



"The Role of Rhetoric (Ethos, Pathos, Logos) and Psycho-Physical-Spiritual Wellbeing in Enhancing Member Performance, with Employee Innovation as a Mediating Variable" – A Conceptual Analysis

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Abstract. This study explores the impact of rhetoric (ethos, pathos, logos) and psycho-physical-spiritual Well-being on employee performance, with Innovation as a mediating factor. Utilizing a conceptual approach, it integrates Aristotle's rhetoric theory, Job Demands-Resources Theory, and Social Exchange Theory to develop a comprehensive theoretical framework. A thorough literature review on Leadership communication, holistic Wellbeing, employee innovation, and organizational performance provides the foundation for the analysis. The findings suggest that effective rhetorical communication from Leadership enhances trust, emotional engagement, and logical persuasion, all of which foster Innovation. Additionally, the psychological, physical, and spiritual Well-being of employees contributes to emotional stability, meaningful work, and energy, thereby strengthening innovative behavior. Innovation plays a crucial mediating role between these factors and enhanced employee performance. This research is original in its operationalization of rhetoric as a measurable construct and its integration of holistic Wellbeing dimensions in the context of law enforcement. Practically, it contributes to the Development of Leadership training models and integrated welfare programs aimed at boosting Innovation and performance in police organizations.

Keywords: Rhetoric, Wellbeing, Innovation, Performance, Police.

1 Introduction

In the dynamics of modern organizations, the success of public institutions, particularly law enforcement agencies such as the Indonesian National Police (INP), is increasingly shaped not only by technical capabilities and procedural adherence but also by the quality of Leadership and the Wellbeing of their officers. As Indonesian society faces rapid socio-political shifts, police institutions must continuously adapt to emerging challenges, including heightened public accountability, psychological stressors, and the need for Innovation in law enforcement practices. These demands require strong Leadership to maintain public trust and ensure professional conduct within the police force. The complexities of police work in Indonesia, particularly within regional police units, present unique challenges that require leaders to balance directive and empathetic communication. These Leadership practices can impact internal morale, employee performance, and public relations. Amid the growing pressure faced by officers, including managing heightened security threats, community relations, and operational demands, understanding the roles of Leadership rhetoric and member welfare is critical. There is a gap in addressing officers' holistic Wellbeing (psycho, physical, and spiritual), which is often overlooked in police training programs, leading to

diminished innovation and performance outcomes. Current research on police Well-being within Indonesia has predominantly focused on psychological Wellbeing and job satisfaction. Still, it has rarely integrated Leadership rhetoric or Innovation as mediating factors in performance. This research aims to bridge this gap by investigating how Leadership rhetoric, specifically the use of ethos, pathos, and logos, along with the psycho-physical-spiritual Wellbeing of police officers, influences their performance through the mediator of employee innovation. Given the high-stakes environment in which Indonesian police officers operate, understanding how Leadership communication can foster a culture of Innovation, while simultaneously enhancing officer Wellbeing, is crucial to improving overall organizational performance. In addition to the importance of Leadership communication, the dimensions of Wellbeing, including physical health, psychological stability, and spiritual meaning, form an integral part of an officer's ability to perform under pressure. Officers' ability to innovate and adapt to new situations, such as technological advancements and evolving community needs, is increasingly seen as a vital component of effective policing. Thus, this research explores how integrating Wellbeing initiatives with Leadership communication strategies can enhance innovative behaviors and, consequently, improve police performance. Empirical studies focusing on these aspects within the Indonesian police force are scarce, making this research both timely and crucial for advancing law enforcement practices in the country.

The success of law enforcement agencies depends on Leadership quality, member welfare, and technical abilities. Amid social change, police must be adaptive, transparent, and innovative to maintain public trust. The behavior, performance, and welfare of officers are key in human resource management, as Leadership communication shapes work meaning, policy legitimacy, and motivation, influencing outcomes. Leaders' rhetorical habits affect subordinates' trust and compliance; these habits also contribute to the achievement of organizational objectives. [1]. This model contains rhetorical elements, and that's not all. For members of the police force, Wellbeing is regarded from a multidimensional perspective: it encompasses psychological, physical, and spiritual aspects that affect cognitive capacity, vitality, pain levels, and the thinking process, as well as emotional strength to perform police work effectively and happily.

