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Tel: +48 226 0 227 03
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JOURNAL	International Journal of Innovative Technologies in Social Science
p-ISSN	2544-9338
e-ISSN	2544-9435
PUBLISHER	RS Global Sp. z O.O., Poland
ARTICLE TITLE	THE INFLUENCE OF THE CODE OF ETHICS AND CODE OF CONDUCT ON PREVENTING CORRUPTIVE BEHAVIOR IN EMPLOYEES OF THE CORRUPTION ERADICATION COMMISSION OF THE REPUBLIC OF INDONESIA (KPK RI)
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ARTICLE INFO	Alfret J. Tilukay, Basir, Chryshnanda Dwilaksana. (2022) The Influence of The Code of Ethics and Code of Conduct on Preventing Corruptive Behavior in Employees of The Corruption Eradication Commission of The Republic of Indonesia (KPK RI). <i>International Journal of Innovative Technologies in Social Science</i> . 4(36). doi: 10.31435/rsglobal_ijitss/30122022/7920
DOI	https://doi.org/10.31435/rsglobal_ijitss/30122022/7920
RECEIVED	03 December 2022
ACCEPTED	28 December 2022
PUBLISHED	30 December 2022
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THE INFLUENCE OF THE CODE OF ETHICS AND CODE OF CONDUCT ON PREVENTING CORRUPTIVE BEHAVIOR IN EMPLOYEES OF THE CORRUPTION ERADICATION COMMISSION OF THE REPUBLIC OF INDONESIA (KPK RI)

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DOI: https://doi.org/10.31435/rsglobal_ijitss/30122022/7920

ARTICLE INFO

Received 03 December 2022

Accepted 28 December 2022

Published 30 December 2022

KEYWORDS

Code of Ethics and Code of Conduct, Prevention of Corrupt Behavior, KPK.

ABSTRACT

This study discusses the influence of the Code of Ethics and Code of Conduct for KPK personnel which includes 5 (five) basic values, namely: integrity, synergy, fairness, leadership, and professionalism towards preventing corrupt behavior among KPK employees. Integrity, synergy, fairness, and leadership are placed as independent/exogenous variables while professionalism is placed as a moderating variable. The research objective is to answer the formulation of the problem which includes 9 research questions. The research method uses a quantitative approach through SEM (Structural Equation Model) analysis. The number of samples was 321 people who were calculated based on the Slovin formula and were taken using a proportionate random sampling technique, in this case, the KPK employees who came from State Civil and Assigned Civil Servants. Variable operationalization uses indicators that have been formulated in the Code of Ethics and Code of Conduct for KPK Employees, namely as stated in Perdewas KPK Number 2 of 2021, and from various theories. From the results of the study, it was concluded that there is a positive and significant influence of Integrity, Synergy, and Leadership variables on Professionalism and Prevention of Corrupt Behavior among Employees at the KPK. The justice variable was found to have no significant effect. This means that if the quality of the three variables that have had this influence is improved, it will be followed by an increase in professionalism and prevention of corrupt behavior. Fundamental improvements are needed regarding aspects of justice, which include the creation of a conducive work environment and perceptions of fairness in the fulfillment of employee welfare to improve the variables of justice.

Citation: Alfret J. Tilukay, Basir, Chryshnanda Dwilaksana. (2022) The Influence of The Code of Ethics and Code of Conduct on Preventing Corruptive Behavior in Employees of The Corruption Eradication Commission of The Republic of Indonesia (KPK RI). *International Journal of Innovative Technologies in Social Science*. 4(36). doi: 10.31435/rsglobal_ijitss/30122022/7920

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A. Introduction.

1. Background.

Corruption is a global problem and is a problem that receives serious attention in every country, especially in many Asian countries, including Indonesia. The Corruption Eradication Commission (KPK) is a state institution within the executive power cluster which in carrying out its duties and authorities is independent and free from the influence of any power assigned the task of handling cases of corruption and was formed specifically by Law Number 30 of 2002 concerning the Eradication Commission Corruption has been amended twice, most recently through Law of the Republic of Indonesia Number 19 of 2019 concerning the Second Amendment to Law Number 30 of 2002 concerning the Corruption Eradication Commission. The KPK has the main task of preventing and eradicating corruption. In detail, The KPK's duties based on the mandate of Article 6 Law Number 19 of 2019 are to take: (a) preventive measures so that no Corruption Crimes occur; (b) coordination with agencies authorized to eradicate corruption and agencies tasked with implementing public services; (c) monitor the administration of state government; (d) supervision of agencies authorized to eradicate corruption; (e) investigation, investigation and prosecution of Corruption Crimes; and (f) actions to carry out the decisions of judges and court decisions that have obtained permanent legal force.

Prevention of corruption based on the mandate of the Law above occupies the first position of the main duties and functions of the KPK. The causal logic of placing the prevention function in first place in the KPK's duties is that if preventive measures are carried out effectively, acts of corruption will decrease because it has been prevented as early as possible through various policies so that acts of corruption do not occur. However, this is in fact still far from expectations. Corruption in Indonesia is still relatively high and is still seen as a major problem in Indonesia because it spreads across the three branches of power (executive, legislative and judicial).

