



The Effect of Job Satisfaction and Code of Ethics on Police Integrity (Study on Polres Konawe Utara)

¹Muhammad Lauhil Mahaful, ²Dedy Takdir S., ³Nasrul

Study Program of Management Science, Graduate Program
Halu Oleo University Kendari Indonesia

Received: 20/09/2021

Accepted: 29/10/2021

Published: 14/12/2021

Representative e-mail: -

ABSTRACT

The objectives to be achieved in this study are to determine the effect of Job Satisfaction and Code of Ethics on Police Integrity at Polres Konawe Utara. To determine the effect of Job Satisfaction on Police Integrity at Polres Konawe Utara. To determine the effect of Code of Ethics on Police Integrity at Polres Konawe Utara. The population in this study were all personnel at the Polres Konawe Utara, totaling 211 personnel. Measurement of data in this study using a Likert scale. The data analysis technique used in this study is descriptive statistical data analysis and inferential statistics, namely multiple linear regression analysis using SPSS Version 20 software. and significant to the integrity of personnel Polres Konawe Utara. This shows that the higher the level of job satisfaction and code of ethics of personnel Polres Konawe Utara, the higher the integrity of personnel will be. Job satisfaction has a positive and significant effect on the integrity of the personnel of the North Konawe Police. This means that the better the implementation of the code of ethics for the North Konawe Police personnel can increase the integrity of personnel. The code of ethics has a positive and significant effect on the integrity of personnel. This shows that the implementation of a good code of ethics by the personnel will be able to improve the integrity of the personnel of Polres Konawe Utara.

Keywords: *Job Satisfaction, Code of Ethics, Integrity*

I. INTRODUCTION

In building a nation, the main capital is needed, namely Human Resources. Sources of Power Man is a factor major in advancing the welfare of a nation. Their Resources Power Humans are educated, skilled, disciplined, diligent and willing to work hard was successfully achieve enormous progress. The success of an organization in achieving the goals that have been set is largely determined by the success of employees in carrying out their duties. It is these employees who ultimately become the implementers of activities in the organization and have an important role in achieving the organization's goals, it is very unfortunate if in reality the use of employees as human resources is not optimal. Therefore, improving human resources and the quality of people's lives is one of the main targets in national development. The development of the business world cannot be separated from the development of human resources.

The source of the power of man that quality is the source of power which has the integrity that is high and able to carry out the task of his duties with the well in the organization, not the exception in the body of the Police, especially in unit member Police in North Konawe Police. The police are law enforcement officers who are obliged to create security and comfort in social life, the police are an institution that protects the community in all social conditions, regulated in Law No. 2 of 2002 concerning the Police. The role of the police can be said as an aspect of the position related to its position as a protector of the community. In fact, some members act otherwise and are not in accordance with the professional ethics of the police or in other words the police violate the police code of ethics. This of course has legal consequences and can result in criminal acts.

The police are all matters relating to the formation of public and state security regulations. The dynamic condition of the community as one of the prerequisites for the implementation of the national development process in the context of achieving national goals which is marked by ensuring security, order and the rule of law, as well as the establishment of peace which contains the ability to foster and develop the potential and strength of the community in preventing, preventing, and overcoming all forms of violations. law and other forms of interference.

The Police Professional Code of Ethics, as regulated in the National Police Chief Regulation No. 14 of 2011, basically aims to regulate the life of a person who is a member of the National Police. The existence of this code of ethics shows that the Indonesian National Police has tried hard to improve itself, taking reform steps towards a Police

that is moral, modern, professional and independent. In general, the scope of this code of ethics covers: 1) Personal ethics, 2) State ethics, 3) Institutional ethics, 4) Ethics in public relations. Implementing the code of ethics well, of course, cannot be separated from job satisfaction to the organization, which will have an impact on the integrity of the Police.

Rohana Othmana *et.al* (2014) stated that job satisfaction has a significant effect on the level of integrity among police officers. The results of this study will serve to complement the police's roles and responsibilities in achieving a high level of integrity. Job satisfaction is a variable that has been used in many studies of ethical behavior among employees or employers. Knoop (1994) found that supervisors, co-workers and working conditions (extrinsically related to people's values) are factors that influence job satisfaction. Based on Craig and Gustafson's (1998) research on supervisors using the Perceived Leader Integrity Scale, supervisory integrity can affect subordinates' job satisfaction. This is supported by Gott (2002) who found similar results to Craig and Gustafson (1998). Vitell and Davis (1990) also stated that when the supervisor's behavior is known by the subordinates, the subordinates tend to be dissatisfied with their work. In addition, executive ethical behavior is positively related to manager job satisfaction (Kim and Brymer, 2011). Brown *et al.* (2005) suggested that ethical leadership is highly correlated with employee job satisfaction. However, Palanski and Yammarino (2011) found that the integrity of leader behavior is not directly related to job performance. It is related indirectly through job satisfaction and trust in a leader.

The code of ethics provides understanding and knowledge to individuals about what the organization expects in terms of responsibility and integrity behavior. Solomon and Hanson (1985) argue that a code of ethics is important because it provides visible guidance, stability for the organization, and a focal point for everyone in the organization. Woods (2002) asserts that the code of ethics plays an important role in ensuring the way civil servants are based on integrity, trust, respect, and fair dealing.

When a code of ethics does not address the various activities of the organization and fails to reflect the organization's primary goals, employees cannot be expected to immediately understand how their actions will impact their integrity values and the reputation of the organization. In contrast, codes of ethics are intended to highlight an organization's commitment to promoting ethical behavior so as to act as part of a socialization process designed to ensure the highest standards of behavior to influence the integrity of public servants (Somers, 2001). By adhering to expected behaviors and values, civil servants will strengthen their ethical culture and contribute to increased trust in the integrity of the public sector (Wood, 2004).

Murphy, Smith and Daley (1992), support the proposition that there is a relationship between code of ethics and employee integrity behavior. The findings of this study indicate that employees who respond to organizations with a formal code of ethics are more aware of mistakes than those who respond to organizations without a formal code of ethics. Researchers also suggest that organizations that have adopted a code of ethics have helped facilitate ethical decision making for their workers thereby leading to positive work attitudes and possibly impacting higher levels of integrity (Somers, 2001).