Recent studies on workplace spirituality and Wellbeing report positive relationships between meaningful work experiences, mindfulness practices, and psychological Wellbeing indicators, as well as work outcomes such as commitment, satisfaction, and performance. The interaction among physical, sleep disorders, psychological (stress, anxiety), and spiritual (sense of purpose, meaningfulness) factors creates internal resources that support employee creativity and productivity, a construct relevant to the context of high-pressure police work.[2].

The practical problems that appear in the field are twofold. First, there is a gap between techno-rational Leadership communication (focused on instructions and procedures) and communication that also builds credibility (ethos) and emotional resonance (pathos) to create a conducive psychological climate. Second, the psycho-physical-spiritual Wellbeing of members is often overlooked in intervention design,

thereby failing to mobilize the potential for employee innovation, the engine of organizational change. The proposed solution is the integration of communicative Leadership Development programs (rhetoric training for unit leaders), integrated welfare packages (physical interventions: physiological health; psychological: counseling and mindfulness; spiritual: framing the meaning of work), and incentive mechanisms to facilitate and assess member Innovation as a mediator between internal conditions and organizational performance. Empirical evidence from cross-sector research shows that employee Innovation acts as an essential mediator between organizational resources (including Wellbeing and Leadership) and actual performance; interventions that combine communication and Wellbeing aspects increase innovative capacity, which in turn improves performance.[3]. From the literature review, several clear and urgent research gaps emerged. First, although there are many studies on transformational Leadership and its effects on performance, few empirical studies operationalize Leadership rhetoric (ethos, pathos, logos) as separate constructs and map how each of these rhetorical components interacts with the psychological, physical, and spiritual dimensions of member Wellbeing. Second, the role of employee Innovation as a mediator in the context of law enforcement (policing), an organization structurally different from private companies, has rarely been tested with representative primary data. Third, research that integrates these three domains (Leadership rhetoric, holistic Wellbeing, and employee innovation) in a police setting, particularly in legal and disciplinary units within the regional police environment, is almost nonexistent. This gap underscores the need for comprehensive studies that test integrated causal models within the Yogyakarta Regional Police. (In the context of Indonesian policing, several preliminary studies have touched on psychological Wellbeing and job satisfaction, but have not simultaneously combined the variables of rhetoric and Innovation. [3].

This research is grounded in three key theories: Rhetorical Theory (ethos-pathos-logos), which explains how Leadership communication affects behavior; Job Demands-Resources (JD-R) Theory, which shows how resources boost engagement; and Social Exchange Theory, which highlights how trust and credibility foster Innovation and performance. These frameworks support testing the relationships in the research model [4]. The novelty of this research lies in several aspects: (1) the operationalization of Leadership rhetoric as a separate quantitative construct (measuring ethos, pathos, and logos measurably) and testing the differential effects of each dimension on Well-being, Innovation, and performance; (2) the integration of Psycho, physical, spiritual dimensions as a holistic construct of Wellbeing that is tested simultaneously, rather than just psychological or spiritual Wellbeing separately; (3) the use of employee Innovation as a mechanistic mediator that bridges internal conditions (Wellbeing and Leadership rhetoric) with performance outcomes, tested in the context of law enforcement (Legal and Disciplinary Development Unit, Yogyakarta Regional Police) which is unique in terms of structure, organizational culture, and demands for ethics and public accountability. This model has empirical and practical implications: not only does it contribute to the literature on organizational theory and Leadership communication, but it also yields direct results that provide a sound basis for guiding effective Leadership training programs and customized welfare packages for police [5].