From the Corruption Perceptions Index (CPI), the trend of corruption in Indonesia is still at a low level. This is illustrated by the CPI scores that are measured by the Transparency International (TI) agency continuously every year in various countries. TI survey report in 2020 reveals that Indonesia's CPI is at number 37 and is ranked 102 out of 180 countries surveyed. This value is down from Indonesia's CPI in 2019, namely 40, and is ranked 85th, which is Indonesia's best achievement in the last 25 years (TI Indonesia, 2021). This result specifically shows the decline in efforts to combat corruption in Indonesia, which has been indirectly affected by the Covid-19 pandemic emergency. The Corruption Perception Index published by Transparency International is an indicator of the KPK's performance. The use of CPI as an indicator of KPK performance refers to the 2011-2023 KPK Roadmap and directions from National Development Planning Agency (Bappenas) through the 2012-2025 National Strategy.

This was coupled with a decrease in public trust in the KPK institution. As the leading institution for eradicating corruption, the KPK has always been in the top position. However, in 2021 the public trust index will experience a sharp decline. The Political Indicator Survey released the results of the index of public trust in the Corruption Eradication Committee (KPK) dropping to the eighth position, far below the National Police which is in third place and usually ranks at the bottom. The same thing happened based on a Cyrus Network survey in mid-2021, where as many as 86,2 percent of respondents said they trusted the Police, while only 80,7 percent of the KPK. The figure is under the Attorney General's Office.

In addition to its external duty in preventing and dealing with corruption, the KPK is also internally given responsibility by Law Number 30 of 2022 as last amended by Law Number 19 of 2019 concerning the Second Amendment to Law Number 30 of 2002 concerning the Corruption Eradication Commission, especially Article 37B paragraph (1) letter c, to compile and establish a code of ethics for KPK Leaders and Employees. This is intended so that internally all KPK personnel have attitudes and behaviors that are anti-corruption as well. Every KPK member must comply with and be guided by the Code of Ethics and Code of Conduct established by the KPK Supervisory Board. KPK personnel need to have deep self-awareness to always maintain and actualize the basic values and morals of themselves and their institutions, as well as placing it as a unit with a sense of divinity or transcendence, a sense of humanity, and a sense of awareness as part of the universe. This awareness will direct KPK personnel to carry out and maintain behavior that is based on piety to God Almighty, honesty, courage, justice, pioneering and exemplary behavior, as well as independence, to answer the fundamental question "why does the KPK exist?" and "what is the purpose of the KPK?"

2. Problem Formulation.

This research will discuss in more depth the influence of the Code of Ethics and Code of Conduct for KPK personnel which includes 5 (five) basic values, namely: integrity, synergy, fairness, leadership, and professionalism towards preventing corrupt behavior among KPK employees. This is very relevant, considering that after changes to the institutional system and employment status of KPK employees, a legal case arose from KPK investigators who were named as suspects in committing acts of corruption in accepting gifts or promises in 2021 and there were cases of alleged violations of the code of ethics by the deputy chairman of the KPK in 2022 so that an in-depth analysis of the five variables is needed so that the model of influence, in this case, can be mapped, as material for future KPK policies.

Therefore, research was conducted to answer the following research questions:

1. Does integrity have a significant effect on the professionalism of KPK employees?
2. Does Synergy have a significant effect on the professionalism of KPK employees?
3. Does justice have a significant effect on the professionalism of KPK employees?
4. Does leadership have a significant effect on the professionalism of KPK employees?
5. Does professionalism have a significant effect on preventing corrupt behavior among KPK employees?
6. Does integrity have a significant effect on preventing corrupt behavior through professionalism?
7. Does Synergy have a significant effect on preventing corrupt behavior through professionalism?
8. Does justice have a significant effect on preventing corrupt behavior through professionalism?
9. Does leadership have a significant effect on preventing corrupt behavior through professionalism?

B. Theoretical Basis.

1. Integrity.

Integrity is an important factor and is included in one of the basic values in the Code of Ethics and Code of Conduct for KPK personnel. As expressed by Peltier-Rivest (2018: 547-548), that in efforts to prevent acts of corruption, it is necessary to carry out strategic policies in reducing factors that can encourage employees and leaders in an organization to become corrupt. Corruption can be briefly defined as an act of "abuse of authority to obtain personal gain." Over the years, several theories in the academic and professional literature have attempted to explain and predict the factors of corrupt behavior.

