leadership approaches are also important strategies in character development. Leaders capable of providing inspiration, role models, and moral support will be more effective in shaping character-based organizational cultures. This approach positions leaders as agents of change who play an essential role in the continuous internalization of ethical values among members of the organization.

Research into character formation and organizational culture has been conducted in various organizational and educational contexts. [Tuati et al. \(2019\)](#) found that the implementation of character formation through organizational culture can improve discipline, cooperation, and integrity among organizational members. The study emphasized the importance of instilling character values through institutional culture.

[Crossan et al. \(2022\)](#) developed the concept of character-based judgment, demonstrating that individual character has a significant influence on organizational learning and the quality of decision-making within the organization. This study confirmed that organizations need to strengthen moral character to improve organizational effectiveness.

Research by [Resende et al. \(2024\)](#) showed that an ethical organizational culture can reduce unethical behavior and strengthen the collective moral identity within organizations. [Mutsaqofah and Yohamintin \(2025\)](#) discovered that organizational culture management, integrated with character development, can improve the consistency of positive individual behavior within organizations.

Although much research has already been conducted on character development and organizational culture, little research has been done on the effectiveness of character development

within companies. This study therefore offers an innovative perspective by empirically evaluating the influence of character development on work behavior, organizational culture, and employee professionalism within the context of modern companies.

This study utilizes Thomas Lickona's theory of character formation, which emphasizes that character consists of three main components: moral knowing, moral feeling, and moral acting. This theory explains that effective character formation must shape moral understanding, emotional awareness, and actual behavior in social and organizational life.

Additionally, this study uses Edgar Schein's theory of organizational culture, which explains that organizational culture consists of values, norms, and basic assumptions that influence the behavior of members. In the business context, organizational culture is the primary medium for internalizing character values such as integrity, discipline, responsibility, and cooperation.

This study also applies the theory of organizational learning proposed by [Crossan et al. \(2022\)](#), which explains that individual character influences the quality of organizational learning and decision-making processes. Based on this theory, systematically implemented character formation will improve organizational effectiveness through changes in work behavior and the development of a more ethical organizational culture. Hypotheses. Based on the theoretical framework above, the hypotheses of this study are as follows:

H1: The implementation of character development has a positive effect on the work behavior of employees.

H2: Character development has a positive effect on the corporate culture.

H3: Social factors have a positive influence on the effectiveness of character development in companies.

H4: Approaches to character development based on corporate culture have a positive effect on the professionalism of employees.

H5: The effectiveness of character development has a positive effect on the improvement of organizational quality in companies.

## RESEARCH METHOD

### Research Design

This study employed a quantitative approach with a descriptive-correlational research design to evaluate the effectiveness of character development in companies. The quantitative method was chosen because it allows researchers to objectively measure the relationship between the implementation of character development, social factors, organizational culture, and employee work behavior through statistical analysis. According to [Creswell and Creswell \(2018\)](#), quantitative research is suitable for testing theories and hypotheses by analyzing the relationships between variables using numerical data and statistical procedures. The descriptive-correlational design was used to identify the influence of character development on employee professionalism and organizational effectiveness in a business environment.

This study also utilized a cross-sectional survey, in which data was collected at a single point in time from employees of companies implementing character development programs. Cross-sectional surveys are considered effective for describing current organizational conditions and evaluating behavioral patterns within organizations ([Sekaran & Bougie, 2020](#)). Through this approach, the study aimed to investigate the extent to which character development contributes to employee behavior, organizational culture, and ethical work practices.

### Population and Sample

The population of this study consisted of employees from various medium-sized and large companies that have implemented character development programs, ethical training, or initiatives for organizational culture development. The target group included employees from management and operational departments, as both groups are directly involved in organizational activities and the implementation of corporate culture.

The sampling method used in this study was purposive sampling. Purposive sampling allows researchers to select participants based on specific criteria relevant to the research objectives ([Sugiyono, 2021](#)). The criteria for respondents were: (1) employees who had worked at the company

for at least one year, (2) employees who participated in character development or ethics programs, and (3) employees who were actively involved in organizational activities. The aim was to have 150-200 respondents to ensure sufficient statistical representativeness and reliability of the findings.

