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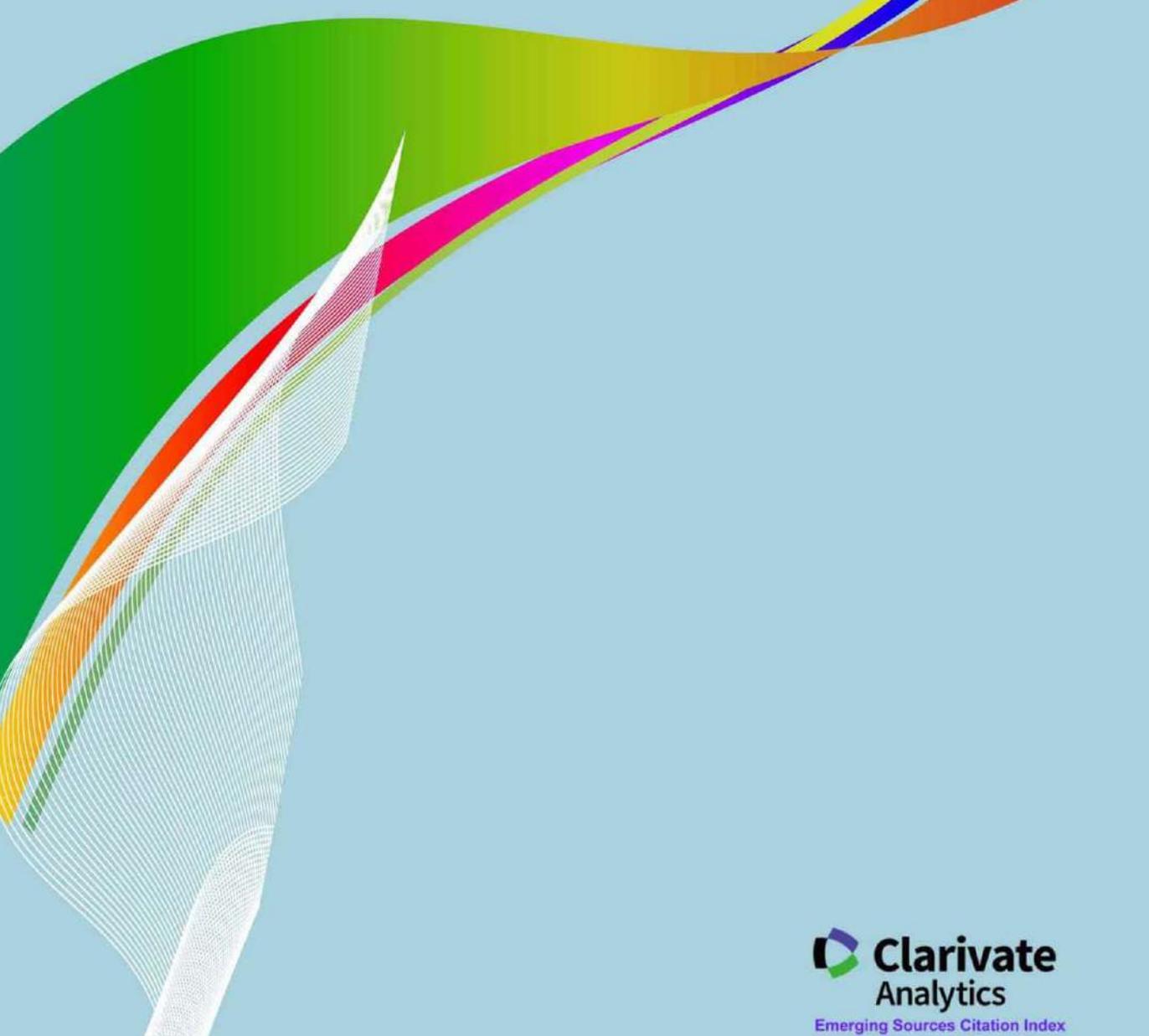
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The Implementation of The Work Ethics Dynamics at The Police Corps
(Exploration Study on Unethical Behavior)