The proposed research fills a theoretical and practical gap by linking three important spheres: Leadership rhetoric, psychological, physical, and spiritual Well-

being, and employee Innovation to explain variations in police officer performance. Given that the policing context presents unique work pressures and high demands for public legitimacy, focusing on how leaders use ethos, pathos, and logos to shape a work environment that supports Wellbeing and Innovation is not only scientifically relevant but also urgently needed for policy.

2 Literature Review

2.1 Theory of Persuasion / Rhetorical Theory

To Aristotle, rhetoric and argumentation are "the ability to observe in any given case the available means of persuasion." Some call this a metameaning. That is, it tells us how something is to be done; by logical argument, a trusted message will be supported by reliable data. Next, let us examine how Aristotle defines rhetoric. First, in Rhetoric Book I, Chapter 1, he writes: "In general, rhetoric can be said to rely on either emotion or reason." When to use persuasion is determined by the needs of both sides and the number of contexts involved. So Aristotle called this persuasion in a given situation, and it entails being able to observe and find available means of persuasion in any situation that arises [6]. Since Ancient Greece, rhetoric has been a foundational framework for understanding how communication can influence a person's thinking, behavior, and actions. [6]According to Rhetorical Theory, as seen in a scientific context, founded on Aristotle's thoughts, effective persuasion arises from a balance of three dimensions: ethos (the credibility and moral character of the communicator), pathos (emotional influence on the audience), and logos (logical and argumentative reasoning that is convincing). [7]. According to Rhetorical Theory, as seen in a scientific context, founded on Aristotle's thoughts, effective persuasion arises from a balance of three dimensions: ethos (the credibility and moral character of the communicator), pathos (emotional influence on the audience), and logos (logical and argumentative reasoning that is convincing) [8]. In the logic of the modern organization, rhetoric no longer means how well one speaks as a public speaker; instead, METAPHORICAL PRINCIPLES FOR Leadership become part of broader connotations than mere formal language use and common expressions.

Since Aristotle, rhetoric has been understood as the art of persuasion that combines ethos (the speaker's moral credibility and integrity), pathos (the ability to evoke emotion in the audience), and logos (rational, logical argumentation). Aristotle, therefore, concluded that a leader's ability to get across a message effectively is not only a matter of what kind of message it is. Trust relationship established, emotional resonance, and continuity in logic offered-all contribute. In the logic of the modern organization, rhetoric is no longer just a speaking skill but a strategic Leadership tool to influence employees' attitudes, behaviors, and Innovation. [9].

Contemporary research on Leadership rhetoric confirms that effective Leadership is closely related to rhetorical communication style. [10] shows that dimensions of Leadership communication emphasizing credibility, emotional warmth, and convincing arguments are positively associated with trust, engagement, and subordinate performance outcomes [11]. Within this framework, perhaps it is not surprising to find that one leading cause of discontent in work is the conflict or tension between principles of legality as defined by law enforcement organizations (such as police) and one's understanding of what constitutes legitimate rights for people in their purview on the receiving end. Ethos is crucial because the public and subordinates judge a leader's moral integrity based on personal credibility and consistency of actions. Pathos is relevant to creating emotional resonance, for example, when a leader conveys

a message of discipline with empathy that raises collective awareness rather than merely instilling fear. Logos, in turn, ensures that Leadership policies and instructions are supported by rational reasons that members can understand, so that compliance is not only due to authority but also to clarity and logic that are mutually recognized.

The connection between rhetorical theory and psychological, physical, and spiritual Well-being is evident when a leader's communication style reduces stress, increases a sense of meaning, and strengthens a healthy work environment. [10]. Studies on workplace spirituality have found that meaningful, value-based communication can maintain a sense of purpose, balance psychological and physical stress, and ultimately enhance employee Wellbeing. Thus, a leader's rhetoric not only influences cognition (logos) but also affective conditions (pathos) and moral perceptions (ethos), which are closely related to holistic Well-being.

Furthermore, rhetorical theory can explain the mechanism of employee Innovation mediation. [12]. If you lead by example and are willing to take a stand as a thought leader and communicator, your company will change.