Based on preliminary observations made that found the phenomenon that occurred to members of the North Konawe Polres related to the implementation of the police code of ethics, one of which stated that every Polri member must "abstain from disgraceful actions and attitudes, and take the lead in every action to overcome the difficulties of the surrounding community". In addition, every member of the National Police is also expected to be "able to control themselves from acts of abuse of authority". However, in reality on the ground there are still many violations committed by members of the National Police, this has had an impact on the creation of negative public opinion and the emergence of a bad image and antipathy from the community, so that the implementation of tasks in the field cannot be carried out optimally because it is not supported and public distrust of the police.

Violation of the Police code of ethics is any act committed by a member of the National Police that is contrary to the Police's professional code of ethics. There are several factors that influence the occurrence of violations of the code of ethics by members of the National Police, ranging from the decline in moral integrity due to dissatisfaction with the work assigned, loss of independence, lack of income, and weak supervision, to non-compliance with the code of ethics of the legal profession that binds them.

Based on the things as stated above, the authors are motivated to conduct research with the Effect of Job Satisfaction and Code of Ethics on Police Integrity (Study on North Konawe Police Station).

II. LITERATURE REVIEW

2.2. Job satisfaction

2.2.1. Definition of Job Satisfaction

Job satisfaction is a positive attitude from the workforce including feelings and behavior towards their work through the assessment of one job as a sense of appreciation in achieving one of the important values of the job (Afandi, 2018: 74). According to Nuraini, (2013: 114), job satisfaction is job satisfaction enjoyed in a job that gets praise, work results, placement, treatment, equipment and a good working environment. Employees who prefer to enjoy job satisfaction at work will prioritize work over remuneration even though remuneration is important. Meanwhile, according to Dadang, (2013:15) job satisfaction is a pleasant or unpleasant emotional state towards work, job satisfaction reflects a person's feelings towards his work.

2.2.2. Job Satisfaction Indicator

According to Luthans (2011:141), job satisfaction has 6 indicators that can influence, namely:

1. Work itself
2. Salary.
3. Promotion.
4. Supervision of superiors
5. Working Group
6. Working Conditions

2.3. Code of Ethics

2.3.1. Understanding Code of Ethics

In the public sector, Fijnaut and Huberts (2002) define a code of ethics as a collection of values and norms in public service, functioning as a benchmark or standard for assessing the integrity of one's behavior. However, Wood (2002) states that it is not enough to simply have an ethical cultural artefact, such as a code, without ensuring that all employees are helped to understand what is required of them. In Sweden, the code of conduct is considered by civil servants not to assist them in their dealings with citizens. Instead, they use their own interpretation of ethical values to support their strategic planning process (Wood, 2002).

A study conducted by Stephen (1997) emphasized that policing in a democracy requires a high level of integrity if it is to be accepted by society. Historically, in the United States, events in the 1990s eroded public confidence in the integrity of the police and led to a closer examination of the profession. That motivated the Office of Community Oriented Policing Services (COPS) and the National Institute of Justice (NIJ) to assemble a group of law enforcement personnel and other professionals at a national symposium to examine issues of integrity and code of conduct implementation.

Code of ethics is a statement of moral principles and values used by auditors as a guideline for behavior in carrying out their duties (Permenpan No PER/04/M.PAN/03/2008). The code of ethics for Indonesian accountants consists of three parts, namely ethical principles, ethical rules, and interpretation of ethical rules (Riama, 2016). The ethical principles provide the basic framework for ethical rules, which govern the performance of the provision of professional services by members. The interpretation of ethical rules is an interpretation issued by a body formed by the association after taking into account the responses of members, and other interested parties, as a guide in the application of ethical rules without being intended to limit the scope and application (Riama, 2016)

2.3.2 Code of Conduct Indicator

According to Moilanen and Salminen (2006) the indicators of the Code of Ethics consist of:

1. The principle of the rule of the law
2. Reliability
3. Transparency
4. Professionalism

According to the Regulation of the Head of the National Police of the Republic of Indonesia Number 14 of 2011, the Indicators of the Code of Ethics consist of:

- a. Propriety, namely standards and/or moral values from the code of ethics of members of the National Police which can be manifested in attitudes, words, and actions;
- b. Legal certainty, namely the existence of clear guidelines for Polri members in carrying out their duties, authorities, and responsibilities in implementing the enforcement of the Polri Professional Code of Ethics;
- c. Simple, namely the implementation of the enforcement of the Police Professional Code of Ethics in an easy, fast, and accountable manner while still upholding truth and justice;
- d. Equality of rights, namely that every member of the National Police who is examined or made a witness in the enforcement of the Police Professional Code of Ethics is given the same treatment regardless of rank, position, social status, economy, race, class, and religion;
- e. Applicative, namely every decision of the Police Code of Ethics Commission Session can be implemented as well as possible; and
- f. Accountability, namely the implementation of the enforcement of the Police Professional Code of Ethics can be accounted for administratively, morally, and legally based on facts.

2.4. Integrity

2.4.1. Definition of Integrity

Integrity is closely related to "ethics" and "morality." There are some differences between these words. Moral in a general sense puts emphasis on the character and characteristics of a particular individual, not on rules and obedience. For example: virtues, compassion, generosity, generosity, and so on are important moral elements, but they are not contained in the law. Morals based on character tend to focus on what is special in a person.

Ethics is generally defined as a systematic effort by using ratios to interpret individual and social moral experience so that it can establish rules for controlling human behavior and values that can be used as targets in life.

According to Development Dimensions International (DDI), integrity is accepting social, moral, and organizational norms; upholding moral principles (maintaining social, ethical, and organizational norms; firmly adhering to codes of conduct and ethical principles). Meanwhile, according to Hay Consultant, integrity is the consistency between actions that someone believes. Expressing intentions, ideas and feelings openly and directly also respects the openness and honesty of others, even in difficult situations (integrity implies that one's actions are consistent with what one says is important; that is, he or she walks the talk'. Communicates intentions, ideas and feelings openly and directly and welcomes openness and honesty, even in difficult negotiations with external parties).