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THE IMPLEMENTATION OF THE WORK ETHICS DYNAMICS AT THE POLICE CORPS (*Exploration Study on Unethical Behavior*)

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Abstract

The work ethics are one of the main determinants of the performance as it is believed to minimize the occurrence of deviant behavior in an organization. The police are bureaucrats who served as law enforcers as well as public servants to maintain security and order, so they are expected to demonstrate ethical behavior to keep the public trust. However, several unethical behavior issues are found in the organization. Cultural organizations in the police are believed to have served as one of the causes of unethical behavior by the police. The effort to build an understanding of the unethical behavior concept as a result of the work ethics implementation that is based on the organizational culture in the police corps through indigenous approaches was set as the goal of this exploratory study. A survey using open questions was given to 82 police staff in one of the regional police in Java. The results of this study illustrated the perspective of the police towards the elements of the work ethics implementation (internalization process, sanctions, and supervision) in the organization that is opening opportunities for unethical behavior. Theoretical and practical implementation of the results of this study would be discussed.

Keywords: *Elements of the Work; Ethics Implementation; Unethical Behavior; Work Ethics.*



A. Introduction

Ethical and unethical behavior are behaviors that occur within the organizations daily (Jex and Britt, 2008 in (Askew, Beisler, and Keel, 2015). Ethical behavior is the behavior companies expected to encourage excellent performance and achieve success. Meanwhile, unethical behavior is undesired behavior by companies for several reasons. Poor organizational performance, financial loss, reputational damage, safety concerns, and customer loss are all negative issues that are associated with unethical behavior. Unethical behavior violates generally accepted moral norms, is widespread, and costs companies a quite high expense (Kaptein, 2011 in (Askew, Beisler, and Keel, 2015),

Compliance with standards or guidelines applied by organizations is the main component to minimize the occurrence of unethical behavior. According to Gomez, Mejia and Balkin (2002) in (Askew, Beisler, and Keel, 2015) the work ethics applied by organizations provide standards or guidelines to make decisions. McIntire and Miller (2007) in (Askew, Beisler, and Keel, 2015) add that the decisions taken are related to what is considered right. Furthermore, McIntire and Miller state that ethical standards are a set of professional process guidelines or codes for doing what is considered right. Thus, the work ethics are needed to ensure that the processes and practices carried out in the organizations are morally good.

Every citizen has the right to obtain services from the state. Therefore, citizens expect bureaucratic apparatus to truly become "servants of the state" and "public servants", to place public interests above personal interests, to manage public resources that have been entrusted professionally and uphold the ethical standards (Gunawansyah, 2015). The police, as one of the bureaucratic apparatus in charge of providing services to the community, especially in matters of law enforcement, protection of security and public order, is highly expected to show ethical behavior in carrying out their duties. In practice, the police institution will bear a situation that is often referred to as *the paradox of institutional position*. Police officers have the authority privileges as the *human rights protector*, however, this privilege is—sometimes—potentially distorted and misused to encourage unethical

behavior related to human rights violations. In this case the police act as the *human right violator*. Bonanno (2015) also affirm this as she states that in the name of law enforcement, police officers have been given the power mandate to eradicate crimes, but it can be potentially misused so that what is initially should be used to protect the citizens, is used to deprive the liberty of the citizens instead.

Other researchers have found that in daily life police officers are faced with hard work and an organizational environment that adds emotional wounds. Police officers often have to experience inner conflict in an attempt to control others' behavior, become bearers of unwanted news for the public, witness the hypocrisy of seemingly good citizens' evil behavior, and also get a scathing comment and sharp criticism from the media for their actions that were considered unfair by the public. This hard and cruel world of work is exacerbated by organizational management practices that do not favour police officers at lower levels such as authoritarian management, intrusive policies, incriminating documents, and the lack of respect from the leadership. All of these could potentially result in negative emotions experienced by police officers such as frustration, anger, and fear. These feelings are often neglected and potentially reflected in aggressive, impolite, and rude behaviors (Sunahara, 2004).