Research [13] Shows that meaningful communication, supported by organizational resources, encourages employee innovation, which, in turn, is directly linked to improved performance. [14]. In other words, ethos, pathos, and logos are not only rhetorical appeals but also instruments for fostering an innovative climate within an organization. Theoretically, the application of Rhetorical Theory in contemporary Leadership studies extends its scope beyond classical public rhetoric to organizational management. This theory helps explain why communication-based Leadership is effective in bridging the gap between individual conditions (psycho, physical, spiritual Well-being) and organizational outcomes (employee performance) through creative and innovative employee behavior. This novelty aligns with the argument that modern organizations need not only structurally authoritative leaders but also rhetorically fluent leaders to create moral legitimacy, a favorable emotional climate, and logical arguments that encourage active member participation.

Thus, Rhetorical Theory not only has historical significance as a framework for persuasion but also empirical relevance in explaining how police leaders in an era of social complexity can integrate ethos, pathos, and logos to improve employee Wellbeing, encourage Innovation, and strengthen organizational performance.

2.2 Rhetoric (Ethos, Pathos, Logos)

In the study of communication and Leadership, rhetoric occupies a central position as a means of building influence, shaping meaning, and motivating action through purposeful and meaningful language. As a discipline rooted in philosophy and the art of speaking, rhetoric not only studies the techniques of message delivery but also how messages can foster trust, evoke emotions, and convince audiences rationally. [15]. Over time, the concept of rhetoric has expanded from the art of persuasion to a strategic instrument for building social and professional relationships, including in the context of modern organizations such as the police force, which demands both firmness and empathy in all forms of communication. [16].

Rhetoric is the art of persuasive speaking and communication that has developed since Ancient Greece. Aristotle introduced three main dimensions of rhetoric: ethos, pathos, and logos. Ethos refers to the credibility and integrity of the communicator; pathos to the ability to evoke emotions in the audience; and logos to the power of logic and rational argumentation. [17]. These three dimensions are believed to complement one another and determine the effectiveness of communication across various contexts,

including modern organizations. In the context of policing, rhetoric is an essential tool because members of the Indonesian National Police must convey orders, explain legal regulations, and provide disciplinary guidance in a manner acceptable to both members and the community. Previous studies have shown that communication and rhetoric skills are significantly correlated with organizational performance [19]. For example, rhetoric-based communication skills among public leaders have been found to increase subordinates' trust and improve team performance. This indicates that rhetoric is not merely the ability to speak, but an integral part of managerial and Leadership strategies. In a police organization, ethos can be reflected in a member's integrity in enforcing legal rules and maintaining internal discipline. Pathos arises when members understand the psychological conditions of the community or colleagues, so that communication does not provoke resistance. Meanwhile, logos is evident in an officer's ability to convey legal arguments rationally and clearly. Thus, rhetoric serves a dual purpose: first, it strengthens internal influence within the organization; second, it enhances the effectiveness of external interactions with the community. Indikator Retorika (Ethos, Pathos, Logos).