Based on Cressey's theory (1973), he called the "triangle cause of fraudulent or corrupt behavior" theory (fraud triangle theory) as the root of corrupt behavior which has been widely used in the audit profession and corruption prevention. The triangular causes consist of: (1) financial pressure, (2) opportunity, and (3) ethical rationalization as a joint predictor of corrupt behavior. Financial stress can be in the form of personal debt problems, perceived economic injustice, lifestyle, and greed. This can be related to job satisfaction factors related to salary and incentives. The second factor relating to opportunity is the belief that corruptors can commit corrupt acts without being caught due to weak internal controls and technical capabilities that enable them to commit crimes effectively. The third factor, ethical rationalization is an ex-ante moral explanation that convinces himself that his illegal behavior is justifiable, for example by rationalizing "I only borrow funds", "everyone else does it" and "my boss cheated me financially", as well as justification other ethical rationalizations.

A more practical theory is revealed by Albrecht et.al. (1984), which is called the "fraud scale theory (fraud scale or corrupt action scale)", replaces the ethical rationalization element of Cressey's (1973) triangular theory of the causes of corrupt behavior with the element "Personal Integrity". Ethical rationalization is an unobservable thought process, while the element of integrity is observable and increases the predictability of the model. In practice, personal integrity can be assessed by observing whether a person makes ethical decisions. Professor of Ethics and Public Administration, Gildenhuis (2004:83), said that, "If corruption is viewed too narrowly, only one fact can be revealed, for example corruption as a criminal behavior". He warned that "essentially, corruption is not just about being caught committing a criminal act, but also about abuse of power or lack of moral integrity in the decision-making process".

From an organizational point of view, integrity or ethical behavior does not only refer to the prevention of corruption or abuse of authority but also lies in the qualities or characteristics of individual behavior that represent ways of acting in accordance with moral values, standards, and rules set by organizations and society (Kolthoff et al., 2010; Bauman, 2013). Integrity is also considered a matter of coherence and consistency among organizational goals, personal values and beliefs, and individual behavior (Badaracco and Ellsworth, 1991). Therefore, integrity or ethical behavior is assumed to have a direct influence on organizational actions and decisions or moral choices (Trevinyo-Rodríguez, 2007). Policies from organizations and leaders have an important role in shaping the integrity of an organization (Kaptein, 2003).

Integrity is intentionally necessary to build a relationship of trust with all stakeholders. For government agencies, Mutula and Wamukoya (2009) say that the ultimate goal of a government is to safeguard the public interest through an efficient and effective governance system to enhance rights protection and demonstrate accountability and integrity in its daily activities, as well as that of its public officials. Initiatives in promoting good values, ethics, and integrity have a positive effect on accountability. The strength of integrity is shown by a good balance between the values that are demanded by the public and the needs of the organization, which are rooted in a culture that leads to accountability. The concept of integrity stimulates employees to adhere to values that support a commitment to ethical behavior. Therefore, an integrity system is very important in ensuring accountability and transparency in an organization (Said, et.al, 2016).

Integrity is closely related to job satisfaction as one of the factors that contribute to efforts to prevent corrupt behavior and efforts to develop employee professionalism. Locke (1969:316) describes job satisfaction as “a pleasant emotional state resulting from the appraisal of one's work”. According to research by Othman and Omar, et.al, (2014: 269) who examined the effect of job satisfaction on the integrity of police officers in Malaysia found that there was a significant relationship between job satisfaction and the integrity of police officers. This shows that law enforcement officials who have high job satisfaction will have higher work integrity and professionalism.

Integrity, including those relating to aspects of employee job satisfaction within the KPK, is an important factor to examine in line with changes in the staffing system at the KPK, which based on the mandate of Law Number 19 of 2019 KPK employees switched status as State Civil Apparatuses (ASN), consisting of State Civil and Government Employees under Work Agreement (PPPK). This is also stated in KPK Regulation Number 1 of 2021 concerning Procedures for Transferring KPK Employees to State Civil Apparatus Employees. Changes in the staffing system will affect the organization's work system, both from the aspect of career management, salary and incentives, as well as from the HR development system that is implemented so that it will affect the level of job satisfaction of employees. This is very relevant in connection with the case of KPK investigators at the end of 2021 who were involved in a legal case, namely being a suspect in the case of receiving bribes or gifts related to the handling of the case for the Mayor of Tanjungbalai, North Sumatra in 2020-2021. The emergence of cases of KPK employees who were involved in acts of corruption arose after changes to the KPK staffing system after the second amendment to the TPK Law, so that the problem of job satisfaction within the KPK becomes very relevant for research to see the scope of these problems and see their influence on efforts to prevent corrupt behavior and the professionalism of KPK employees.

The basic values of Integrity are formulated in detail in Supervisory board rules (also refers to *Perdewas*) Number 2 of 2021 into 28 behavioral guidelines.

2. Synergy.

KPK Supervisory board rules Number 2 of 2021 defines Synergy as “conformity of thoughts and perspectives on the problem of eradicating corruption from different actors or elements of the organization”. Thus, Synergy is interpreted as a beneficial collaborative relationship between actors or elements to achieve common goals both inside and outside the organization without reducing the independence of the actors. The elements of Synergy's Basic Values include like-mindedness, cooperation, harmonization, goodwill, partnership, collaboration, joint productivity, and synchronization.