Several issues and ethical dilemmas are found in the police corps. Unethical behavior by police officers is believed to reflect the norms of the organizational culture applied in the police. Working in the police allow individuals to rationalize reasons to justify unethical behavior while still trying to maintain a moral self-image. Many police officers' unethical behaviors are associated with: the nature of discretion, the power possessed by the police, the habit of police behaving immorally, the temptations related to bribery when performing tasks, and the pressures from peers (Kleinig, 1990 in (Pollock & Becker, 2017).

B. Literature Review

So far, researchers have sought to identify the factors that cause unethical behavior. The findings of the studies that have been carried out



consistently categorize the causes of unethical police behavior into two factors: individual and organizational correlates (Donner & Jennings, 2014). Up to now, the dominance of external and internal factors influence the emergence of unethical behavior in the police organization is still a debate among researchers/academics, and practitioners.

Studies that find individual causal factors focus on the characteristics of individual actors. A large number of studies related to it carry the rotten apple theory – which states that police who behave defiantly carry their bad nature when employed as a police officer. According to (Griffin & Ruiz, 1999), the solution to address this unethical behavior is by improving the recruitment system so that individuals with bad characters won't be accepted in the police corps. Several other studies that find the individual cause of unethical police behavior, such as gender (Greene, Piquero, Hickman, & Lawton, 2004); age (Greene, Piquero, Hickman, & Lawton, 2004); race (Greene, Piquero, Hickman, & Lawton, 2004); (Kane & White, 2009); authoritarian personality (Balch, 1972); self-control (Gottfredson & Hirschi, 1990); (Donner & Jennings, 2014) support the rotten apple theory.

Researchers who claim organizational, structural, and social forces as the cause of the unethical police behavior adopted a macro-level approach or carried the rotten barrel theory. Organizations play a role in the emergence of unethical behavior indirectly through values and organizational culture that is applied, or influence directly through recruitment practices and policy setting (Donner & Jennings, 2014). One theory that can be used to explain the unethical police behavior is a system theory which essentially explains that activities within a system are interrelated, and events within the system can be explained as a product of interactivity within the system (Scott, 1996). To explain the unethical police behavior, according to the system theory, the police must be seen as an organization and how the organization is run as a system. Police organizations consist of interrelated components that will interact to produce good and bad issues (Groeneveld, 2005).

Recent researchers have also begun to focus on the structural barriers faced by police officers that could lead to unethical behavior

(Parnaby & Leyden, 2011). By adopting the anomie theory of Robert King Merton, unethical police behavior can be explained as a result of the limited access of individuals to do something with normatively accepted ways according to the prevailing culture. According to Parnaby & Leyden, by applying Merton's theory, unethical police behavior can be understood as a function of anomic social structure which viewed police officers as a noble, masculine, and 'crime fighters' figures, so citizens come to equate successful policing with fighting crimes. However, various structural obstacles faced by the police officers make the ideal expectations of the citizens are difficult to fulfil, for example, the financial limitations of the police department to recruit and improve the technology of the facilities and infrastructure needed to carry out their duties – make the police officers conduct unethical behavior to meet the ideal expectations of the citizens. One example is police officers who make deviation called Merton as an Innovation which is doing forced interrogation tactics in hope of getting immediate recognition from suspected criminal so that those police officers can immediately resolve the criminal case and be considered as a hero by the citizens for their ability to immediately arrest the criminal.

Researchers have also utilized the *Social Learning Theory* and *Differential Association* as thinking concepts to understand unethical police behavior. The main assumption of *Social Learning Theory* is that – the same learning process can produce either good or deviant behavior (Akers, 2009). According to Akers, four variables strengthen attitudes toward social behavior, which are: 1. Differential Association; 2. Definitions; 3. Reinforcement; and 4. Modeling. Among these four variables, the differential association serves as the central variable in social learning theory. Differential association is the influence of those with whom one associate frequently. Police subculture is the primary means of police officers to learn norms, definitions, values and acceptable or deviant behavior (Chappell & Piquero, 2004). Subculture may enable deviant behavior as the shared value system of the police officers allows them to rationalize, excuse and justify their deviance (Kappeler, Sluder, & Alpert,



1998). According Keppeler et al., the occupational subculture and structural elements that facilitate deviant acts defined as a vision that allows the police officers to justify such deviant or unethical behavior.