Rhetoric, as the art of persuasion, has three main dimensions: ethos, pathos, and logos, each of which contains indicators of a leader's communication quality. These three dimensions work together to form a credible, inspiring, and rational message. In the context of modern organizations, including law enforcement agencies such as police, these indicators can be used to assess the extent to which leaders can effectively communicate values, instructions, and policies to subordinates and the public. First, the Ethos indicator reflects the credibility and moral integrity of leaders in communication. Ethos relates to the audience's perception of the communicator's honesty, competence, and character. Adopted from [18] Some critical indicators of ethos include: honesty and consistency of behavior, namely the consistency between the words and actions of leaders; professional competence, namely the abilities and knowledge that make leaders' messages credible; fairness and moral responsibility, namely the extent to which leaders are considered fair in communicating policies and making decisions; and exemplary behavior, which reflects the behavior of leaders as ethical role models for members of the organization. In the context of policing, ethos underpins moral legitimacy and trust, the foundations of effective Leadership. Second, the Pathos indicator emphasizes a leader's ability to build emotional resonance with their audience. Rhetoric that appeals to pathos not only engages cognitive processes but also influences subordinates' emotions, empathy, and work ethic. Indicators of pathos include: empathy and emotional sensitivity, which is the leader's ability to understand the psychological situation of subordinates; the ability to motivate and inspire, where the leader's message can arouse enthusiasm and a sense of belonging; the use of humanistic language that touches on human values, so that the audience feels appreciated; and emotional involvement, which is evident when leaders express sincere concern in their communication. In police organizations, pathos enables leaders to instill discipline without causing resistance, but rather by building collective awareness and emotional solidarity. Third, Logos indicators focus on the strength of leaders' logic, argumentation, and message clarity. Logos plays an essential role in organizational contexts that prioritize accountability and rationality, such as police institutions. Logos indicators include: clarity of argumentation, which is the ability to explain policies or orders with reasons that are easy to understand; consistency of logic and data, where messages are accompanied by substantial evidence or legal basis; a systematic delivery structure, so that messages are easy to follow and remember; and the ability to provide

rational solutions, which is the leader's ability to respond to questions or objections with objective and intellectually acceptable arguments. Logos ensures that a leader's communication is not only persuasive but also informative and rational, thereby increasing the legitimacy of organizational decisions.

2.3. Psycho, Physical, Spiritual Well-being

In modern human resource management, individual Wellbeing is no longer understood merely as physical health; it now encompasses a comprehensive balance among physical, psychological, and spiritual dimensions. The complexity of job demands, especially in high-risk professions such as policing, requires a more thorough understanding of human Well-being. This has given rise to the concept of Psycho-physical-spiritual Wellbeing, a holistic approach that views Well-being as a combination of physical health, peace of mind, and a deep sense of meaning in life that guides a person's behavior and performance.

Wellbeing is a multidimensional concept encompassing physical, mental, and spiritual dimensions. [19]. The theory of psychological Well-being emphasizes the importance of dimensions such as self-acceptance, personal growth, life purpose, and positive relationships. This concept has since evolved into a more comprehensive framework that incorporates physical and spiritual dimensions, resulting in the term Psycho-Physical-Spiritual Wellbeing. In this framework, physical Wellbeing includes physical health conditions that enable individuals to work optimally. Psychological Well-being includes emotional stability, resilience, and intrinsic motivation in dealing with work pressures. Meanwhile, spiritual Well-being relates to the meaning of life, a sense of meaning in work, and the alignment of individual values with the organization. [20]. Research in an organizational context shows that individuals with high levels of Well-being are more productive, more innovative, and more resilient to work stress. [21]. In law enforcement, psychological, physical, and spiritual Well-being are essential because members face heavy physical demands, high psychological pressure, and ethical and moral dilemmas. Supporting members' holistic Wellbeing can strengthen organizational commitment and improve long-term performance.

Psychological, Physical, and Spiritual Well-being Indicators. First, Psychological Well-being reflects an individual's stable mental and emotional condition and their ability to cope with life's pressures and challenges. [19] explains that psychological Well-being includes several indicators, including self-acceptance, personal growth, purpose in life, autonomy, environmental mastery, and positive relations with others. In police organizations, these indicators are evident in members' ability to manage their emotions under pressure, to remain calm in high-risk situations, and to have strong intrinsic motivation to serve the community with professionalism and empathy.

Second is Physical Wellbeing. Physical Well-being relates to a healthy, fit body that functions optimally to support daily work activities. Indicators include adequate energy levels, physical fitness, a balanced diet, sufficient rest, and healthy lifestyle habits, such as regular exercise and health checkups.[22] In the police profession, which demands high physical readiness, physical Wellbeing is essential for maintaining stamina, responsiveness, and resilience under heavy workloads. Physically fit members will be better prepared to meet the demands of the field while maintaining their own safety and that of the community.