This is supported by the opinions of experts who explain synergy or collaboration relationships with several positive results, including efficiency, effectiveness and service quality. The more involvement of other parties in the process of synergy and collaboration will be able to produce better planning and policy execution. Pollitt (in Siddiquee, 2021) argues that a collaborative approach helps

eliminate contradictions and tensions between different policies, ensures better use of scarce resources and generates synergies by bringing together various stakeholders. Collaboration enables leaders to increase resource efficiency, minimize duplication, share costs, and add value by bringing together complementary services.

Collaborative or Synergy approaches in the public sector are currently being widely studied. Although collaboration in the public sector is nothing new (Pressman and Wildavsky, 1973; Hall and O'Toole, 2004), it has recently become a new approach within government agencies. The amount of empirical research published over the last few decades demonstrates the advantages of collaborative public management. Simply put, synergy and collaboration is a process of creating value through the involvement of various parties. The word "synergy" itself comes from the Greek word *synergos*, which means "to work together". The synergistic effect between two or more things is like two variables interacting with each other, which implies that the benefit of each variable increases when the other variable increases (Yen, 2020). Nonetheless, Synergy is recognized by experts as not easy to measure and is sometimes perceived to legitimize acquisitions (Mukherjee et al. in Holstrom, 2021).

The Perdwes KPK detailed Synergy indicators into 7 (seven) codes of ethics and codes of conduct.

3. Justice.

The basic value of Justice is part of the Code of Ethics and Code of Conduct for KPK personnel which deserves to be examined to see its contribution to the prevention of corrupt behavior among KPK employees. Perdwes Number 2 of 2021 defines justice as "the attitude of placing one's rights and obligations in a balanced manner based on a principle that all people are equal before the law". Thus, the most basic demand of justice is to provide equal treatment and opportunities for every human being. Elements of the Basic Values of Justice include respect for the principles of legal certainty, the presumption of innocence, and equality before the law, as well as human rights.

Concern for justice and equality in an organization is closely related to the principle of respect for Human Rights for all people regardless of demographic characteristics such as gender, age, ethnicity and religion. The concept of justice and equality is used as one of the basic values to prevent the domination of a particular group over other groups systemically in a job (Dyer, 2018). The concept of fairness and fair process in organizations has been highlighted by many practitioners and scholars. The perception of fair processes within the organization is also highly valued by employees. Fairness and impartiality is the main concern of HR managers in every organization. Therefore, the majority of HR managers use impartiality as a tool to motivate employees. It is commonly regarded that employee impressions of fair treatment can boost employee engagement, productivity, efficiency, work quality, and prosocial conduct (Sheppard et al. in Jehanzeb and Mohanty, 2020).

The implementation of the principle of justice in an organization is referred to as "organizational justice", coined by Greenberg (1987 in Dahanayake, 2018), which considers theories of justice in organizations that can be researched. Fairness is a strong factor that functions to motivate employees to achieve organizational goals through the establishment of a conducive superior-subordinate relationship (Greenberg and Colquitt, 2013). According to Greenberg, justice in an organization is the perception of employees to be treated fairly. These perceptions have an impact on employee attitudes and behavior and are manifested through commitment, trust, and satisfaction. Fairness in an organization is a relevant term where the role of fairness in the workplace is upheld. There are 4 (four) categories of workplace justice in the realm of "organizational justice", namely: (1) distributive justice, (2) procedural justice, (3) interpersonal justice, and (4) information justice (Dahanayake, 2018).

Distributive justice is consistent with the principles of equality regarding the perception of a fair distribution of material in accordance with the value of the contribution made by employees. Distributive justice is felt from the results an employee gets from the organization. Meanwhile, procedural justice concerns the fairness of the processes that lead to work results and how employees view the fairness of the rules and procedures used in a process. Interpersonal justice is the treatment between people in an organization by prioritizing equality without discrimination, while information justice means that there is no gap in information obtained between one employee and another. All employees have the right to obtain the same information from the organization (Dahanayake, 2018).

Justice indicators are determined by 7 (seven) indicators detailed in the KPK Supervisory Board Regulations.

4. Leadership.

Perdewas Number 2 of 2021 defines leadership as “the ability to mobilize and influence others to achieve common goals that have been set and the courage to make timely decisions that can be accounted for”. Elements of the Basic Values of Leadership include service orientation, equality, exemplary, pioneering, driving change, persuasion, initiative, and the ability to guide the behavior of a person or group of people.

Kong and Volkema (2015: 140) revealed that the factors of corrupt behavior that have been widely studied by experts are generally in terms of employee intrinsic factors and organizational factors. Collier (2002) mentions three external factors that influence corrupt behavior, namely economic, political, and sociocultural factors. There are still few experts who consider corruption as a problem related to leadership. The perspective of existing corruption theory ignores the leadership factor. Scholars rarely see corruption as a problem related to leadership (Javidan et al, 2006). In this regard, Resick et al. (2011) argue that public acceptance of corruption is largely guided by their beliefs about the desired leadership prototype in their culture. For example, Nordic Europeans value transparency and equality which, therefore, has the highest level of leadership support on the aspect of integrity.