The recruitment process and training procedures held in the police also reflect an explanation of social learning theory about unethical police behavior, according to (Tator and Henry, 2006). The methods used to recruit and select police officers are rigid and such cultures are sought to be maintained. Thus, the process is expected to get applicants who can preserve the culture. Hence, applicants who have similar characteristics to existing police officers have a greater chance of being accepted. Likewise, when the new police officer have been accepted and included in the training program to transfer the organizational values also become learning resources for the emergence of unethical police behavior. In the training, when the police are trained to identify the characters of criminals, the new police officers often receive stereotypical thinking about certain racial and cultural groups; such as skin color to predict a crime. Thus, this will make the new police officers believe that skin color is a valid indicator to predict the tendency of criminals.

Besides, a strong means of socialization into the police culture that became a means of learning unethical behavior is when the new police officers have just undergone Field Training (Field Training Programs/FTP) under the supervision of a senior police officer (Field Training Officers/FTO). This mentoring process makes new police officers feel and experience the values, standards, norms and patterns of thought through the first hand (Tator and Henry, 2006). In the FTP process, (Getty, Worrall, & Morris, 2012) found that violations of unethical police behavior correlated with experience during the FTP. In particular, Getty et al., also mention that FTO affects new police officers to behave unethically through their teaching in providing basic police skills that might lead to unethical behavior.

The distinct feature of the police culture which is the external causes of unethical police behavior began with Skolnick's study (1967) as he argues that as an authority figure and law enforcer police officers view themselves as outsiders which limited the interaction with the citizens (Tator and

Henry, 2006), In this case, the police develop a perspective of "We-They" which made the police believe that public could not understand the demands made by the police. As a result, the police officers tend to isolate themselves and only spend time with his peer group members of the police and because of the intensive interaction with the peer group, it is common for the police to be involved and accept unethical behavior by the other police officers in their a peer group (Kappeler, Sluder, & Alpert, 1998).

Another key element of the police culture that may also cause unethical police behavior is—solidarity amongst the police officers (Tator and Henry, 2006). As a result of the unpredictable and volatile nature of their work, officers tend to feel highly vulnerable by which led them to think that the only protection they have is from the other police officers (Skolnick, 1967) This is what ultimately makes silence culture "code of silence" developed in the police organization. Consequently, police officers would be willing to turn a blind eye toward unethical conduct by fellow police officers to maintain solidarity and honor for the "*Code of Silence*".

Some studies that have produced theories about literacy around unethical police behavior to date are still not convincing because two camps are debating each other's principles and theories. As aforementioned, there are two themes, which are: 1. Groups that focus on internal/individual/micro level causes, and, 2. Groups that focus on external/organizational/macro level causes. Bonanno (2015) finally tried to bridge this debate by reviewing a large number of literature research related to unethical police behavior and concluded that a macro-level or organizational, structural and social power factor showed more evidence that is consistent as a predictor of unethical police behavior.

C. Method

Through the indigenous approach, this study aimed to explore the concept of unethical behavior and aspects related to unethical police behavior in the context of implementing the work ethics. The concept would be used to develop a conceptual framework that can construct a better understanding related to unethical police behavior from the



perspective of the Indonesian police to develop a theory related to the subject. Implications of the findings would be discussed to minimize the unethical behavior of the Indonesian police.

By using a purposive sampling method, the participants involved in this study were the police officers who have worked for a minimum of 5 years in one of the Regional Police in Java. The number of participants involved 82 officers—62 men and 21 women were obtained from nine work units in the Regional Police.

Data collection was done using an open-ended questionnaire. The data obtained were analyzed using qualitative methods (coding) and quantitative descriptive (frequency distribution tables) simultaneously. The reason for using this method is that reliance solely on the quantitative formulation of the psychological variables will limit the knowledge and theories that produce claims that can be made (Barrett, 2003), Implicitly, a qualitative approach was chosen to understand the unethical behavior as a psychological construct an Indonesian perspective.