Stephen R. Covey defines integrity as a life based on principles (being integrated around principles). Integrity itself is a child of humility and courage. Humility means acknowledging that there are natural laws or principles that control the universe. Courage is needed when we want to live in harmony with that principle because there are still many social norms, morals, and values around us that deny these principles. From this integrity flows wisdom and an abundance mentality.

2.4.3. Integrity Indicator

According to Rogers (1961) theory of integrity measurement is.

1. Honest
2. Dependable
3. Having a strong self-control
4. Have high self-esteem

III. CONCEPTUAL FRAMEWORK AND HYPOTHESES

3.1. Conceptual framework

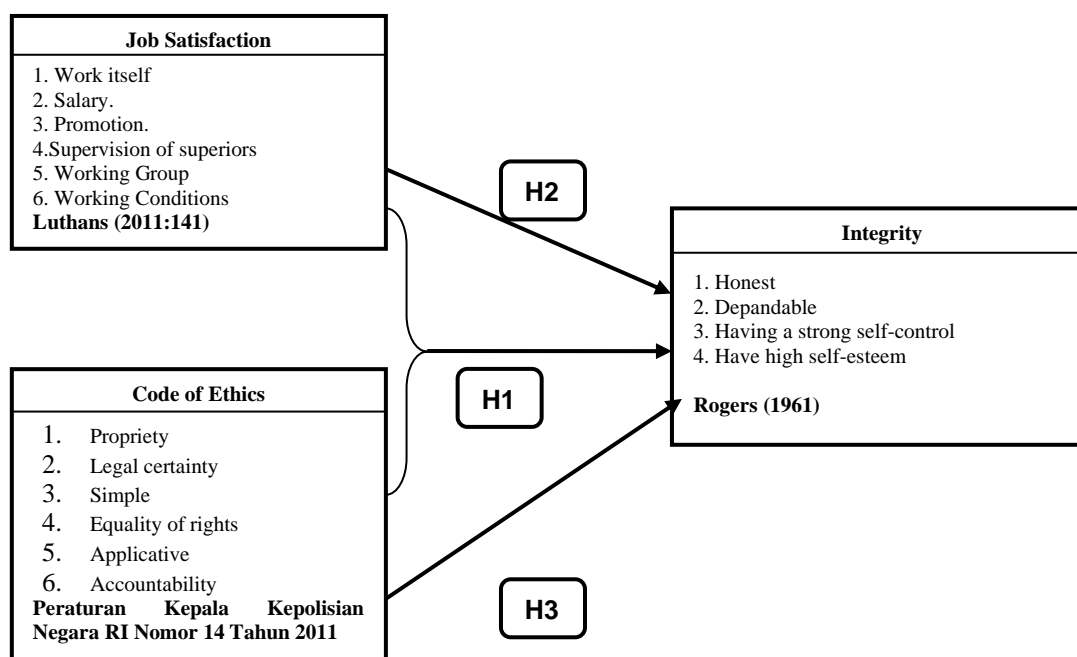


Figure 3.1. Research Conceptual Framework

3.2. Research Hypothesis

The hypothesis is a temporary answer to a problem that actually still needs to be proven through research on the object in question. Thus, if the facts obtained support the truth, the hypothesis can be accepted, it is better if the facts obtained do not support the hypothesis must be rejected.

The hypothesis in this study is as follows:

3.2.1. Effect of Job Satisfaction and Code of Ethics on Integrity

According to Rohana Othman *et.al.* (2019) that job satisfaction and code of ethics have a positive and significant effect on police integrity. Job satisfaction has a positive and significant effect on police integrity. The code of ethics has a positive and significant effect on police integrity. In line with Murphy, Smith and Daley (1992), support the proposition that there is a relationship between code of ethics and employee integrity behavior. The findings of this study indicate that employees who respond to organizations with a formal code of ethics are more aware of mistakes than those who respond to organizations without a formal code of ethics.

H 1: Job Satisfaction and Code of Ethics have a significant effect on the Integrity of the Police at the North Konawe Police Station.

3.2.2. The Effect of Job Satisfaction on Integrity

Rohana Othmana *et.al* (2019) stated that job satisfaction has a significant effect on the level of integrity among police officers. The results of this study will serve to complement the police's roles and responsibilities in achieving a high level of integrity. Job satisfaction is a variable that has been used in many studies of ethical behavior among employees or employers.

Knoop (1994) found that supervisors, co-workers and working conditions (extrinsically related to people's values) are factors that influence job satisfaction. Based on Craig and Gustafson's (1998) research on supervisors using the Perceived Leader Integrity Scale, supervisory integrity can affect subordinates' job satisfaction. This is supported by Gott (2002) who found similar results to Craig and Gustafson (1998). Vitell and Davis (1990) also stated that when the supervisor's behavior is known by the subordinates, the subordinates tend to be dissatisfied with their work. In addition, executive ethical behavior is positively related to manager job satisfaction (Kim and Brymer, 2011). Brown *et al.* (2005) suggested that ethical leadership is highly correlated with employee job satisfaction. However, Palanski and Yammarino (2011) found that the integrity of leader behavior is not directly related to job performance. It is related indirectly through job satisfaction and trust in a leader.

H₂: Job Satisfaction has a significant effect on Police Integrity at the North Konawe Police

3.2.3. The Influence of the Code of Ethics on Integrity

The code of ethics provides understanding and knowledge to individuals about what the organization expects in terms of responsibility and integrity behavior. Solomon and Hanson (1985) argue that a code of ethics is important because it provides visible guidance, stability for the organization, and a focal point for everyone in the organization. Woods (2002) asserts that the code of ethics plays an important role in ensuring the way civil servants are based on integrity, trust, respect, and fair dealing.