Third is Spiritual Well-being. Spiritual Wellbeing relates to a sense of meaning and purpose in life, as well as an individual's relationship with higher values. According to [23] Spiritual Wellbeing indicators include a sense of purpose, inner peace, faith, alignment of values between individuals and organizations, and connectedness with others and God. In the context of police organizations, spiritual Wellbeing helps members find meaning in the complex tasks they undertake, strengthens moral integrity, and maintains fortitude in the face of ethical dilemmas.

Balance Between Dimensions (Integration of Psycho, Physical, Spiritual Aspects). These three aspects of Well-being are complementary and inseparable. Individuals who are psychologically healthy but neglect their physical and spiritual health are prone to fatigue and a loss of meaning at work. Conversely, a balance among a fit body, a positive mind, and a calm soul will create optimal working conditions. In the context of policing, this balance is reflected in members' ability to maintain focus and calm in crises, uphold human values, and behave ethically even under pressure. Therefore, the Psycho-Physical-Spiritual Wellbeing approach emphasizes the importance of holistic self-management and its impact on Organizational Performance and Well-being. High psychological, physical, and spiritual Wellbeing directly impacts performance, loyalty, and Innovation within an organization. [24]. Emphasizes that individuals with high Wellbeing tend to be more productive, experience lower stress, and have more harmonious interpersonal relationships. In police organizations, these conditions foster a healthy work culture, firm discipline, and a sense of togetherness among members. Institutional support for holistic Well-being through mental training, fitness activities, and spiritual guidance is key to building resilient, ethical, and committed human resources for public service.

2.4 Inovasi

In modern organizations, Innovation is a key driver of competitiveness and relevance amid rapid environmental change. Innovation is understood not only as the creation of new products or services but also as the ability of organizations to adapt, improve processes, and adjust policies and strategies to remain effective amid internal and external dynamics. In bureaucratic environments and law enforcement agencies such as the police, Innovation is increasingly important because the challenges are complex and multidimensional, often requiring creative solutions that involve cross-functional thinking and collaborative approaches. Therefore, an innovative culture needs to be instilled as part of the ethos of professionalism and public service responsibility. Innovation in organizations is the ability to create, promote, and implement new ideas that benefit the organization. [25].

Innovation in organizations is the ability to create, promote, and implement new ideas that benefit the organization. [26] In addition to hardware, we should strive for breakthroughs in tools, processes, and strategies for task performance. In a police organization, this could mean developing more efficient administrative methods; streamlining online administration through communication technology for investigations; and improving procedures for handling members who deviate. According to the theory [27] Innovation is the main driving force behind organizational and community Development. In the public sector, Innovation plays a strategic role in creating services that are more responsive to community needs. [28]. [29] Emphasizes that Innovation mediates the relationship between Leadership communication and employee performance, thereby serving as an essential bridge to improve organizational effectiveness. Innovation indicators in organizations are a systematic process that involves the individual and collective ability to generate and implement

new ideas that will enhance the effectiveness, efficiency, and quality of services. In the context of public organizations such as the police, Innovation is not just about introducing new technology; it also involves transforming ways of thinking, decision-making, and creative resource management. Practical Innovation reflects an organizational culture that is open to change, values creativity, and provides space for members to actively participate in improving work systems and public services. Therefore, the ability to innovate is not only a characteristic of modern organizations but also a measure of institutional maturity in facing social dynamics and increasingly complex community demands.

To understand and measure the extent of Innovation within an organization, a set of structured and measurable indicators is required. These indicators cover all stages of the Innovation process, from the emergence of creative ideas to their impact on organizational performance. Based on a theoretical review of [30] Various studies on public-sector innovation Indicate That Innovation indicators can be grouped into five main dimensions: individual creativity, application of new ideas, organizational support, collaboration and learning, and impact on performance. Each dimension has a set of operational indicators that can serve as a basis for developing Likert-scale research instruments. The following Table describes these indicators in detail as a reference for measuring Innovation within an organization.