Therefore, the qualitative research approach is considered the most efficient in completing the objectives of previous researches. Qualitative research provides access and understanding to the individual's subjective experience of psychological phenomena (Camic, Rhodes, & Yardiey, 2003) such as unethical behavior.

Descriptive quantitative methods were applied to identify a set of categories and selective categories to be summarized into the main theme. One way that can be used to describe the variable was the frequency distribution. Based on open-ended questions on the frequency distribution submitted to the participants, the frequency distribution was used to describe the percentage of a special notion from participants' responses. Keywords and a set of categories produced would be the basis for presenting descriptive statistics. Furthermore, the main theme of the selective categories was developed to identify the constructs of unethical behavior from the Indonesian perspective.

To limit the category, selective categories were compared with one another, compared with the existing literature and also compared with the



original data from participant responses. The category group is then conceptualized at a higher level of abstraction, which ultimately resulted in the identification and conceptualization of the main themes of unethical Indonesian police behavior.

D. Result and Discussion

1. Result

There are a number of reasons that make work ethics seen by respondents as having an important role in the police organization. The biggest reason is interpreted as a moral guideline that directs police work behavior to only do things that are considered right to be able to realize professionalism at work (73.17%). Other meanings of work ethics such as: as an instrument of organizational goal achievement (15.85%), organizational reputation booster (7.32%) and an instrument of work relationship control (3.66%) are not seen as important because they are the positive effects from the implementation of good work ethics in the organization.

The awareness of the important meaning of work ethics will be meaningless if it does not begin with an understanding of the contents of the work ethic. 86.59% of participants thought that work ethics applied in the police were easy to understand. Non-technical reasons (55.55%) such as intensive internalization process, strong intention to implement, clarity of content, the suitability of values, and suitability of rules were more expressed by participants than non-technical reasons (19.45%). The interesting part to observe is that from a small number of participants who had difficulty understanding work ethics in the police, it revealed that the inconsistency of exemplary leader and rules mismatches in work ethics with the policies of the leaders was the reason of difficulties faced by participants in understanding the work ethics. This reason indicates symptoms of Bad Leadership.

Understanding the importance of work ethics makes the police also know the bad consequences that will occur if work ethics are ignored. According to participants' perceptions, neglecting or violating work ethics will have a more negative impact on the organization (65.45%) than for individuals (34.55%). The negative impact on the organization due to the



neglect of work ethics found in this study is loss of trust from the community; many violations harmed the organization, bad organizational image because of the unethical behavior of the police, the work climate was not conducive and there was a conflict between the polices. While the negative impact for individuals on the neglect of work ethics is: bad professionalism and punishment.

To minimize the negative impacts as a result of ignoring the work ethics, the police management views the need to internalize work ethics from an early age so that each police officer can make the values contained in work ethics a personal value. The biggest response from participants showed that the first time internalized work ethics was when they were still taking basic police education given in the form of subjects (87.80%). Furthermore, in carrying out the duties and special events, the internalization of work ethics is also needs to be given.

The internalization strategy of work ethics given to the police is dominated by unwritten methods (85.77%) such as in the form of lectures containing the direction of the leadership at the "leader's hour", socialization in official events, courses in the police education, pledges made at the time of the ceremony, simulations during the briefing of special assignments, doctrine, and discussions. The method is considered effective (86.59%) by participants compared to the written method. The biggest reason is that it is considered capable of growing awareness of the police (40.85%). Although most participants thought the internalization of work ethics was effective but the reason was given by a small number of participants who thought it had not been effectively strengthened the symptoms of bad leadership that were found previously, namely: the absence of leadership role models in implementing work ethics (54.55%) and inconsistencies with the orders from the superiors (9.09%).

The next finding is a form of violation of work ethics or the type of unethical behavior made possible by the police. Discipline violations become the type of unethical behavior that is considered the most done by the police for types of minor violations (51, 63%). Whereas for the types of gross violations, criminal behavior (theft, physical violence, etc.) becomes unethical

behavior which is considered the most done by the police (29.27%). In this study, there was confusion in understanding the types of violations of work ethics. There are 2 types of unethical behavior that arise in the classification of types of minor and severe violations, namely: violations of discipline and abuse of authority. This confusion of understanding is an indication that work ethics are not fully well understood by participants even though in the previous findings the majority participants revealed that they had no difficulty in understanding the work ethics applied.

