

## The Effect of Ethical Leadership, Code of Ethics on Integrity Mediated by Job Satisfaction

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Received 10 August 2020, Revised 1 September 2020, Accepted 3 September 2020

**Abstract** — *This study aims to determine the effect of ethical leadership, code of ethics on police integrity mediated by job satisfaction in Bandar Lampung City Police. Police integrity is a crucial phenomenon, because this is the foundation to improve the performance of individuals and organizations as expected by the Indonesian National Police (POLRI). The number of samples in this study were 250 police officers from five different units in the structure of Bandar Lampung City Police. The sampling method used is purposive sampling and cluster sampling. Structural Equation Model Analysis (SEM) is also used to test the effect of ethical leadership, code of ethics and job satisfaction by placing job satisfaction as a mediating variable on police integrity. In accordance with SEM analysis, this study finds that ethical leadership and the code of ethics has positively influence and significantly on job satisfaction, also toward police integrity. Furthermore job satisfaction has positively influence and significantly on police integrity. The evidences shows that the indirect effect mediated by Job Satisfaction is greater than direct effect of ethical leadership and code of ethics on police integrity. So it can be concluded that Job Satisfaction can mediate the relationship between ethical leadership with police integrity also code of ethics with police integrity.*

**Keywords:** *Ethical Leadership, Code of Ethics, Job Satisfaction, Police Integrity.*

**Abstrak** — Penelitian ini bertujuan untuk mengetahui pengaruh kepemimpinan etis, kode etik terhadap integritas polisi yang dimediasi oleh kepuasan kerja di Polres Bandar Lampung Kota. Integritas polisi merupakan fenomena yang sangat krusial, karena itu adalah landasan untuk meningkatkan kinerja individu dan organisasi seperti yang diharapkan oleh Kepolisian Negara Republik Indonesia (POLRI). Jumlah sampel dalam penelitian ini adalah 250 anggota Polsek dari lima satuan yang berbeda di struktur Polres Kota Bandar Lampung. Metode pengambilan sampel yang digunakan adalah *purposive sampling* dan *cluster sampling*. Analisis *Structural Equation Model* (SEM) digunakan untuk menguji pengaruh kepemimpinan etis, kode etik dan kepuasan kerja dengan menempatkan kepuasan kerja sebagai variabel mediasi terhadap integritas polisi. Sesuai dengan analisis SEM, penelitian ini menemukan bahwa kepemimpinan etis dan kode etik berpengaruh positif dan signifikan terhadap kepuasan kerja, serta integritas polisi. Selain itu, kepuasan kerja berpengaruh positif dan signifikan terhadap integritas polisi. Bukti menunjukkan bahwa pengaruh tidak langsung yang dimediasi oleh Kepuasan Kerja lebih besar daripada pengaruh langsung kepemimpinan etis dan kode etik terhadap integritas polisi. Sehingga dapat disimpulkan bahwa kepuasan kerja dapat memediasi hubungan antara kepemimpinan etis dengan integritas polisi serta kode etik dengan integritas polisi..

**Kata Kunci:** Kepemimpinan etis, Kode etis, Kepuasan kerja, Integritas polisi

## INTRODUCTION

### Background

The issues of integrity, code of ethics and police accountability are the most influential aspects of realizing public trust in police services as a law enforcement agency and creating security and order in people's lives, according to the United Nations (Kucukuysal, 2008).

Related to the integrity of police officers of Bandar Lampung City Police, based on data from Professional and Security Section Bandar Lampung City Police, it is known that violations of discipline and ethical codes from 2017 to 2019 reached as many as 120 cases. Among them were 99 Disciplinary cases, with details in 2017 as many as 27 cases, in 2018 as many as 57 cases and in 2019 as many as 15 cases and 21 violations of Code of Ethics with details

as many as 9 cases recorded in 2017, and one case in each year 2018 and 2019. This shows the lack of integrity among police officers in Bandar Lampung City Police.