### Research Variables

This study consisted of independent variables, dependent variables, and supporting variables. The independent variable was the implementation of character development, which included integrity, discipline, responsibility, cooperation, and ethical awareness. The dependent variable was the effectiveness of the organization, reflected in employee work behavior, professionalism, and the quality of the organizational culture. Social factors and approaches to character development served as supporting variables that influenced the effectiveness of the implementation of character development.

The operational indicators of each variable were developed based on Thomas Lickona's theory of character development, Edgar Schein's theory of organizational culture, and Crossan et al.'s theory of organizational learning. Indicators of character development include moral understanding, ethical behavior, discipline, responsibility, and leadership role modeling. Indicators of organizational effectiveness include professionalism, work engagement, interpersonal relationships, and adherence to organizational values.

### Data Collection Methods

Data were collected using questionnaires, interviews, and document research. The primary instrument used in this study was a structured questionnaire with a five-point Likert scale, ranging from strongly disagree (1) to strongly agree (5). The questions in the questionnaire were based on previous studies regarding organizational ethics, character development, and organizational culture ([Resende et al., 2024](#)).

In addition, semi-structured interviews were conducted with managers and selected employees to gain deeper insight into the implementation and effectiveness of character development programs within the company. Interviews are useful for examining the experiences, perceptions, and organizational practices of participants in more detail ([Creswell & Creswell, 2018](#)). Document research was also conducted by studying the company's organizational policies, training modules, and ethical guidelines regarding the implementation of character development.

Before data were collected, the validity and reliability of the questionnaire were tested. Validity was tested using Pearson correlation analysis, while Cronbach's alpha coefficient was used for reliability. According to [Hair et al. \(2019\)](#), a Cronbach's Alpha value above 0.70 indicates acceptable reliability of the instrument.

### Data Analysis Techniques

The collected data were analyzed using descriptive and inferential statistical techniques via SPSS software. Descriptive statistics were used to describe the characteristics of the respondents, the implementation of characterization, and the perceptions of employees regarding the organizational culture. The descriptive analysis included frequency distributions, means, and standard deviations.

Inferential statistical analysis was performed using multiple regression analysis to test the influence of the implementation of characterization, social factors, and organizational culture on the effectiveness of the organization. Multiple regression analysis is suitable for simultaneously examining the relationship between several independent variables and a dependent variable ([Hair et al., 2019](#)). Hypothesis testing was performed using t-tests and F-tests with a significance level of 0.05.

Furthermore, correlation analysis was used to determine the strength of the relationships between variables. The results of the statistical analysis were interpreted to evaluate whether character formation contributes significantly to the improvement of employee behavior and organizational effectiveness within companies.

## Research Ethics

In this study, the principles of research ethics were applied to ensure the protection of participants' rights and confidentiality. Respondents participated voluntarily and were informed of the research objectives prior to completing the questionnaire or interviews. All participant information was treated confidentially and used exclusively for academic purposes.

The research also ensured objectivity and transparency in data analysis and reporting. Ethical considerations are essential in organizational research, as employee perceptions and organizational data may contain sensitive information regarding corporate culture and professional behavior (Sekaran & Bougie, 2020).

## RESULTS AND DISCUSSION

### Characteristics of the respondents

180 employees from medium-sized and large companies that had implemented character development and ethical conduct programs within the organization participated in this study. The respondents consisted of 58% male and 42% female employees. Based on length of service, 46% of the respondents had worked 1-5 years, 37% 6-10 years, and 17% more than 10 years. Most respondents came from operational departments (55%), while the remaining respondents worked in management and administrative departments (45%).

The characteristics of the respondents indicate that the participants had sufficient experience and involvement in organizational activities to provide relevant information regarding the implementation and effectiveness of character development in the workplace.

### Data on the effectiveness of character development

#### Results of the questionnaire

The effectiveness of character development was measured using indicators for integrity, discipline, responsibility, professionalism, and ethical behavior with the help of a Likert scale (1-5). The results are presented in the following table.

**Table 1. Effectiveness of character development**

| Indicator           | Average score | Category         |
|---------------------|---------------|------------------|
| Work integrity      | 4.31          | Very High        |
| Work Discipline     | 4.18          | High             |
| Responsibility      | 4.27          | Very High        |
| Professionalism     | 4.12          | High             |
| Ethical Behaviour   | 4.35          | Very High        |
| <b>Overall Mean</b> | <b>4.25</b>   | <b>Very High</b> |

The results show that character development within companies has proven effective in improving employee behavior and professionalism. The highest score was achieved for ethical behavior (4.35), indicating that employees show a strong awareness of ethical conduct in the workplace.