When a code of ethics does not address the various activities of the organization and fails to reflect the organization's primary goals, employees cannot be expected to immediately understand how their actions will impact their integrity values and the reputation of the organization. In contrast, codes of ethics are intended to highlight an organization's commitment to promoting ethical behavior so as to act as part of a socialization process designed to ensure the highest standards of behavior to influence the integrity of public servants (Somers, 2001). By adhering to expected behaviors and values, civil servants will strengthen their ethical culture and contribute to increased trust in the integrity of the public sector (Wood, 2004).

According to Rohana Othman *et.al.* (2019) that job satisfaction and code of ethics have a positive and significant effect on police integrity. Job satisfaction has a positive and significant effect on police integrity. The code of ethics has a positive and significant effect on police integrity. In line with Murphy, Smith and Daley (1992), support the proposition that there is a relationship between code of ethics and employee integrity behavior. The findings of this study indicate that employees who respond to organizations with a formal code of ethics are more aware of mistakes than those who respond to organizations without a formal code of ethics. Researchers also suggest that organizations that have adopted a code of ethics have helped facilitate ethical decision making for their workers thereby leading to positive work attitudes and possibly impacting higher levels of integrity (Somers, 2001).

H₃: The Code of Ethics has a significant effect on the Integrity of the Police at the North Konawe Police Station.

IV. RESEARCH METHODS

The population in this study were all members of the National Police at the North Konawe Police. The population in this study amounted to 212 personnel. Respondents in this study were 211 personnel at the North Konawe Police Station (the researchers were personnel at the North Konawe Police Station and were not included as research respondents).

The type of data used in this study is primary data which includes data related to the respondent's statement on the variables of this study, namely Job Satisfaction, Code of Ethics and Police Integrity. This primary data was obtained or sourced from the respondents by distributing direct questionnaires and in-depth interviews. In addition, it is supported by secondary data, namely data collection through documents relevant to this research study sourced from the North Konawe Police, the number of Police Members, the profile of the North Konawe Police, as well as other relevant documentation data.

4.9. Data analysis technique

The data analysis technique used in this study is descriptive statistical data analysis and inferential statistics, namely multiple linear regression analysis using SPSS Version 20 *software*.

V. RESEARCH RESULTS AND DISCUSSION

5.1. Multivariate Regression Analysis Results

So that the estimation of the regression coefficients is not biased, before carrying out the process of multivariate regression analysis, it is necessary to first test the classical assumptions which are the main requirements in multivariate regression analysis.

5.1.1. Multivariate Regression Test Results

In the previous discussion, it has been stated that in order to be able to answer the problems and hypotheses proposed in this study, namely the Effect of Leadership, Interpersonal Communication and Work Discipline on the

Performance of North Konawe Police Officers, both simultaneously and partially, multivariate regression analysis was carried out. The summary of the results of the author's multivariate regression analysis is presented in the following table:

Table 5.1. Summary of Multivariate Regression Analysis Results

| Effect Between Variables | Standardized Coefficient (Beta) | t-Count | Sig.t | Note: |
|---|-------------------------------------|---------|-------|----------|
| Job satisfaction- Personnel Integrity | 0.645 | 4.126 | .000 | Received |
| Code of Conduct- Integrity of personnel | 0.335 | 2,972 | .000 | Received |
| R = 0.877 | F-Value = 134,845 Sig. F = 0.000 | | | |
| R ² = 0.711 | | | | |
| SEE = 3.51180 | N = 211 | | | |

Source: Primary Data Processing Results, Year 2021

Based on the results of the multivariate regression analysis in the table above, the following multivariate regression analysis equations were obtained:

$$\text{Employee Performance (Y)} = 0.645X_1 + 0.335X_2 + e$$

Multivariate regression analysis equation model can be interpreted:

1. Regression coefficients Job satisfaction (X_1) of 0.645 states that any changes to increase job satisfaction will increase Integrity Personnel.
2. The regression coefficient of the Code of Ethics (X_2) of 0.189 states that every change to the Code of Ethics will increase the Integrity of Personnel.

5.1.2. Coefficient of Determination Test (R^2) and Correlation Coefficient (R)

For multivariate regression should use *R-Square* adjusted or written *R-Square*, as adjusted by the number of variables *independent* used. Based on the results of the coefficient of determination test, it is known that the coefficient of determination in the *R-Square* is 0.711, which means the ability of the explanatory variables (Job satisfaction and Code of Ethics) in explaining the response variable (Personnel Integrity) is 71.1%, while the rest is 28.9% influenced by other variables outside the regression model. It can be concluded that the value of the coefficient of determination (R^2) of this research model has an accuracy or precision of a good model.

Furthermore, the value of $R = 0.877$ indicates that the correlation between the independent variables of job satisfaction and the code of ethics on the integrity of the personnel at Polres Konawe Utara Kendari. The value of R is close to 1.00, it can be interpreted that the relationship between the independent variable and the dependent variable is getting stronger.

5.2. Research Hypothesis Testing

Hypothesis testing and path coefficients of partial and simultaneous influence between job satisfaction variables and code of ethics on Personnel Integrity. For more details, the description of the hypothesis testing of this study is as follows:

5.2.1. Simultaneous Testing (F Test)

The test results obtained that there is a simultaneous positive effect between job satisfaction and code of ethics on Personnel Integrity. Can be described as follows:

H₁. Simultaneous job satisfaction and code of ethics have a significant effect on personnel integrity

Based on the results of the F-test in table 5.12, it can be seen that the significance value is 0.000. So, it can be concluded that the variables of job satisfaction and code of ethics have a significant effect on personnel integrity, because the value is < 0.05 . then based on testing the value of F, obtained the value of F-value of 134,845. From these results it can be concluded that job satisfaction and code of ethics have a significant positive effect on personnel integrity because $F_{count} > F_{table}$ and the value is positive.

5.2.2. Partial Test (t Test)

Partially (t test) in this study aims to examine the effect on the performance of employees at the North Konawe Polres North Konawe as follows:

H₂. Job Satisfaction Significantly Affects Personnel Integrity

The results of testing the effect of job satisfaction on personnel integrity can be proven by the *estimated* path coefficient value of 0.645 in a positive direction. The positive path coefficient means that the influence of job satisfaction on personnel integrity is unidirectional. Then it can also be proven by the critical point value (t-count) of 4.126 and the significance value (sig.) of $0.000 \leq 0.05$.