House, et.al, (2002) has researched desirable and undesirable leadership styles in sixty-two social cultures and identified 6 (six) leadership styles that can be used as models in research on corruption. The six leadership styles are: protective leadership, participatory leadership, charismatic/value-based leadership, team-oriented leadership, humane-oriented leadership, and autonomous leadership. Protective leadership is characterized by a self-centered, status-promoting, and conflict-oriented style. As for the values of participatory leadership, for example, seeking input from other people is stronger than an authoritarian approach. Charismatic/value-based leadership is visionary, transformational, inspirational, and assertive, with an emphasis on self-sacrifice and integrity. Team-oriented leadership values collaboration, diplomacy, administrative competence, and does not promote egoism. People-oriented leadership promotes courtesy, support, compassion, and generosity. Finally, autonomous leadership is a leadership style that respects individual rights and independence.

Kong and Volkema (2015: 140) argue that the six leadership styles can be categorized into three broader leadership prototypes, namely self-protective leadership or focus on self-protection and not participative, prosocial leadership (charismatic/value-based, oriented towards team, and people-oriented), and autonomous leadership based on an underlying social value orientation associated with leadership prototypes. Self-serving leadership focuses on increasing personal benefit at the expense of collective well-being; Prosocial leadership focuses on increasing collective well-being and justice; and autonomous leadership focuses on increasing personal benefits without sacrificing collective well-being.

Among the three leadership prototypes, the self-protective leadership style or self-serving leader style is the most closely related to corruption. Van Dijk and De Cremer (2006) found that the social value orientation of leaders determines their resource allocation behavior; in particular, leaders with a self-protective style or self-serving focused leaders allocate more resources to themselves than prosocial leaders. Self-serving leaders are highly selfish and autocratic (Javidan et al., 2006a; Van de Vliert and Einarsen, 2008), usually behave antisocially by pursuing personal interests and ignoring collective well-being. A society that tolerates and forgives self-serving leadership tends to tolerate and accept corruption, thus providing fertile ground for corruption.

Leadership is also closely related to the formation of employee integrity. Leaders in public sector institutions must act as role models for their subordinates to encourage them to leave old habits that tend to be corrupt. For that, the leaders themselves must have a high level of accountability and integrity. In addition, they must also have a good understanding of how decisions are made in organizations (Debowski, 2007). The leader's actions must be in line with the core activities of the organization and how they relate to the values implemented in the organization (Maurik in Said, et.al, 2016).

It is important to apply this consistently in law enforcement agencies, particularly at the KPK. The Code of Ethics and Code of Conduct as ethical values must be embodied in the behavior of superiors, so that they become role models for KPK employees. If a leader violates the code of ethics, they must be treated the same indiscriminately, that is, action will be taken in accordance with the applicable procedures. The case of violation of the code of ethics and code of conduct allegedly committed by one of the Deputy Chairmen of the Corruption Eradication Committee (initials LPS) which emerged and became news in the national media as a result of allegedly receiving gratuities for the Mandalika MotoGP ticket for the Premium Grandstand Zone A category for three days and receiving

accommodation facilities at Amber Lombok Beach Resort for a week in March 2022. Not only in 2022, in the previous year, namely in mid-2021, LPS as Deputy Chairperson of the KPK was once reported for committing an ethical violation in the case of the former Mayor of Tanjungbalai. LPS allegedly communicated with the former Mayor of Tanjungbalai. Even though at that time, the KPK was investigating the alleged bribery case of buying and selling positions in the Tanjungbalai City Government which involved the suspect. Communication related to the investigation of the case was revealed from the testimony of a former KPK investigator (Akp. SRP) who uncovered it when he was presented as a witness at the trial of the alleged bribery case handling with the defendant the former Mayor of Tanjungbalai. SRP mentioned the name of the LPS which he knew was the deputy chairman of the KPK, which directed SRP to communicate with the defendant. The case of the involvement of the KPK leadership is a bad precedent for the KPK institution which should not be repeated. Although the person concerned later resigned, the KPK's commitment to prevention and eradication of corruption was tarnished as a result of the case.

Leadership indicators are formulated in 12 (twelve) indicators in the KPK Perdewas.

5. Professionalism.

The element of professionalism in the KPK's code of ethics is an integration of the values of Innovation, Transparency, and Productivity from the previous Code of Ethics, which means that professionalism contains these three elements. Perdewas Number 2 of 2021 provides a definition of Professionalism as “competence to carry out duties and functions properly which requires knowledge, expertise, and behavior of a person in a particular field that he is engaged in based on knowledge and experience”. The elements of Basic Values of Professionalism include proficiency / competence in certain fields related to work, encouragement to improve competence, obedience to work according to rules and standards, objectivity, independence, sincerity, and measurability in work, responsibility, hard work, productivity, and innovation.