This study revealed the dominance of external factors in encouraging police unethical behavior (71.95%). Thus, according to the participants' perceptions, the risk factors for police unethical behavior are more related to factors outside the police such as a non-conducive work climate, inadequate welfare, organizational injustice, a family that is not harmonious, heavy workload, misplacement and negative stimulation from the community. The next finding from this study about the preventive factors of unethical police behavior shows the same phenomenon as risk factors, which are more dominated by external factors (69.10%). The factors that are risk factors and my unethical police preventive factors are the majority of the same variables, only different orientations. For example: work climate. For risk factors: a work climate that is not conducive, while the preventive factors are the conducive work climate.

The study found an almost equal response from participants regarding the percentage of those who claimed to impose sanctions for violations of work ethics applied in the police had been applied fairly and who considered it unfair. The response that was assumed to be fair was 54.88% and those who thought it was not fair were 45.12%. This reflects the application of sanctions for violations of work ethics, which participants perceive are still not reflecting fair legal certainty. The biggest reason given by participants for the presumption of injustice in giving sanctions is that there is still a practice of "*selective logging which is blunted upward and sharply downward*" (38.89%). This means that participants view sanctions as being applied explicitly to the police at the lower level but are soft to the police at the top-level (leadership). Another reason that is also quite large is that there



is still a treatment for sanctions that distinguish between police who are graduates of the police academy and those who are not.

Supervision has been carried out in accordance to the applicable procedures, conducted routinely on each police officer, community complaints are responded quickly, their application is not selective, every violation reported and announced at the morning rally and supervision is carried out in stages as the reason for the majority of participants who think the internal supervision function has done effectively (81.71%). The issue of injustice and the implementation of supervision still influenced by the leadership was claimed as an excuse by participants who considered the internal supervisor function to be ineffective.

Likewise, with participant responses to the external oversight function. The majority said that it was effective (70.73%). Nevertheless, the percentage of participants who mentioned it was ineffective, could not be ignored because the figure was more than 25%, namely 29.27%. The biggest reason found is the total authority possessed by the external supervisory team is still lacking. This means that institutions that are given the task of carrying out external supervision of the implementation of work ethics in the police such as: the ombudsman, National Commissioner or National Commission on Human Rights are seen by the participants as having no authority to carry out their duties. From the participant's point of view, the authority of the police corps is far higher than the external supervisor team. Therefore, its oversight function becomes less effective.

Table: Main Topics of the Research

Main topics	Sub-topics
The meaning of work ethics	- Moral guidelines workplace behaviour - Organization instrument (achievement of work goals, image boosters, controlling work relations)
Inhibiting factors in Understanding Work Ethics	- Too many rules/regulations - Inconsistency in the leadership's example - Not synchronization with the leadership policies - Difficult to apply
Bad consequences of ignoring work ethics	- Many violations / the emerging of unethical behaviour



	<ul style="list-style-type: none">- Bad organization reputation- The organization's goals are not achieved- Sanctions- Not conducive workplace- Low professionalism
The element of implementing work ethics which is a preventive factor for unethical behaviour	<ul style="list-style-type: none">- Internalization of work ethics from the beginning onwards continuously (the education period, special service events, implementation of duties, coaching, education and training)
Elements of implementation of work ethics that are risk factors for unethical behaviour	<ul style="list-style-type: none">- Internalization of work ethics that is difficult to understand because it is not accompanied by the leader (role model) and also because it is not synchronized with the leader's orders- Giving unfair sanctions because they are still selective, are still influenced by the personal judgment of the chairperson, still based on the closeness of the relationship- The internal supervision function that has not been effective because it has not been applied fairly, the tasks are not completed yet, and still influenced by the top leadership.- The external supervision function has not been effective because the totality of authority is still lacking

2. Discussion

a. *The Meaning of Work Ethics*

The work environment of the police and the culture that develops in it has the effect of the substance of the performance of its duties. The task of the police as a public servant and law enforcement makes this profession prone to temptation that allows irregularities. Environmental stimulation can have a negative influence on police performance and this can threaten the credibility of the institution. For this reason, adherence to strong work ethics must underlie the police attitudes and work behavior. Compliance with work ethics must begin with good understanding of work ethics in order to produce a correct interpretation of the rules and principles stated in work ethics.