The test results prove that job satisfaction has a significant positive effect on Personnel Integrity at the Konawe Utara Kendari Police Office. This means that the higher the job satisfaction, the integrity of the Konawe Utara Kendari Police personnel will increase. Thus, the second hypothesis proposed in this study can be accepted or supported by facts.

H₃. Code of Conduct Significantly Affects Personnel Integrity

The results of testing the influence of the Code of Ethics on personnel integrity can be proven by the *estimated* path coefficient value of 0.335 in a positive direction. The positive path coefficient means that the influence between the Code of Ethics and the integrity of personnel is unidirectional. Then it can also be proven by the critical point value (t-count) of 2,972 and the significance value (sig.) of $0.005 < 0.05$. The test results prove that the Code of Ethics has a positive effect on personnel integrity. This means that the better the implementation of the code of ethics, the more it affects the improvement of personnel integrity at the North Konawe Police Office. Thus, the third hypothesis proposed can be accepted or supported by empirical facts.

5.3. Discussion of Research Results

The results of data analysis in this study are a reference for discussing the results of this study by combining theory, the results of previous studies, and empirical facts that occur in the object under study in order to verify that the results of this study strengthen or reject the theory and results of previous studies. The study of the effect of job satisfaction on personnel integrity is an attempt to photograph the facts or conditions, whether or not the level of job satisfaction is high or low on personnel integrity, either simultaneously or partially.

The discussion of this research includes descriptive variables, measuring coefficients and the results of hypothesis testing. Discussion of measurement and descriptive variables through the average value of each variable measurement indicator. In addition, the discussion of the relationship by paying attention to the value of the coefficient and significance. Therefore, the discussion of the influence between variables based on the objectives and problems of this research can be described as follows:

5.3.1. Influence job satisfaction and the Code of Ethics towards personnel integrity

Based on the results of the multivariate regression analysis, the results of the simultaneous test showed that job satisfaction and code of ethics had a positive and significant effect on the integrity of the personnel of the North Konawe Police Station. This shows that the higher the level of job satisfaction and the code of ethics of the North Konawe Police personnel, the higher the integrity of the personnel will be.

Based on empirical facts related to the integrity variable as measured by the Honest indicator, it can be categorized as good. This shows that members of the North Konawe Polres speak and act according to personal values, speak and act according to personal values that are firmly held and maintain commitment to others and honestly accept and are able to take responsibility for their feelings and behavior as they are. Furthermore, based on respondents' responses related to the Teguh indicator, it can be categorized as good. This reflects that member of the North Konawe Polres do not violate the principles in carrying out their obligations, cannot be bribed or invited to commit fraudulent acts despite material temptation or encouragement from others. Firmness that has integrity is judged to arise in the first situation because integrity involves a choice between several actions or ways. In addition, indicators have strong self-control and are well categorized. This means that members of the North Konawe Polres have the ability to control or monitor responses so that they are in accordance with their life goals and moral standards. To be able to treat other people, even people who are not really liked well, individuals must have strong self-control. The next indicator is high self-esteem and is categorized as good. This reflects that the majority of respondents answered agree, and it can be interpreted that the North Konawe Polres personnel have confidence that members are able to behave according to the moral values they believe in. Self-esteem is the positive feeling of North Konawe Police personnel that they are moral and capable of carrying out moral principles.

The results of this study are in line with research conducted by Rohana Othman *et.al.* (2019) that job satisfaction and code of ethics have a positive and significant effect on police integrity. Job satisfaction has a positive and significant effect on police integrity. The code of ethics has a positive and significant effect on police integrity. In line with Murphy, Smith and Daley (1992), support the proposition that there is a relationship between code of ethics and employee integrity behavior. The findings of this study indicate that employees who respond to organizations with a formal code of ethics are more aware of mistakes than those who respond to organizations without a formal code of ethics. Researchers also suggest that organizations that have adopted a code of ethics have helped facilitate ethical decision making for their workers thereby leading to positive work attitudes and possibly impacting higher levels of integrity (Somers, 2001).

5.3.2. The Effect of Job Satisfaction on Integrity

Based on the results of the study, it shows that job satisfaction has a positive and significant effect on the integrity of the personnel of the North Konawe Police. This means that the better the implementation of the code of ethics for the North Konawe Police personnel can increase the integrity of the personnel.

Based on empirical facts, it can be explained that the Proper indicator is categorized as good, meaning that the standards and/or moral values of the code of ethics of the members of the North Konawe Police can be translated into attitudes, then based on the responses of the majority of respondents stated that the moral values of the code of ethics of the members of the North Konawe Police can be realized. into word and deed. Furthermore, based on the respondents' responses, the legal certainty indicator has an average value that is categorized as good. This reflects that the personnel

of the North Konawe Polres feel that there are clear guidelines for Konut Polres members in carrying out their duties, authorities, and responsibilities in implementing the Police Professional Code of Ethics; Then the next code of ethics indicator is Simple, where based on the description of the respondents' answers, the average value can be categorized as good. This statement suggests that, according to the respondents stated the majority of states implementing the Police Professional Code of Conduct enforcement sudah done the easy way, fast, and accountable while upholding truth and justice; Based on the respondents' responses related to the Equality of Rights indicator, it can be explained that based on the responses of the respondents, the majority stated that they agreed to have an average value that was categorized as good. This means that every member of the Konut Polres feels that those who are examined or made witnesses in the enforcement of the Police Professional Code of Ethics are given the same treatment regardless of rank, position, social status, economy, race, class, and religion. Regarding the Applicative indicator, the majority of respondents agreed. This means that every decision of the National Police Code of Ethics Commission Session can be implemented as well as possible; and the decision of the code of ethics commission hearing is enforced in accordance with the applicable rules. Furthermore, for the Accountable indicator based on the respondent's response, it can be categorized as good. This shows that the implementation of the enforcement of the Professional Code of Ethics for the Konut Polres can be accounted for administratively, morally, and legally based on facts and can support the implementation of the integrity of the Konut Polres personnel.