#### Results of interviews

Semi-structured interviews with managers and employees showed that character development programs have a significant influence on employee attitudes and work engagement. Several participants indicated that regular ethical training, the exemplary behavior of managers, and the organization's values contribute positively to employee discipline and interpersonal relationships. A manager explained:

"Character development programs help employees understand that work is not only about achieving objectives, but also about maintaining integrity and responsibility."

Employees also reported improvements in communication, teamwork, and conflict management after participating in character development activities.

### Results of the regression analysis

Multiple regression analysis showed that character development had a significantly positive influence on employee work behavior and organizational effectiveness.

**Table 2. Regression analysis of character development effectiveness**

| Variable            | Beta  | t-value | Sig.  |
|---------------------|-------|---------|-------|
| Character Education | 0.684 | 8.921   | 0.000 |

The significance value ( $0.000 < 0.05$ ) indicates that character development has a significant effect on organizational effectiveness and employee professionalism. Data on the role of social factors

### Results of the questionnaire

Social factors were measured using indicators for leadership support, interpersonal relationships, quality of communication, teamwork, and the organizational environment.

**Table 3. Role of social factors**

| Indicator                   | Mean Score  | Category    |
|-----------------------------|-------------|-------------|
| Leadership Role Modelling   | 4.29        | Very High   |
| Interpersonal Relationships | 4.11        | High        |
| Communication Quality       | 4.06        | High        |
| Teamwork Culture            | 4.24        | Very High   |
| Organizational Support      | 4.18        | High        |
| <b>Overall Mean</b>         | <b>4.18</b> | <b>High</b> |

The data show that social factors strongly support the implementation of character development in companies. Leadership modeling received the highest score, indicating that leaders play a central role in reinforcing ethical behavior and organizational values.

### Interview Results

The interviews revealed that employees were more motivated to apply character values when managers consistently demonstrated ethical behavior and fairness in decision-making. One employee stated:

"We tend to follow positive examples from leaders. When managers show discipline and fairness, employees are encouraged to do the same."

Respondents also emphasized the importance of teamwork and communication in creating a positive organizational culture.

### Results of the correlation analysis

The correlation analysis showed a strong association between social factors and the effectiveness of character development.

**Table 4. Correlation between social factors and the effectiveness of character development**

| Variables                                          | Correlation Coefficient (r) | Category |
|----------------------------------------------------|-----------------------------|----------|
| Social Factors – Character Education Effectiveness | 0.721                       | Strong   |

The correlation coefficient (0.721) indicates a strong positive association between social factors and the effectiveness of character development. Data on approaches to character development.

### Results of the questionnaire

Establishments of character development were measured using indicators for habituation practices, integration into organizational culture, leadership approaches, ethical training, and internalization of values.

**Table 5. Approaches to character development**

| Indicator                          | Mean Score  | Category         |
|------------------------------------|-------------|------------------|
| Habituation Practices              | 4.15        | High             |
| Organizational Culture Integration | 4.33        | Very High        |
| Leadership-Based Approach          | 4.26        | Very High        |
| Ethics Training Programs           | 4.08        | High             |
| Value Internalization              | 4.21        | Very High        |
| <b>Overall Mean</b>                | <b>4.21</b> | <b>Very High</b> |

The findings indicate that integration into organizational culture was the most influential approach in the implementation of character development within companies.

### Results of interviews

Managers explained that character development was more effective when ethical values were integrated into the daily activities of the organization rather than being conveyed solely through formal training. One respondent noted: "Employees understand character values better when they are embedded in the work culture and the routines of the organization."

Employees also indicated that leadership-based approaches and direct role models were more influential than theoretical training alone.

### Results of the hypothesis testing

The results of the hypothesis testing showed that organizational culture-based approaches to character development had a significant influence on employee professionalism.