In order to deal with and handle cases of disciplinary and codes of ethics violations, so far, the Bandar Lampung City Police has conducted investigations. Based on the annual report of the Professional and Security Section of Bandar Lampung City Police, the settlement of disciplinary and code of ethics violation cases was increasing from 2017 to 2019 with 16 cases, 57 cases and 15 cases respectively. Then, the settlement of professional code of ethics violation cases during 2017, 2018, and 2019, reached 8 cases, 7 cases and one case respectively. The following are the types of violations committed including making illegal collection when carrying out police duties, extorting people, beating suspects, getting drunk and doing vandalism, giving unprofessional public services, running away from task, committing fraud to community, committing domestic violence, divulging police secrets, being involved in drug abuse and corrupting police budget as well as not attending morning roll-call.

The phenomenon and problems of distortion committed by police members (police misconduct) are critical issues for police profession, especially in gaining legitimacy of wider community which becomes a social control for them to carry out their duties; it is called police integrity as stated by Klockars and Ivkovic (2004).

Police integrity, seen from organizational theory (Klockars and Ivkovich, 2003; Klockars et.al., 1997), is as "the normative tendency of police members to reject abuse of power and authority as members of the police". Not all police members have the same tendency to uphold the values of integrity as a behavior and work attitude of the police, depending on their self-values in carrying out their work as police officers. Thus, the contours of police integrity can vary and be diverse significantly with regard to various forms of behavior and attitude of "police misconduct" (Klokars.et.al., 1997).

Considering the issue of integrity, it is important to realize public trust to police, especially in the Bandar Lampung City Police area which has distinct community characteristics. Police job satisfaction is also important to be assessed in relation to police integrity because police culture is an important factor in efforts to realize police integrity. Furthermore, another important variable that is assumed to have an effect on police integrity is ethical leadership, which is very influential and strategic in its nature when giving instructions for the institution to carry out its vision and mission in obtaining institutional targets (Kanungo & Mendonca, 1996).

Ethical leadership is assumed to be the main aspect when maintaining the good name of the institution to those outside the institution. Similarly, the behavior and moral of the members of an organization also

depend on the standards and role models given by an ethical leadership. The leadership of an organization has the responsibility to ensure that decisions taken adhere to ethical values and encourage the development of organizational culture and climate that upholds ethical values as a pillar of the organization. Therefore, as an ethical leader, one must obey the value of actions in accordance with morality so as to form members of the organization who have high integrity.

## **Problem Formulation**

Based on the phenomena described above, the authors are motivated to develop an empirical research model on the relationship between Ethical Leadership, Code of Ethics and Integrity of Polri Members mediated by and Job Satisfaction. So that the problem in this research are: 1). Whether the Integrity of Polri Members is positively and significantly influenced by Ethical Leadership, 2). Whether the Integrity of Polri Members is positively and significantly influenced by the Code of Ethics, 3). Whether Job Satisfaction is positively and significantly influenced by Leadership Ethics, 4). Whether Job Satisfaction is positively and significantly influenced by the Code of Ethics, 5). Whether the Integrity of Polri Members is positively and significantly influenced by Job Satisfaction, 6). Whether the Integrity of Polri Members is positively and significantly influenced by Ethical Leadership, mediated by Job Satisfaction, 7). Whether the Integrity of Polri Members is positively and significantly influenced by the Code of Conduct mediated by Job Satisfaction.

## **LITERATURE REVIEW**

### **Police Integrity**

Police integrity is the focus of attention on how public views police (Hickman et al., 2004). The extent of the police is accountable, act in a fair and wise manner, apply the law fairly to all citizens, and act with integrity and the citizen cooperate with the police is very good.

### **Ethical Leadership**

Ethics is seen as values of honesty and integrity in the context of the organization to be needed for the management of the organization and leadership (Freeman & Stewart, 2006). Leaders' ethical standards are often illustrated as ethical behavior in an organizational environment and organizational culture that substantially contributes to organizations (DeGeorge, 1986).

Ethical leadership is a concept of leadership style that can be problematic because it can include diverse elements (Yuk, 2006). Ethical leadership should be

seen as an individual preventive step so as not to do distorted action, but what is more important is how the ethical leadership style directs and shows correct behavior in an organization (Freeman & Stewart, 2006).