Knoop (1994) found that supervisors, co-workers and working conditions (extrinsically related to people's values) are factors that influence job satisfaction. Based on Craig and Gustafson's (1998) research on supervisors using the Perceived Leader Integrity Scale, supervisory integrity can affect subordinates' job satisfaction. This is supported by Gott (2002) who found similar results to Craig and Gustafson (1998). Vitell and Davis (1990) also stated that when the supervisor's behavior is known by the subordinates, the subordinates tend to be dissatisfied with their work. In addition, executive ethical behavior is positively related to manager job satisfaction (Kim and Brymer, 2011). Brown et al. (2005) suggested that ethical leadership is highly correlated with employee job satisfaction. However, Palanski and Yammarino (2011) found that the integrity of leader behavior is not directly related to job performance. It is related indirectly through job satisfaction and trust in a leader.

The results of this study are in line with the results of research conducted by Rohana Othmana *et.al* (2019) which states that job satisfaction has a significant effect on the level of integrity among police officers. The results of this study will serve to complement the police's roles and responsibilities in achieving a high level of integrity. Job satisfaction is a variable that has been used in many studies of ethical behavior among employees or employers.

3.2.4. The Influence of the Code of Ethics on Integrity

The results showed that the code of ethics had a positive and significant effect on personnel integrity. This shows that the implementation of a good code of ethics by the personnel will be able to improve the integrity of the personnel of the North Konawe Police.

The code of ethics provides understanding and knowledge to individuals about what the organization expects in terms of responsibility and integrity behavior. Solomon and Hanson (1985) argue that a code of ethics is important because it provides visible guidance, stability for the organization, and a focal point for everyone in the organization. Woods (2002) asserts that the code of ethics plays an important role in ensuring the way civil servants are based on integrity, trust, respect, and fair dealing.

When a code of ethics does not address the various activities of the organization and fails to reflect the organization's primary goals, employees cannot be expected to immediately understand how their actions will impact their integrity values and the reputation of the organization. In contrast, codes of ethics are intended to highlight an organization's commitment to promoting ethical behavior so as to act as part of a socialization process designed to ensure the highest standards of behavior to influence the integrity of public servants (Somers, 2001). By adhering to expected behaviors and values, civil servants will strengthen their ethical culture and contribute to increased trust in the integrity of the public sector (Wood, 2004).

The results of this study are in line with the results of research conducted by According to Rohana Othman *et.al*. (2019) that the code of ethics has a positive and significant effect on police integrity. Job satisfaction has a positive and significant effect on police integrity. The code of ethics has a positive and significant effect on police integrity. In line with Murphy, Smith and Daley (1992), support the proposition that there is a relationship between code of ethics and employee integrity behavior. The findings of this study indicate that employees who respond to organizations with a formal code of ethics are more aware of mistakes than those who respond to organizations without a formal code of ethics. Researchers also suggest that organizations that have adopted a code of ethics have helped facilitate ethical decision making for their workers thereby leading to positive work attitudes and possibly impacting higher levels of integrity (Somers, 2001).

5.4. Research Limitations

Some of the limitations of the study that can be taken into consideration by the next researcher are:

1. This research data uses personnel perception through self-assessment or *self-appraisal*. In addition, due to the busyness of the personnel at the North Konawe Polres and time constraints, researchers had difficulty in obtaining more in-depth information on this research study. Furthermore, the object of research is limited to the North Konawe Police Station. Thus, it can limit the generalizability of research findings.

2. The researcher only examined one agency, in this case the North Konawe Police Station as the object of research, so the generalization of the research results was still relatively low. Future research should use a different research object by analyzing any other variables that can affect integrity.

VI. CONCLUSIONS AND SUGGESTIONS

6.1. Conclusion

Based on the results of data analysis, discussion and research findings, some conclusions can be drawn from this research as follows:

1. The results showed that job satisfaction and personnel code of ethics had a positive and significant influence on the integrity of the personnel of the North Konawe Police Station. This shows that the higher the level of job satisfaction and the code of ethics of the North Konawe Police personnel, the higher the integrity of the personnel will be.
2. Job satisfaction has a positive and significant effect on the integrity of North Konawe Police personnel. This means that the better the implementation of the code of ethics for the North Konawe Police personnel can increase the integrity of the personnel.
3. The code of ethics has a positive and significant effect on the integrity of personnel. This shows that the implementation of a good code of ethics by the personnel will be able to improve the integrity of the personnel of the North Konawe Police.

6.2. Suggestion

Based on the findings and conclusions of this study, the following recommendations can be made:

1. The decision making of the North Konawe Police Chief needs to pay attention to increasing job satisfaction in this case related to indicators of working conditions in this case it is necessary to pay attention to the work environment and facilities in supporting the implementation of the work of the personnel.
2. Furthermore, related to the implementation of the code of ethics for personnel, it is necessary to pay attention to "Compliance" which is the lowest indicator. Therefore, it is necessary to improve the implementation of the personnel code of ethics so that it can support the improvement of the integrity of the personnel.
3. Regarding personnel integrity, leadership needs to pay attention to "Responsibility in Carrying Out Duties" because it has the lowest average value compared to other integrity indicators. Therefore, the leadership of the North Konawe Polres needs to support the improvement of the integrity of the personnel so that they can carry out their duties and responsibilities in accordance with applicable regulations.
4. For further researchers, it is recommended to develop research models that are more complex in answering the question of increasing integrity by parsing any other variable indicators that can affect the improvement of integrity by conducting in-depth interviews through a qualitative approach so as to strengthen the findings of this study.