2.5 Member Performance

Member performance is key to organizational effectiveness, particularly in institutions like the police. It reflects not only task execution but also the application of values, ethics, and professionalism. In policing, performance is tied to morality, discipline, and loyalty, thereby affecting public trust. A comprehensive approach to performance includes behavior, work results, and contributions to organizational goals, enabling objective evaluation and continuous improvement.[31] In the context of policing, performance includes several key indicators: work quality, work quantity, timeliness, discipline, and contribution to achieving organizational goals. Performance management theory emphasizes that performance is determined by a combination of ability, motivation, and opportunity [32]. Contemporary research shows that performance is influenced not only by technical factors and resources, but also by soft skills such as communication, Innovation, and spirituality [33]. This emphasizes the need for a multidimensional approach to improving police officers' performance. Member Performance Indicators: Member performance in a police organization reflects the extent to which individuals can carry out their duties, responsibilities, and roles effectively to support the achievement of organizational goals. Performance is measured not only by quantitative results, but also by work behavior, work ethic, and the ability to work with colleagues. According to [37] and [38], Individual performance is influenced by three main factors: ability, motivation, and opportunity. In the context of policing, performance indicators are often linked to members' ability to carry out law enforcement, public service, and community Development functions. Therefore, member performance is a combination of technical expertise, operational discipline, and moral responsibility that supports the creation of institutional professionalism. Furthermore, member performance also reflects the organizational behavior dimension that prioritizes work effectiveness and efficiency. This dimension includes work quality (the ability to perform tasks according to standards), work quantity (the amount and intensity of results achieved), timeliness (the ability to complete work according to schedule), discipline (adherence to

regulations and professional ethics), and cooperation (the ability to collaborate in a team to achieve optimal results). In addition, contributions to Innovation and organizational Development are essential indicators in the modern era, where social and technological changes demand continuous adaptation. Thus, police member performance indicators must reflect a balance among work results, professional behavior, and the moral and ethical values that underpin service to the community.

3. Methodology

This study uses a conceptual approach to develop a theoretical model grounded in the existing literature, integrating Aristotelian Rhetoric, Job Demands-Resources Theory, and Social Exchange Theory. It explores how rhetoric and Well-being influence Innovation and performance. Seven untested hypotheses are proposed, underscoring the need for future empirical research to validate these relationships in real-world settings, such as police. Since this study is conceptual, future empirical research is needed to test the proposed model and hypotheses. Data from police organizations, particularly the Legal and Disciplinary Development Unit of the Yogyakarta Regional Police, will be essential for evaluating these relationships and refining the framework for practical application.

This study uses a conceptual approach to clarify theoretical constructs and develop new interpretations grounded in the existing literature on organizational goals [1]. According to [2]. This conceptual approach identifies research gaps and proposes a framework for future empirical testing. It integrates literature on rhetoric, Wellbeing, Innovation, and performance to explain how rhetorical skills and Well-being enhance employee performance through Innovation. The result of this approach is a conceptual framework that can be empirically tested in future research. This framework is expected to provide an in-depth understanding of the factors influencing police officer performance, particularly within the Legal and Disciplinary Development Unit of the Yogyakarta Regional Police. This conceptual framework is designed to answer several key questions: Does rhetoric (ethos, pathos, and logos) have a positive effect on the performance of members of the Legal and Disciplinary Development Unit of the Yogyakarta Regional Police? Does psycho, physical, and spiritual Well-being have a positive effect on the performance of members of the Legal and Disciplinary Function Development Unit of the Yogyakarta Regional Police? Does rhetoric (ethos, pathos, and logos) have a positive effect on member innovation? Do psychological, physical, and spiritual Well-being have a positive impact on member innovation? Does member Innovation have a positive effect on the performance of members of the Legal and Disciplinary Function Development Unit of the Yogyakarta Regional Police? Does member Innovation act as a mediator in the relationship between rhetoric (ethos, pathos, and logos) and member performance? Does member Innovation act as a mediator in the relationship between psycho, physical, and spiritual Wellbeing and member performance?