### **Code of Ethics**

The code of ethics has been discussed by various researchers as a way to improve the ethical environment in an organization (Wood, 2002). A code of ethics can provide potential ways that help in dealing with values in organizations systematically (Donaldson, 1992).

Previous research by Rohana Othman (2014) aimed to examine the effect of job satisfaction and code of ethics on the level of integrity of police officers in two districts of police organizations in Shah Alam and Johor Bahru by using theory of planned behavior and organizational citizenship behavior theory. There are several hypotheses that will be tested in the study, namely H1 which stated that there is a positive relationship between job satisfaction and integrity among police officers and H2 which showed a positive relationship between the code of ethics and police integrity.

The research was conducted at the Shah Alam and Johor Baahru locations, because the locations were in a large and an accessible metropolitan area where 45 questionnaires were distributed to Shah Alam and 25 questionnaires in Johor Bahru and only about 62 respondents were measured for data analysis. The questionnaire was divided into four parts namely demographic information; the level of integrity adopted from research conducted by the Malaysian Institute of Integrity (2010); job satisfaction adapted from Gott's (2002) research; and code of ethics adapted from research conducted by Moilanen (2006). Likert scale was used, so respondents could choose their responses starting from strongly disagree to strongly agree.

### **Job Satisfaction Factor**

Researchers have studied and analyzed several factors through correlations on job satisfaction. Although the results can be interpreted to support one of the theories mentioned above, the significance of the correlation of any factors with job satisfaction may be valuable to employers. These factors fall into external and internal categories.

*External factors.* External factors include aspects of work outside the employees such as salary, working conditions, supervision, and recognition. Sirgy (2012) measured various external factors among employees and found strong correlation between job satisfaction and many external factors. Tankha (2011) also found that the strongest factor that correlates with job satisfaction is the external one. The significance of the correlation between external factors and job

satisfaction shows that employers can control many things that determine job satisfaction.

*Internal factors.* Internal factors consist of traits that depend on individual, including genetic and all cognitive and emotional aspects of personality of an employee. Lent (2008) found a significant correlation between effectiveness, depression, and job satisfaction among employees. Wagner and Ilies (2009) also found internal characteristics to be major determinants of job satisfaction. Researchers have studied several internal characteristics to have correlation with job satisfaction.

### **METHODS**

According to Cresswell (2012), the quantitative approach uses a positivistic paradigm that looks at a phenomenon objectively which can be measured or quantified and can be proven objectively from an ontology perspective. Quantitative research looks at a reality "objectively" and the researcher is independent and there is an interpretation that reality can be measured objectively using questionnaires and instruments constructed from existing theories.

The research method used by the author is quantitative research with Purposive Sampling and Cluster Sampling techniques, which means that the research sample will include police members in work units derived from the functions of the Criminal Investigation Unit, Intelligence, Patrol Unit (Sabhara), Community Police and Traffic Police. Researchers determined a sample of 250 respondents from Bandar Lampung City Police.

In this study, the data collection was carried out by obtaining primary data (directly from the source) and secondary data (indirectly from the source) as in the following research:

According to Sugiyono (2017: 137) research data sources are divided into two, namely as follows:

1. Primary Sources: Data are obtained directly from the data givers to the data collector.
2. Secondary Sources: "The sources that do not directly provide the data to data collector, for example, through other people or through documents".

While the techniques of transmitting data include:

- 1) Literature Study, Literature study is done by searching, reading and analyzing books, journals, articles, and other literatures that are closely related to the topic being discussed.
- 2) Survey, This research was conducted directly to the location in order to obtain the primary data. The data was obtained through several ways such as:
  - a) Questionnaire, Questionnaire is a data collection technique that is done by distributing written statements and/or questions to respondents. This technique of receiving data is an efficient technique, if the

variables that will be assessed are fixed and what is expected from the respondents can be identified. In addition, questionnaire is very appropriate to be used if it involves a large number of respondents.