**Table 6. Results of the hypothesis testing**

| Hypothesis                                                                                       | Beta  | t-value | Sig.  | Result   |
|--------------------------------------------------------------------------------------------------|-------|---------|-------|----------|
| H4: Organizational culture-based character education positively affects employee professionalism | 0.653 | 7.845   | 0.000 | Accepted |

The significance value ( $0.000 < 0.05$ ) confirms that character development approaches integrated into the organizational culture significantly improve employee professionalism. In general, the results show that:

1. Character development effectively improves the integrity, discipline, responsibility, and professionalism of employees.
2. Social factors such as leadership role model behavior, communication, and teamwork contribute significantly to the success of character development.
3. Organizational culture-based approaches are the most effective strategy for implementing character development in companies.
4. Statistical analysis confirmed significant positive associations between character development, social factors, and organizational effectiveness.

### Effectiveness of character development in companies

The findings of this study demonstrate that character development in companies has a significant positive effect on the behavior, professionalism, and effectiveness of the organization. The results of the questionnaire showed a high average score on indicators such as integrity, responsibility, discipline, and ethical behavior, while the regression analysis confirmed that character development has a significant influence on the effectiveness of the organization. These findings

support the theory of Thomas Lickona, who states that effective character development must encompass moral understanding, emotional awareness, and behavioral implementation (moral knowing, moral feeling, and moral acting) (Lickona, 1991).

The results also correspond with the study by Resende et al. (2024), which showed that an ethical organizational culture significantly reduces unethical behavior in the workplace and strengthens the collective moral identity among employees. In this study, employees demonstrated improved ethical awareness and professional responsibility after participating in character development programs. This indicates that character formation contributes not only to individual moral development but also to the strengthening of ethics and culture within the organization. Crossan et al. (2022) found similar results and argued that organizations with strong, character-based values generally have better learning processes and decision-making quality.

Furthermore, the interviews revealed that character formation became more effective when it was continuously implemented through organizational routines and leadership examples. This finding supports Schein's theory of organizational culture, which emphasizes that organizational values and assumptions shape employee behavior through socialization and institutional practices (Schein, 2017). Employees in this study viewed character formation not merely as formal training, but as a practical value system integrated into daily organizational activities.

Compared to previous studies, this research offers broader empirical evidence regarding the evaluation of the effectiveness of character formation in business environments. Previous studies typically focused separately on ethics or organizational culture, whereas this research integrates character formation, organizational culture, and employee professionalism into one comprehensive analysis. Therefore, this research strengthens the argument that character development can serve as a strategic instrument for improving organizational sustainability and ethical work behavior.

### ***The Role of Social Factors in Character Formation***

The findings demonstrate that social factors such as the role model behavior of leaders, the quality of communication, teamwork, and organizational support have a strong influence on the effectiveness of character formation within companies. The correlation analysis showed a strong positive association between social factors and the effectiveness of character formation, indicating that employee behavior is significantly shaped by the surrounding organizational environment.

This finding aligns with social learning theory, which explains that individuals learn behavior through observation, imitation, and interaction with others within social environments (Bandura, 1977). In this study, employees reported that the role model behavior of leaders had the strongest influence on their ethical behavior and work discipline. Leaders who consistently demonstrated integrity, honesty, and professionalism encouraged employees to adopt similar behavior.

The findings also support the study by Ellinas et al. (2017), which emphasized that organizational culture is shaped by social conformity, group interaction, and shared beliefs among members of the organization. Employees in this study indicated that teamwork and positive interpersonal communication contributed significantly to the internalization of character values in the workplace. Similar findings were made by Ati et al. (2025), who discovered that collaborative organizational environments improve motivation, ethical awareness, and leadership effectiveness.

Furthermore, the role of social factors in this study confirms the importance of organizational support systems for reinforcing moral behavior. Employees who felt supported by supervisors and colleagues more frequently displayed a consistent sense of responsibility, collaboration, and ethical behavior. This result is also consistent with that of Robbins and Judge (2018), who stated that a supportive organizational climate has a positive influence on employee engagement and their professional behavior.

Compared to previous studies, this research provides stronger evidence that social interaction and leadership are essential intermediary factors for the successful implementation of character development. Character development programs alone may not lead to significant behavioral change unless they are supported by positive organizational relationships and role models.

### ***Approaches to Character Development in Companies***

The results of this study showed that organizational culture-based approaches were the most effective strategy for implementing character development in companies. Of all indicators, the integration of organizational culture and leadership-based approaches achieved the highest average scores. Employees indicated that character values became more meaningful when they were integrated into daily organizational practices rather than being conveyed solely through theoretical training programs.