Referring to the theory presented by Stone-Johnson (2016:20), that the concept of professionalism has changed from time to time, from being quite simple to being very complex. Over time, professionalism moved from “demanding managerial prowess but technically simple”, relatively autonomous but perhaps less innovative, to more collegial and collaborative but also more time-consuming. Troman (1996) argues that there are two types of professionalism: the old and the new. Old professionalism was defined as acceptance and lack of leadership aspects, whereas new professionalism demands more collaboration and responsibility as well as shared leadership and is expanded to include work outside the organizational environment as part of job responsibilities.

There are 17 (seventeen) indicators of Professionalism detailed in the KPK Perdewas.

6. Prevention of Corrupt Behavior.

There are 4 components of the framework that become a reference in the prevention of corruptive behavior based on the theory of Situational Crime Prevention (SCP) according to Graycar and Prenzler (2013), namely as follows: (1) a theoretical foundation drawing principally upon routine activity and rational choice approaches; (2) a standard methodology based on the action research paradigm; (3) a set of opportunity-reducing techniques; and (4) a body of evaluated practice including studies of displacement. Departing from the ideas of Graycar and Prenzler, situational crime prevention can actually be used to prevent corruption in public services. The SCP concept can understand and work on how to prevent corruption. Several references to crime prevention are offered in the SCP for implementation, for example: first, pay attention to the routine habits of the bureaucracy in providing public services. These habits will ultimately affect the response and workings of the bureaucracy when faced with services. Second, analyzing the way of thinking of bureaucratic employees in providing services to the community. The more modern and integrated the paradigm, the better the services provided. Third, preventing or minimizing opportunities for bureaucratic employees that enable them to commit corrupt acts, such as receiving rewards in the form of money or goods when providing services to the public. One way that needs to be taken is to improve the public service system through electronic public services. Fourth, evaluate and apply sanctions if there are violations (Satria, 2020).

Another theory is regulatory theory. This theory essentially emphasizes that corruption occurs due to unclear or overlapping rules that allow abuse by the bureaucracy or law enforcement officials (Graycar & Prenzler, 2013). In this case, illegal corruption occurs, namely corruption that is carried out

by incorrectly applying legal regulations (Kapardis, 2016: 40). This condition is scientifically considered a regulatory failure. Regulatory failure is basically a serious problem and can trigger corruption. The failure in question is the legal force of a regulation that does not meet the principles of clarity and firmness, the resources and integrity of lawmakers who are less trusted, a culture of institutional respect, a shaper of laws co-opted by the industry through corporations including through friendly sharing of personnel, and bribery.

C. Research Methods.

The research method uses a quantitative approach through SEM (Structural Equation Model) analysis. The number of samples was 321 people who were calculated based on the Slovin formula and were taken using a proportionate random sampling technique, in this case the KPK employees who came from Civil Servants and Assigned Civil Servants.

Variable operationalization uses indicators that have been formulated in the Code of Ethics and Code of Conduct for KPK Employees, namely as stated in Perdwes KPK Number 2 of 2021 and from various theories. The answer scale uses 6 (six) scales.

D. Research Results.

1. SEM Test Results.

The calculation results of the SEM model as shown in Figure 4.7 produce the goodness of fit index as shown in the table below.