REFERENCES

- Arikunto, S. 2006. *Prosedur Penelitian (Suatu Pendekatan Praktek)*. Jakarta: Rineka Cipta.
- Bernardin, H.J. & Russel, J.E.A. 1993. *Human Resource Management an experiential approach*. Singapore: Mc Graw-Hill, Inc.
- Bernardin, H. John. 2003. *Human Resources Management: An Experiential. Approach*. 3rd Edition, McGraw-Hill/Irwin. New York.
- Brown, M.E., Trevino, L.K., Harrison, D.A., 2005. Ethical leadership: a social learning perspective for construct development and testing. *Organizational behaviour and Human Decision Processes* 97, 117–134
- Craig, S.B. and Gustafson, S.B. (1998). Perceived leader integrity scale: an instrument for assessing employee perceptions of leader integrity. *Leadership Quarterly*, 9, 127-146.
- Dewey, J., and Tufts, J. H. (1908[1932]). *Ethics*. New York: Henry Holt and Company.
- Donaldson J. (1992). *Business ethics: A European casebook*. Orlando Academic Press
- Ethics Resource Center (2000). National business ethics survey (Online). Retrieved from on 18 December 2013.
- Fijnaut, C., and Huberts, L. (2002). *Corruption, Integrity and Law Enforcement*. Dordrecht: Kluwer Law International. Global Integrity Report Malaysia. Retrieved from on 6 January 2013
- Hatcher T. and Aragon S. R. (2000). A Code of Ethics and Integrity for HRD Research and Practice. *Human Resource Development Quarterly*. ProQuest, 179.
- Kim, W.G. and Brymer, R.A. (2011). The effects of ethical leadership on manager job satisfaction, commitment, behavioral outcomes, and firm performance. *International Journal of Hospitality Management*, 30, 1020-1026.
- Klockars C.B., Ivkovich S. K., Harver W.E Haberfeld M.R. (2009). The Measurement of Police Integrity Knoop, R. (1994). Work values and job satisfaction. *Journal of Psychology. Interdisciplinary and Applied*, 128(6), 683-691
- KPMG's Integrity Survey. Retrieved from on 8 January 2013
- Kuhlman J. M. (2012). Examination of The Theory of Planned Behavior on Faking an Overt Integrity Test Locke, E. A. (1969). What is Job Satisfaction? *OB and Human Performance*. 4, 309-336
- Malaysia Institute of Integrity (MII). Retrieved from on 11 January 2013
- Masitah.2012. *Konstruksi alat ukur integritas dengan pendekatan Polytomous Item Response Theory: studi dalam konteks pekerjaan*. Tesis. Depok: Universitas Indonesia

- Miller S. (2010). Integrity Systems and Professional Reporting in Police Organizations. 29(3), 241-257.
- Moilanen T. and Salminen A. (2006). Comparative Study on the Public-service Ethics of the EU Member States. A report from the Human Resources Working Group.
- Morler E. E. (2004). Integrity – The Vital Factor Mumford, E. (1991). Job Satisfaction: A Method of Analysis Personnel Review. 20(3), 11-19.
- Murphy, P.E., Smith J.E., and Daley, J.M. (1992). Executive Attitudes, Organizational Size and Ethical Issues: Perspectives on a Service Industry. Journal of Business Ethics, 11, 11-17.
- Organ, D. W. (1988). Organizational citizenship behavior: The good soldier syndrome. USA: D.C. Heath and Company.
- Palanski, M. E. and Yammarino, F. J. (2011). Impact of behavioral integrity on follower job performance: A three-study examination. The Leadership Quarterly, 22, 765–786.
- Rogers, C.,R (1961). *On Becoming a Person. A Therapist's view of psycoterapy*. Boston: Houghton Mifflin.
- Sekaran, U. (2005). Research Methods for Business: A Skill Building Approach, 4th Edition. John Wiley and Sons: Australia.
- Sekaran, U., and Bougie, R. (2010). Research Methods for Business: A Skill Building Approach. UK: John Wiley & Sons.
- Solomon, R.C. and K.R. Hanson, (1985). It's Good Business. New York: Atheneum
- Somers J. M. (2001). Ethical codes of conduct and organizational context: A study of the relationship between codes of conduct, employee behavior and organizational values". Journal of Business Ethics, 30, 185-195.
- Stephen, J. V. (1997). Ethics and Police Integrity: Some definitions and Questions for Study. Police Integrity: Public Service with Honor, 11-17.
- Viswesvaran, C., Deshpande, S.P., and Joseph, J. (1998). Job satisfaction as a function of top management support for ethical behavior: a study of Indian managers. Journal of Business Ethics, 17, 365-371
- Colquitt, et al. 2013. *Organizational Behavior: Essentials for Improving Performance and Commitment*. McGraw-Hill Higher Education.
- Cooper, & Schindler. 2003. *Business Research Methods*. 11th ed. McGrawHill International Edition.
- Dessler, Gary, 2009, Manajemen Sumber Daya Manusia: Buku 1. Jakarta: Indeks.
- Dessler, Gary, 2004. Manajemen Sumber Daya Manusia, Edisi 9. Jilid 1. Jakarta: Kelompok Gramedia.
- DeCenzo & Robbins. 2010. *Fundamentals of Human Resource. Management*. 10th Edition. New Jersey: John Wiley & Sons, Inc.
- Flippo, Edwin. 2002. *Personel Management (Manajemen Personalia)*. Edisi. VII Jilid II, Terjemahan Alponso S, Erlangga, Jakarta.
- Gibson, et.al. 2009. *Organisations Bahaviour, Structure and Process*. New York. Mc Grawhill Konopaske.
- Gibson, et. al. 2012. *Organization: Behaviour, Structure, Processes*. 14th Edition. New York: McGraw-Hill
- Hasibuan, Malayu. 2013. Manajemen Sumber Daya Manusia. Jakarta: PT. Bumi Aksara.
- Hasibuan, Malayu. 2014. Manajemen Sumber Daya Manusia. Jakarta: Bumi Aksara.
- Hair, et al. 2010. *Multivariate Data Analysis*. 7th Edition. Upper Saddle River, NJ: Prentice Hall.
- Handoko, T. Hani. 2010. Manajemen Personalia & Sumber daya Manusia. BPFE-Yogyakarta.
- Hiriyappa, B. 2009. *Organizational Behavior*. New Age International Ltd. Publishers.
- Heidjrachman & Husnan. 2002. Manajemen Personalia, Edisi Keempat. Yogyakarta: BPFE.
- Ivancevich, John M. 2010. *Human Resource Management*, Eleventh Edition. New York: McGraw-Hill.
- Luthans, Fred. 2006. Perilaku Organisasi. Edisi Sepuluh, PT. Andi: Yogyakarta.
- Lockwood, N.R. 2003. *Work/Life Balance: Challenges and Solutions*. SHRM Research. Department. USA: Society for Human Resource Management.
- Lodahl, T. M. Kejner, M. 2004. *The Definition and Measurement of Job. Involvement*. Journal of Applied Psychology. Vol. 49 (24-33).
- Malhotra. Naresh K. 2010. *Marketing Reseach: An Applied Orientation Sixth. Edition*. Pearson Education.
- Mahmudi. 2007. Manajemen Kinerja Sektor publik. Yogyakarta: UPP STIM YKPN.
- Mangkunegara, Anwar Prabu. 2005. Manajemen Sumber Daya Manusia. Perusahaan. Bandung: PT Remaja Rosdakarya.
- Mangkunegara, Anwar Prabu. 2009. Manajemen Sumber Daya Manusia. Remaja Rosdakarya. Bandung.
- Mathis, Robert & H. Jackson, John. 2011. *Human Resource Management* (Edisi. 10). Jakarta: Salemba Empat.
- Mathis Robert, & Jackson John. 2002. Manajemen Sumber Daya Manusia. Jakarta : Salemba Empat.
- Mathis, Robert & Jackson, John. 2011. *Human Resource Management* (Edisi 10). Jakarta: Salemba Empat.
- Nawawi, Hadari. 2008. Perencanaan Sumber Daya Manusia. Gajah Mada. University Press: Yogyakarta.
- Nawawi, Hadari. 2011, Manajemen Sumber Daya Manusia: Untuk Bisnis Yang Kompetitif, Gajahmada University Press, Yogyakarta.
- Northouse, P.G. 2003. *Leadership Theory and Practice*. Fourth Edition. London: Sage Publication.
- Noe, Raymond A., John R. Hollenbeck., Barry Gerhart and Patrick M. Wright. 2011. *Fundamentals of Human Resource Management*. New. York: McGraw Hill.
- Perka BKN (Badan Kepegawaian No. 1 Tahun 2013 Tentang Penilaian Prestasi Kerja PNS.