4. Results and Discussion

4.1. Rhetoric (Ethos, Pathos, Logos) Influences Employee Performance

Higher rhetorical skills (ethos, pathos, logos) improve employee performance by strengthening communication, building trust, motivating emotions, and conveying clear arguments. This fosters a productive, collaborative work environment, as research shows that rhetorical mastery is associated with stronger engagement and relationships.[36].

4.2 Psycho, Physical, and Spiritual Well-being Affects Employee Performance

Better psycho-physical-spiritual Well-being boosts employee performance by enhancing health, empowerment, and motivation. Research shows that Well-being is positively linked to performance through increased engagement. [37].

4.3 Rhetoric (Ethos, Pathos, Logos) Influences Innovation.

Higher rhetorical ability (ethos, pathos, logos) boosts employee innovation. Effective rhetoric fosters Innovation by persuading, inspiring, and conveying logical ideas, helping employees generate and implement new solutions. Despite limited research, the role of rhetoric in Innovation is widely accepted in organizational communication. [38].

4.4. Psycho, Physical, and Spiritual Well-being Influences Innovation

Better psycho-physical-spiritual Wellbeing enhances employee innovation by fostering creativity, risk-taking, and adaptability. Research, including a study in Thailand, indicates a positive association between Well-being and innovative behavior. [39].

4.5 Innovation Affects Employee Performance

The higher an employee's level of Innovation (or innovative ability), the higher the employee's performance. Innovation enables employees to find more efficient ways of working, solve problems with new approaches, and make greater contributions to the organization. Thus, innovative employees have the potential to significantly improve their performance. Evidence from research on the Indonesian salon industry indicates that individual innovative ability has a significant positive effect on employee performance. [40].

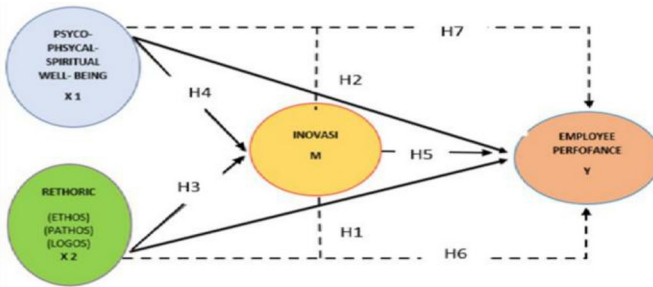
4.6. Innovation Mediates The Effect of Rhetoric on Employee Performance

Innovation mediates the relationship between rhetoric (ethos, pathos, logos) and employee performance. Rhetorical ability enhances innovation, which in turn improves performance. Many studies show that Innovation mediates the link between various factors and performance [41].

4.7. Innovation Mediates The Influence of Psycho, Physical, Spiritual Well-being on Employee Performance.

Innovation mediates the relationship between Well-being and performance. Wellbeing drives Innovation, which, in turn, enhances performance, both directly and indirectly. This link between Wellbeing, Innovation, and performance is supported by existing research. [42].

Figure 1. Researcher's Conceptual Framework Chart



The model shows how Rhetoric (Ethos, Pathos, Logos) and Wellbeing (psychological, physical, spiritual) influence employee performance, with Innovation mediating the relationship. Both factors directly and indirectly enhance performance through Innovation. [36],[37],[38], [43],[40], [41].

5 Conclusion

This study shows that both rhetoric (ethos, pathos, logos) and psychological, physical, and spiritual Well-being play vital roles in enhancing employee performance, with Innovation acting as a key mediator. Strong rhetorical skills improve communication, foster positive emotions, and provide clear, logical reasoning, all of which support Innovation. Similarly, balanced psychological, physical, and spiritual Well-being creates a healthy environment for employees, encouraging Innovation and boosting performance. Innovation serves as a bridge, connecting these factors to improved employee outcomes. Thus, the combination of effective communication and Well-being significantly impacts employee performance, confirming the importance of rhetoric and holistic Wellbeing in fostering a productive workforce.

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