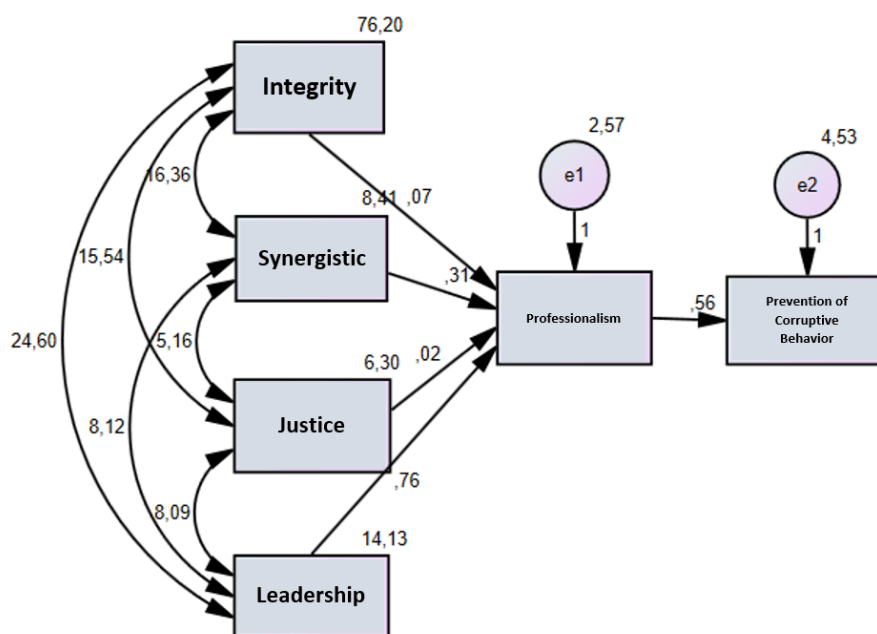


Fig. 1: SEM model

Table 1. Goodness of Fit Index Table

Criteria	Results	Critical value	Conclusion
Chi-square	23.879	Small	Good
p-values	0,400	≥0,05	Good
RMSEA	0,018	≤0,08	Good
GFI	0,947	≥0,90	Good
AGFI	0,942	≥0,90	Good
CMIN/DF	1,970	≤2,00	Good
TLI	0,983	≥0,95	Good
CFI	0,969	≥0,95	Good

Source: Processed SEM data with AMOS

Based on the Goodness of Fit test on the SEM model above, it shows that the resulting SEM model can predict the effect of the four exogenous variables, namely the Integrity, Synergy, Fairness and Leadership variables on the endogenous variables Professionalism and Prevention of Corrupt Behavior with all scores obtained, both Chi- Square, RMSEA, GFI, AGFI, CMIN, TLI, and CFI have been above the critical value so that it can be concluded that the existing influence models can be used to predict influence patterns, both direct and indirect among all variables.

In order to conclude the results of research regarding the pattern of influence between variables, it is necessary to test the research hypothesis.

Table 2. Table of hypothesis testing

			Estimates	SE	CR	P	Label
Z	<---	X1	,067	,016	4,152	***	SIGNIFICANT
Z	<---	X2	,311	,048	6,422	***	SIGNIFICANT
Z	<---	X3	,020	,072	,270	,788	INSIGNIFICANT
Z	<---	X4	,761	,053	4,288	***	SIGNIFICANT
Y	<---	X1	,201	,018	3,312	***	SIGNIFICANT
Y	<---	X2	,155	,035	5,122	***	SIGNIFICANT
Y	<---	X3	,008	,021	,220	,534	INSIGNIFICANT
Y	<---	X4	,492	,003	3,211	***	SIGNIFICANT
Y	<---	Z	,559	,027	20,430	***	SIGNIFICANT

The results of the research by measuring the value of P (Probability) in the SEM Test show that:

1. There is a direct and significant positive effect of the Integrity variable on the Professionalism of KPK employees.
2. There is a direct and significant positive effect of the Synergy variable on the Professionalism of KPK employees.
3. There is no significant effect of the justice variable on the professionalism of KPK employees.
4. There is a direct and significant positive effect of the Leadership variable on the Professionalism of KPK employees.
5. There is a significant positive effect of Professionalism on the Prevention of Corrupt Behavior in KPK Employees.
6. There is a positive and significant influence of the Integrity variable on the Prevention of Corrupt Behavior through Professionalism.
7. There is a positive and significant effect of the Synergy variable on the Prevention of Corrupt Behavior through Professionalism.
8. There is no significant effect of the variable Justice on the Prevention of Corrupt Behavior through Professionalism.
9. There is a positive and significant influence of the Leadership variable on the Prevention of Corrupt Behavior through Professionalism

2. Discussion.

From the results of quantitative data analysis through SEM above, the results of this study indicate that there are 3 (three) exogenous variables that have a significant influence on Professionalism and Prevention of Corrupt Behavior, respectively, namely Leadership variables, Integrity variables, and Synergy variables. The variable Justice has influence but not significant. This shows that although the results of the descriptive statistical analysis provide an indication of respondents' perceptions of the aspect of justice being very high, it does not have a significant effect on professionalism and the prevention of corrupt behavior.

The leadership variable that has the greatest influence has experienced quality improvements, it will be followed by increased professionalism and the quality of preventing corrupt behavior. This indicates that the leadership aspect has a strategic role in efforts to increase professionalism

and prevention of corrupt behavior. The results of this study regarding the important influence of leadership support the theory of Resick et al. (2011) that public acceptance of corruption is largely guided by their beliefs about the desired leadership prototype in their culture. For example, Nordic Europeans value transparency and equity and, therefore, have the highest level of leadership support on the integrity aspect. In this study, it is proven that the higher the perception of KPK employees on the quality of leadership at the KPK institution will be followed by an increase in the prevention of corrupt behavior.

Vice versa, the results of this study strengthen the theory of Van Dijk and De Cremer (2006) who found that the social value orientation of leaders determines their resource allocation behavior; in particular, leaders with a self-protective style or self-serving focused leaders allocate more resources to themselves than prosocial leaders. Self-serving leaders are highly selfish and autocratic (Javidan et al. 2006a; Van de Vliert and Einarsen 2008), usually behave antisocially by pursuing personal interests and ignoring collective well-being. Societies that tolerate and condone self-serving leadership tend to tolerate and accept corruption, thereby providing fertile ground for corruption.