- b) Observation, Observation is also a technique in gathering data that has specific characteristics. This technique is used in research relating to problems of human behavior, work processes, natural phenomena and if the respondents observed are not too large.

The main data collection technique used in this study is through questionnaire that is distributed directly to members of the Bandar Lampung City Police and subordinates Sector Police to find out how big the influence of ethical leadership, code of ethics and job satisfaction on the integrity of police members in the Bandar Lampung City Police.

The hypothesis testing in this study is carried out to analyze the effects of code of ethics, ethical leadership and job satisfaction on the integrity of police officers in Bandar Lampung City Police and

through multivariate method, which is Structural Equation Model (SEM) techniques using AMOS 20. The Structural Equation Model is a second generation multivariate analysis technique (Second Generation) that combines factor analysis with path analysis to enable researchers to test and estimate the simultaneous relationship between multiple latent independent variables and multiple latent dependent variables with many indicators and to test model with mediator or moderator effect, non-linear model and error of measurement (Latan, 2013).

## RESULTS AND DISCUSSION

### Descriptive analysis

The statements in the questionnaire relate to code of ethics, ethical leadership, job satisfaction and police integrity in Bandar Lampung City Police. The tabulated data is processed using SPSS 23.00, which produces the following statistical descriptions:

**Table 1.** Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
Police integrity	250	1,33	5,00	3,8218	,87256
Code of ethics	250	1,50	5,00	3,7437	,81409
Ethical leadership	250	1,23	5,00	3,7472	,82562
Job satisfaction	250	1,57	5,00	3,7303	,81797
Valid N (listwise)	250				

Source: Primary Data Processed (2020)

Based on the descriptive statistics above, it can be seen that the average response of 250 respondents is as follows:

For the first variable, police integrity has minimum value of 1.33 and maximum value of 5 with average value of 3.822 and standard deviation of 0.873 which is smaller than the average value, indicating that the data or variable does not vary. Police integrity is a main concern on how public views police (Hickman et al., 2004). It is a situation when police are accountable, act in a fair and wise manner, apply the law fairly to all citizens and act with integrity, can cooperate with citizens well, do not receive many complaints and get legitimacy from the society as well as able to minimize violations in the society. (Tyler, 2012).

For the second variable, code of ethics has minimum value of 1.50 and maximum of 5 with an average value of 3.743 and standard deviation of 0.814 which is smaller than the average value, indicating that the data or variable does not vary. In the public sector, code of ethics is defined as a

collection of values and norms in public services, which serve as a standard for assessing a person's behavior (Fijnaut and Huberts, 2002).

For the third variable, ethical leadership has minimum value of 1.23 and maximum of 5 with average value of 3.747 and standard deviation of 0.826 which is also smaller than the average value, indicating that the data or variable does not vary. Ethical behavior in an organizational environment often illustrated as leader ethical standard and organizational culture that contribute substantially to the organization (DeGeorge, 1986). In the context of organizational ethics, ethical leadership will direct and determine how individuals should behave in an organization and determine ethical decisions and personality characteristics.

For the fourth variable, job satisfaction has minimum value of 1.57 and maximum of 5 with average value of 3.730 and standard deviation of 0.818 which is smaller than the average value, indicating that the data or variable does not vary. Locke (1976) defines job satisfaction, as "a pleasant or positive emotional state resulting from the

assessment of one's work or work experience" (p. 24). Job satisfaction generally consists of situational, emotional, and cognitive components, but researchers have described various individual factors as determinants of job satisfaction.

Based on the results of the descriptive analysis the highest average variable value is police integrity with 3,822, while the lowest average variable value is

job satisfaction with 3,730. This shows that police integrity is taken seriously based on the perception of members of while job satisfaction is considered neutral. Such perceptions were obtained from responses for the distributed questionnaire.

To see the comparison, the average value will be presented in the chart below.