The function of work ethics as a professional ethical guideline that contains rules and principles that must be obeyed by members of the organization is well understood. The findings of this study show the majority of participants interpret work ethics that are applied in organizations as guiding moral guidelines for work behavior. According to Hebenstreit (2010) in (Kalina, 2015) the rules and principles in work ethics are important instruments to solve moral problems that professionals might encounter in their working context.

Interpretation of work ethics is very dependent on the translator's willingness to be responsible for applying it by considering the contextual, inter textual, interpersonal and social factors. The individual is a communication team with their own intentions and expectations. This means that the interpretation of work ethics that is strongly influenced by the intentions and expectations of individuals is a key factor in the accuracy of the implementation of work ethics in the professional process. Individuals who are able to understand the meaning of work ethics in organizational life will be very careful in interpreting the rules stated in work ethics so that they can make appropriate moral considerations to make ethical decisions when facing ethical dilemmas in the work context. The implication that the police are able to interpret work ethics well will tend to show ethical behavior in doing their duties.

b. Inhibiting Factors in Understanding Work Ethics and its Bad Impacts

According to Marzocchi (2005) in Kalina (2015) norms will give a different perspective in interpreting work ethics both historically, socially and culturally. Norms are regularities of behavior that are translated from the values or standards that apply. Norms are prescriptive so that they will result in social sanctions if the norm is not obeyed. The norms that apply in the organization are manifested in work ethics which are specified in the professional code of ethics. Indeed, there are two types of norms according to Chesterman (1993), there are the professional norms



(the role and relationship between the source of the text and the target text defined by competent professional translators through specific strategies and methods) and expectation norms (built from the client).

Professional norms are subordinate to expectations norms, meaning that professional norms must be able to determine rules and principles that can direct professional behavior following the behavior expected by the client. For the police, the client is the community of people so that the actual work ethics applied in the police must be able to guide police work behavior in accordance with the expectations of the community.

The implementation of work ethics is strongly influenced by the culture that develops in the organization so that organizational submission towards work ethics that are applied will depend on whether the organizational culture is conducive or does not support individuals to implement it. The findings of this study revealed that a small proportion of participants who had difficulty understanding work ethic said that one reason was the inconsistency of leaders in providing an example of the application of work ethics. Not infrequently the leader gives examples of behavior that violates work ethics in carrying out their duties or in giving orders and making policies that are in contrast to the provisions assigned in work ethics. This certainly creates an ethical dilemma that can affect the moral judgment of members/subordinates and confuse the true meaning of work ethics.

The findings of Gino, Ayal & Ariely (2009) prove that unethical behavior can be transmitted through direct observation of unethical behavior by others. In line with Gino & colleagues, Ferguson (2007) found that misbehavior that occurs in organizations will be transmitted or already transmitted among fellow members of the organization. The subjects indirectly provide social information about deviant acts that they do to other people who witnessed these acts who will later commit the same deviant acts as a result of direct observation. The implication in the findings of this study is that the leadership's unethical behavior will be transmitted to police members if they continue to witness the ethical behavior of the leadership.



The impact will be even more fatal because the perpetrators are leaders, so the potential to be imitated by members is likely to be greater if the unethical behavior is carried out by police staff. Besides, unethical behavior carried out by leaders when making policies or issuing instructions that conflict with existing work ethics will make members also conduct behavior, not as a consequence of compliance with the leadership. This phenomenon indicates the existence of symptoms of bad leadership in the police as stated by Schyns & Schilling (2013) who found a positive correlation between bad leadership and negative employee behavior.