Employees, including KPK employees, tend to show higher work professionalism if it is supported by perceptions of an ethical leader with integrity, where a good leader is “disciplining criminals, treating employees fairly and with care, and demonstrating a leadership style that is (Brown et al, 2005: 117). This research is also in line with the results of Dominic Peltier-Rivest's research (2018), that efforts to develop an effective prevention model must include a positive work environment and ethical governance, implementation of a risk management program compliance with risk assessment of abuse of authority; psychological assistance programs for employees; anti-corruption training for regular employees, and other policies.

On the other hand, this research is not in line with Greenberg's "organizational justice" theory (1987 in Dahanayake, 2018), which considers theories of justice in organizations that can be researched. Fairness is a strong factor that functions to motivate employees to achieve organizational goals through the establishment of a conducive subordinate-boss relationship (Greenberg and Colquitt, 2013). The justice aspect in this study does not yet have a significant influence on aspects of professionalism and the prevention of corrupt behavior because it is related to problems that still need to improve the perceptions of KPK employees towards various indicators contained in the Justice variable such as equal treatment, respect for human rights, and others.

The results of research regarding the positive influence of the Integrity variable on Professionalism and Prevention of corrupt behavior are in line with the theory as expressed by Wu (2018), that integrity is a crucial element for law enforcers. Integrity is closely related to aspects of legitimacy and trust. When law enforcement officers lack integrity, they will undermine perceptions of legitimacy and trust. Furthermore, integrity is referred to as an important human characteristic. Integrity is considered as one of the important factors to support the smooth functioning of an organization, in this case the KPK institution. In addition, this study reinforces Kaptein's (2003) theory that integrity or ethical behavior has a direct influence on organizational actions and decisions or moral choices.

The role of integrity as a strategic matter is not only in the field of ethics, but also in many fields, such as organizational behavior, human resource management (HRM), psychology and leadership (Bauman in Said, 2016). From an organizational point of view, integrity or ethical behavior does not only refer to the prevention of corruption or abuse of authority, but also lies in the qualities or characteristics of individual behavior that represent ways of acting in accordance with the moral values, standards and rules set by organizations and society (Kolthoff et al., 2010; Bauman, 2013). Integrity is also considered a matter of coherence and consistency among organizational goals, personal values and beliefs and individual behavior (Badaracco and Ellsworth, 1991). In practice, within the KPK, every member of the KPK must comply with aspects of integrity that have been prepared by the Supervisory Board as a requirement for behavior and behavior as an effort to increase the prevention of corrupt behavior and improve the performance of the KPK in the field of law enforcement.

Integrity is needed to build a trusting relationship with the KPK institution from all stakeholders. For government agencies, as revealed by Mutula and Wamukoya (2009) that the ultimate goal of a government is to safeguard the public interest through an efficient and effective governance system to increase the protection of rights, demonstrate accountability and integrity in their daily activities, as well as from the public official. Initiatives in promoting good values, ethics and integrity have a positive effect on accountability. The strength of integrity is shown by a good balance between the values that

are demanded by the public and the needs of the organization, which are rooted in a culture that leads to accountability. The concept of integrity stimulates employees, in this case KPK employees, to adhere to values that support a commitment to ethical behavior. Therefore, an integrity system is very important in ensuring accountability and transparency in an organization.

This research also strengthens the theory of Kim and Brymer (2011), regarding ethical behavior or integrity which is positively related to aspects of job satisfaction of employees and that will lead to the formation of organizational commitment. Brown, Trevino and Harrison (2005) found that superior integrity is highly correlated with employee job satisfaction. In practice at the Corruption Eradication Commission, integrity related to aspects of job satisfaction is about perceptions of the quality of obtaining incentives, namely with regard to salary, benefits, and rewards. This shows that law enforcement officials who have high job satisfaction will have higher work integrity and professionalism.

Another research result worth discussing is the positive and significant influence of the Synergy variable on Professionalism and Prevention of Corrupt Behavior among KPK employees. This strengthens the theory of experts who argue that synergy or collaboration has a positive effect on achieving organizational goals, including efficiency, effectiveness and service quality, in this case the KPK's services as law enforcement in the field of preventing and eradicating corruption. The more involvement of other parties in the process of synergy and collaboration will be able to produce better policy planning and execution (Pollitt, in Siddiquee, 2021). The collaborative approach helps eliminate contradictions and tensions between different policies, ensure better use of scarce resources and generate synergies by bringing together various stakeholders. Collaboration enables KPK employees and leaders to increase resource efficiency, minimize duplication, share costs and add value by bringing together complementary services.

Because it has been proven that the factors of Integrity, Synergy, and Leadership have a significant influence on Professionalism and Prevention of Corrupt Behavior, so if the KPK intends to increase these two factors, then future policies must be directed so that human resource development takes into account aspects related to integrity factors including in depth regarding the policy of increasing the provision of welfare, integration factors, and improving the quality of leadership. In addition, fundamental improvements are needed to improve the aspect of justice, namely by creating a work environment that supports the growth of justice among internal KPK employees.

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