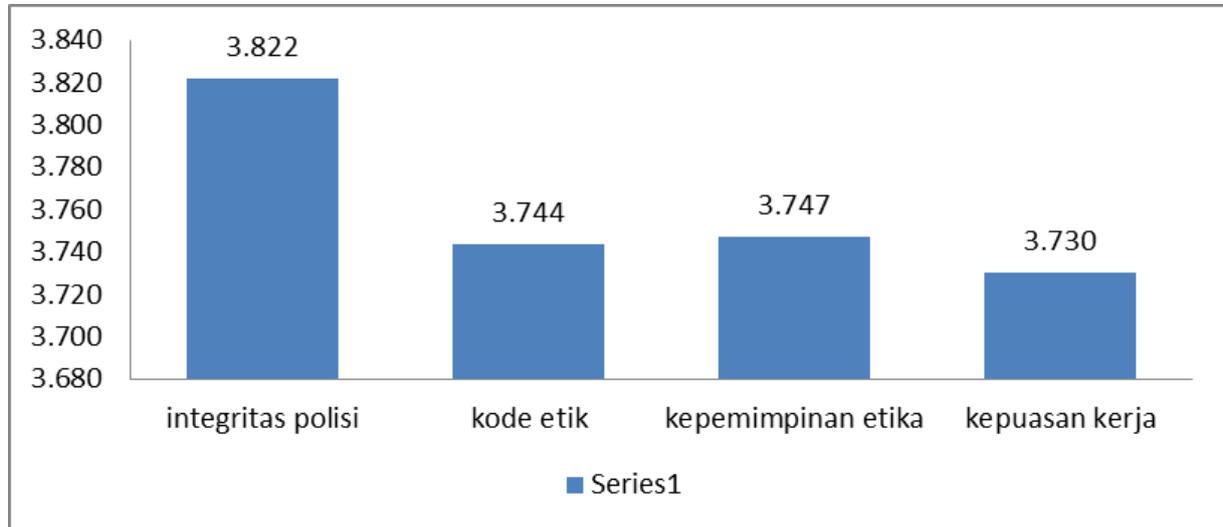


Figure 1. Average Values of Research Variables  
Source: Primary Data Processed (2020)

Notes:

- *Integritas polisi* is Police Integrity
- *Kode etik* is Code of Ethics
- *Kepemimpinan etika* is Ethical Leadership
- *Kepuasan kerja* is Job Satisfaction

After the model is declared to have met the criteria, the next step is to draw conclusions using the hypothesis testing by analyzing the value of the Critical Ratio (CR) and the Probability (P) value of the results of data processing, compared with the statistic restrictions required, namely above > 1.96 for the CR value of 0.05 for the value <P. If the results of data processing indicate value that meets these requirements, the proposed research hypothesis can be accepted. In detail, the research hypothesis testing will be discussed in stages in accordance with the hypotheses that have been proposed.

In this research, seven hypotheses are proposed, which are then discussed in the following sections.

**Hypothesis testing**

**Hypothesis Test 1**

The hypothesis 1 of this study is that the value of ethical leadership has a positive effect on job satisfaction, which means that the higher ethical leadership, the higher job satisfaction. Based on the results of data processing, it is known that the value of

the Critical Ratio (CR) between the variables of ethical leadership and job satisfaction is 4,386 with a Probability (P) value 0,000. Both values provide information that the value CR is above 1.96 and the P value is less than 0.05, thus it can be said that the hypothesis 1 of this study is accepted.

**Hypothesis Test 2**

The hypothesis 2 of this study is that there is a positive effect of code of ethics on job satisfaction of the members in Bandar Lampung City Police, which means the higher code of ethics, the higher job satisfaction. As shown in Table 2, the Critical Ratio (CR) value is 5.36 with Probability value (P) 0,000. This shows that the value CR is above 1.96 and the P value is less than 0.05, thus it can be said that the hypothesis 2 of this study is accepted.

**Hypothesis Test 3**

Hypothesis 3 in this study is that the value of ethical leadership has a positive effect on police integrity, which means that the higher ethical leadership, the higher police integrity. Based on the results of data processing, it is known that the value of the Critical Ratio (CR) between the variables of ethical leadership and police integrity is 2.17 with Probability (P) value 0.030. Both values provide information that the value CR is above 1.96 and the P

value is less than 0.05, thus it can be said that the hypothesis 3 of this study is accepted.