- Rivai Veithzal. 2014. Manajemen Sumber Daya Manusia untuk Perusahaan. Edisi Ke 6. PT. Raja Grafindo Persada: Depok
- Robbins, Stephen. 2003. Perilaku Organisasi. Edisi Sembilan, Jilid 2. Edisi Bahasa Indonesia. PT Indeks Kelompok Gramedia: Jakarta.
- Robbins, Stephen. 2007. Perilaku Organisasi. Edisi Sepuluh. Diterjemahkan oleh: Benyamin Molan. Erlangga: Jakarta.
- Robbins, Stephen dan Timothy A. Judge. 2008. Perilaku Organisasi Edisi Ke-12. Jakarta: Salemba Empat.
- Robbins, Stephen dan Timothy A. Judge. 2015. Perilaku Organisasi Edisi 16. Jakarta. Salemba Empat.
- Robbins, Stephen. and Mary Coulter. 2012. *Management, Eleventh Edition*. United States of America: Pearson Education
- State Services Commission. 2005. *Work-Life Balance: A Resouces for the State Services*. ISBN 0-478-24487-8.
- Rotenberry, P.F. And Moberg, P.J. 2007. *Assessing the Impact of Job Involvement on performance*. Management Research News, Vol. 30 No. 3, pp. 203-215. ISSN: 0140-9174. Emerald Group Publishing Limited
- Schabracq, M.J, Winnubust & C.L. Cooper. 2003. *The handbook of Work and Health Psychology*. USA: John Wiley & Sons, Ltd.
- Simamora, Henry. 2006. Manajemen Sumberdaya Manusia. Yogyakarta: Sekolah. Tinggi Ilmu Ekonomi YKPN.
- Singarimbun, M dan S. Effendi. 1989. Metode Penelitian Survy. LP3S. Jakarta.
- Singh, Preeti & Khanna, Parul. 2011. *Work-Life Balance a Tool for. Increased. Employee Productivity and Retention*. Lachoo Management. Vol. 2 No. 2.
- Sugiyono. 2013. Metode Penelitian Pendidikan : Pendekatan Kuantitatif, Kualitatif, dan R&D.
- Sutikno, Sobry M. 2014. Pemimpin Dan Gaya Kepemimpinan, Edisi Pertama. Lombok: Holistica.
- Sedarmayanti. 2009, Sumber Daya Manusia dan Produktivitas. Kerja. Bandung: Penerbit Mandar Maju.
- Sedarmayanti. 2013. Manajemen Sumber Daya Manusia: Reformasi Birokrasi dan Manajemen Pegawai Negeri Sipil. Bandung. PT. Refika Aditama.
- Sekaran, Uma. 2003. Metodologi Penelitian Untuk Bisnis. Buku1. Edisi Empat. Diterjemahkan oleh: Kwan Men Yan. Salemba Empat, Jakarta.
- Sondang P, Siagian. 2008. Manajemen Sumber Daya Manusia. Jakarta: Bumi aksara.
- Thoha, Miftah. 2010. Kepemimpinan Dalam Manajemen. Jakarta: Rajawali Pers.
- Terry, George R. 2009. Prinsip prinsip Manajemen. Jakarta: Penerbit Bumi Aksara.
- Undang-Undang Nomor 43 tahun 1999 Tentang Perubahan Atas Undang-Undang Nomor 8 Tahun 1974 Tentang Pokok-Pokok Kepegawaian.
- White & Lippit. 1983. *Autocracy and Democracy*. New York. Happer and Row Publisher
- Westhuizen, C.V.D. 2008. *Work Related Attitude as Predictors of Employee Absenteeism* (Thesis). University of South Africa.
- Yukl, Gary. 2005. Kepemimpinan dalam Organisasi. Jakarta: PT. Indeks.
- Yukl, Gary, 2010, Kepemimpinan dalam Organisasi, Edisi Kelima. Jakarta: PT. Indeks.