These findings support Lickona's (1991) perspective that character development must be applied continuously through habituation and moral action. Employees internalize values more effectively when ethical behavior becomes part of work routines, communication patterns, and organizational norms. In this study, respondents emphasized that the example of leadership and organizational culture had a stronger influence on their behavior than formal ethics seminars alone.

The findings also align with those of [Ramdani et al. \(2025\)](#), who argued that integrating character development into organizational culture creates a more favorable environment for moral awareness and the development of professionalism. Schein (2017) also explained that organizational culture functions as a system of shared assumptions and values that guide the behavior of members within organizations. In this study, employees viewed organizational culture as an important means to strengthen discipline, cooperation, and responsibility.

Furthermore, transformational leadership approaches were found to have a major influence on the effectiveness of character development. Leaders who offered inspiration, motivation, and ethical examples encouraged employees to embrace organizational values more consistently. This finding aligns with [Bass and Riggio \(2006\)](#), who argued that transformational leadership strengthens employees' moral commitment, motivation, and organizational commitment.

Compared to previous studies, this research emphasizes that character development in companies is most effective when implemented holistically through organizational culture, leadership, and daily work practices, rather than relying solely on formal training programs. This study therefore expands the existing literature by demonstrating the practical relationship between the integration of organizational culture and employee professionalism in corporate environments.

### ***Implications of the research***

The findings of this research have both theoretical and practical implications. Theoretically, this research contributes to the development of studies on character development within organizational and business contexts by integrating theories on character development, organizational culture, and organizational learning. This research also strengthens the argument that character development can have a significant influence on organizational effectiveness and ethical work behavior.

Practically, the findings suggest that companies should develop sustainable character development programs that are integrated into organizational culture and leadership practices. Companies are encouraged to strengthen ethical leadership, a team culture, and value-driven communication systems to improve employee professionalism and organizational sustainability. Character development should not be considered merely as formal training, but as a strategic organizational policy embedded in daily business operations.

Additionally, organizations must establish evaluation systems to continuously monitor behavioral changes and ethical behavior of employees. Continuous evaluation is essential to ensure that character development programs contribute effectively to organizational goals and long-term ethical development.

### **CONCLUSION**

This study concludes that character development within companies has a significantly positive influence on the behavior, professionalism, and effectiveness of the organization. The findings demonstrate that character development successfully improves the integrity, discipline, responsibility, and ethical behavior of employees, as evidenced by the high scores on the questionnaire and supported by the results of the regression analysis. These results answer the research question posed in the introduction regarding the gap between the theoretical importance

of character development and its practical implementation in business environments. The study shows that character development is not merely a symbolic organizational policy, but can yield measurable behavioral improvements when implemented systematically and continuously.

Furthermore, the study revealed that social factors play a crucial role in determining the effectiveness of character development within companies. Leadership modeling, interpersonal communication, a team culture, and organizational support significantly strengthened the internalization of character values among employees. These findings confirm that the success of character development depends not only on formal training programs, but also on the social environment and the organizational culture that support ethical behavior. The study thereby addresses the issue mentioned in the introduction regarding the inconsistency between character development theory and organizational practice in modern companies.

The research also concludes that organizational culture-based approaches are the most effective strategies for implementing character development in business environments. Employees experienced character values more effectively when they were integrated into daily organizational activities, leadership practices, and work routines, rather than being conveyed solely through theoretical training. This finding reinforces the theoretical perspective that character development must encompass habituation, role models, and continuous internalization of values to effectively influence behavior.

Additionally, this study contributes to the development of research into organizational and character development by integrating character development theory, organizational culture theory, and organizational learning theory into a comprehensive framework. The findings provide empirical evidence that character development can function as a strategic organizational tool for strengthening an ethical culture, improving employee professionalism, and supporting organizational sustainability. In practice, the study suggests that companies should design sustainable character development programs integrated into organizational culture, leadership systems, and employee development policies. Organizations are encouraged to implement continuous evaluation systems to monitor employee ethical behavior and professional engagement. Through these efforts, companies can develop not only technically competent employees but also individuals with a strong moral character capable of supporting the long-term success of the organization in the modern work environment.

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