**Hypothesis Test 4**

Hypothesis 4 of this study is that the value of code of ethics has a positive influence on police integrity, which means that the higher code of ethics, the higher police integrity. Based on the results of data processing it is known that the value of the Critical Ratio (CR) between code of ethics and police integrity is 3.255 with Probability (P) value 0.001. Both values provide information that the value CR is above 1.96 and the P value is less than 0.05, thus it can be said that the hypothesis 4 of this study is accepted.

**Hypothesis Test 5**

Hypothesis 5 in this study is that the value of job satisfaction has a positive effect on police integrity, which means the higher job satisfaction, the higher police integrity. Based on the results of data processing, it is known that the Critical Ratio (CR) value between the variable of job satisfaction and police integrity is 6.993 with Probability (P) value 0,000. Both values provide information that the value CR is above 1.96 and the P value is less than 0.05, thus it can be said that the hypothesis 5 of this study is accepted.

**Hypothesis Test 6**

Based on the results of the Sobel test, job satisfaction was proven to mediate the effect of ethical

leadership on police integrity because the significance value of 0,0002 (p <5%) or H6 is accepted. It means that the higher the effect of ethical leadership on job satisfaction, the higher the value of police integrity, and vice versa.

Besides that, empirically, it is also shown that the mediation effect of job satisfaction of the effect of ethical leadership on integrity is 0.227 which is greater than the direct effect value 0.204. This means that job satisfaction can mediate the effect of ethical leadership on police integrity.

**Hypothesis Test 7**

Based on the results of Sobel test, job satisfaction is proven to mediate the effect of code of ethics on police integrity because the significance value of 0.0000 (p <5%) or H7 is accepted. It means that the higher the influence of code of ethics on job satisfaction, the higher the value of police integrity, and vice versa.

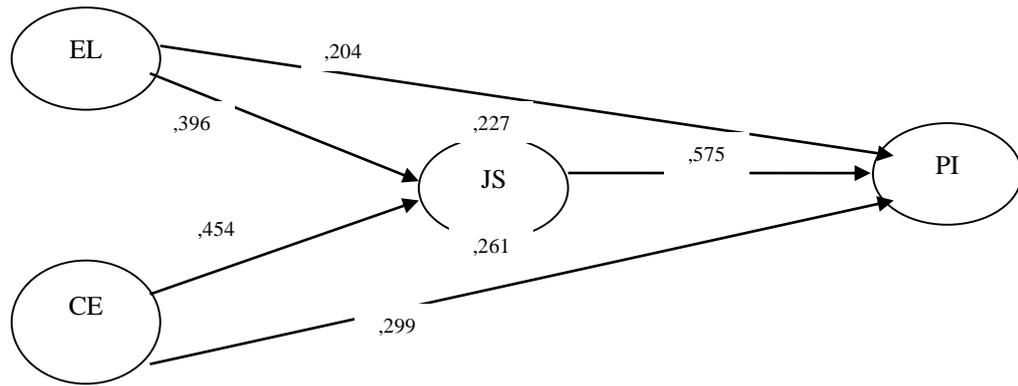
Besides that, empirically, the hypotheses testing results show that the total value of the effect of code of ethics on police integrity is 0.5601 which is greater than the direct effect value which is 0.299. This means that job satisfaction can mediate the effect of code of ethics on police integrity.

Bellow, the test results of each of the above hypotheses will be presented briefly in Table 2 and figure 2 regarding the hypothesis conclusions:

**Table 2. Hypotheses Conclusion**

Hypotheses	Effects	Estimation	S.E.	C.R.	P	Remarks
H1	job satisfaction<--- ethical leadership	0,396	0,09	4,386	0,000	Accepted
H2	job satisfaction<--- code of ethics	0,454	0,085	5,36	0,000	Accepted
H3	police integrity<--- ethical leadership	0,204	0,094	2,17	0,030	Accepted
H4	police integrity<--- code of ethics	0,299	0,092	3,255	0,001	Accepted
H5	police integrity<--- job satisfaction	0,575	0,082	6,993	0,000	Accepted
H6	Police integrity<-- job satisfaction<--- ethical leadership	0,227	0,096	3,727	0,000	Accepted
H7	Police integrity<-- job satisfaction<--- code of ethics	0,261	0,099	4,249	0,000	Accepted

Source: Primary Data Processed (2020)



**Figure 2.** Conceptual Framework

Notes :

EL = Ethical Leadership  
 CE = Code of Ethics  
 JS = Job Satisfaction  
 PE = Police Integrity

**Determination Coefficient**

The determination coefficient test is used to measure the ability of the model to explain the variation of the dependent variable. In this study, the coefficient of determination uses the R square value.

Table. 3 Determination Coefficient Test Results

Variables	Rsquare
job satisfaction<---code of ethics, ethical leadership	0,811
police integration<---code of ethics, ethical leadership, job satisfaction	0,870

Table 3 shows code of ethics and ethical leadership variables affect job satisfaction by 81.1%, while the rest 18.9% is influenced by other factors. Next, code of ethics, ethical leadership and job satisfaction affect police integrity by 87%, while the rest 13% is influenced by other factors.

**CONCLUSSION**

Police integrity is classified as good with a high loading factor, which is indicated through nine hypothetical indicators of case study scenarios adapted from the measurement of police integrity. This is proven by the higher average value of the perceptions on police integrity statements which is 3,822 and the highest perception on the statement about how police officers in general regularly visit and control the community as well as shops.

The integrity of Indonesian police members is positively and significantly affected by ethical leadership with a high loading factor as indicated by task behaviour, ethical behaviour, relation behaviour, change behaviour. This is proven by the average value

of perceptions of ethical leadership statements which is 3,747 or above average and with the highest value of relation behaviour and lowest value of ethical behaviour which shows that leaders less encourages their members to be responsible in using ethical practices at work in the field.

The integrity of Indonesian police members is positively and significantly affected by the Indonesian police code of ethics with a high loading factor as indicated by the rule of law, reliability, transparency, and professionalism. This is proven by the average value of the perception of the statement of the code of ethics which is 3,744 or above average and with the highest value on transparency and lowest value on the rule of law that has not been well socialized.

Job satisfaction partially is influenced positively and significantly by code of ethics and ethical leadership. Overall, police officers from various units consider that the phenomenon of gratification is not a serious issue. However, the contours of police officers are very dependent on the functions of their respective units, for example, the Community and Society Development Unit considers that the provision of food and drinks by the community is as an expression of

appreciation, friendliness and generosity from the community, not as gratification.

The integrity of Indonesian police members is positively and significantly affected by job satisfaction with a high loading factor, which is indicated through a work diagnostic survey consisting of 14 measurement indicators to assess the perceptions of organizational members on job satisfaction of the members. This is proven by the average value of perceptions on the statements of the code of ethics 3,730 which is above average, with the highest value on the statement about how the members feel satisfied with the people they talk to and work with and lowest value on the statement of members' satisfaction with opportunities to help other people.

The mediating effect of Job Satisfaction is greater when compared to the direct influence of the variables of ethical leadership and code of ethics on police integrity, so it can be concluded that Job Satisfaction can mediate the relationship between ethical leadership with police integrity also code of ethics with police integrity.

## RECOMMENDATION

From the results of the discussion and conclusions in this study, the suggestions given for this study can then be used as parameters in the efforts to improve police integrity.

In order to improve code of ethics Bandar Lampung City Police needs to give guidance to police officers to understand and obey the applicable code of ethics and regularly socialize the rule of law as ethical behaviour to the police officers.

To improve ethical leadership, leaders need to encourage members to be responsible and use ethical practices in the field of work; in addition to that, the leaders should also behave fairly, objectively, be committed and promote honesty.

To improve job satisfaction, police need to recruit candidates according to their competencies and needs in the field, provide educational scholarships to police members, provide rewards for outstanding police officers to attend official schools, provide vocational trainings in preparing the police officers to enter their retirement, assign the tasks in accordance with their competencies, and supply facilities and infrastructure to support their work.

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