Unethical behavior carried out by the leadership can be seen as an inhibiting factor in the process of interpreting work ethics by subordinates. The inhibiting factor for the meaning of other work ethics is impractical application and rules that are too much considered by participants as something difficult because it makes the police have to focus more on the contents of the rules than think about the right way to implement them. And this difficulty will increase if the rules with one another or between higher rules are out of sync with the rules below. This is also the reason given by participants for the perceived difficulties in understanding work ethics.

The process of interpreting work ethics that experiences obstacles will have an impact on reducing awareness of the adverse effects of unethical behavior. This makes individuals tend to be easily tempted to engage in doing the unethical behavior. In fact, in this study, participants are cognitively aware of the adverse effects of neglecting work ethics in professional processes through observing what has been witnessed in the organization. The adverse effects of neglect of work ethics mentioned by participants include: failure to achieve organizational goals, low professionalism, a non-conducive work climate, sanctions, damaging the reputation of the organization and many violations.

c. Risk Factors and Preventive Factors of the Elements of Implementation of Work Ethics

The findings of this study reveal the same thing with the results of the study from Bonanno (2015) that the majority of factors considered by participants as the cause of police ethical behavior (risk factors) came from outside factors of the individual (external), namely: a non-conductive work climate, inadequate welfare, organizational injustice, a family that is not harmonious, heavy workload, and misplacement. Although in a small percentage the causes are internal, such as: luxurious lifestyle, low religiosity and bad personal character.

The study also revealed the preventive factors of police unethical behavior. The results are not different from risk factors; the majority of the factors that are considered as the cause of unethical behavior by participants come from the outside of the individual (external). The majority factors are the same as risk factors, only differing in orientation, for example: personal character. Risk factors are bad personal character, while in preventive factors is the positive personal character.

Two study findings as explained indicate the strong influence of organizational aspects including organizational culture in forming good and bad employee work behavior. This is in accordance with the opinion expressed by Mason (2010) that the culture found in the police has a large influence on police behavior. This means that to create expected work behavior or minimize unwanted work behavior on the police must be focused on efforts to improve or improve the quality of aspects of the police organization.

The work ethic applied in the police is expected to be an instrument that can provide benefits to the organization as revealed through participant responses namely to improve the reputation of the organization, achieve organizational goals and control work relations (fellow police officers, fellow leaders, or between members and leaders). In practice, there are several elements of implementation of work ethics



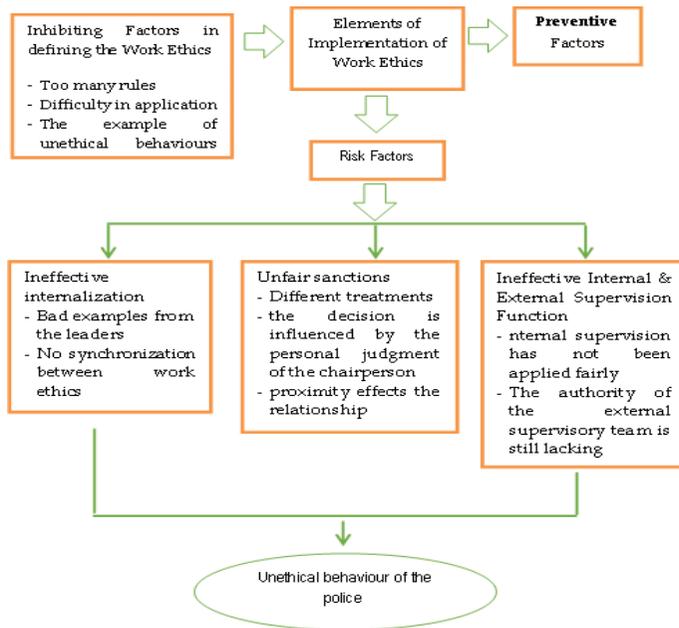
applied in the police, including 1. Internalization; 2. Supervision (internal & external); and 3. Granting sanctions. These elements can be preventive factors as well as being a risk factor for the emergence of unethical behavior. This study reveals those two things.

The elements of implementing work ethics as risk factors are 1. Internalizing work ethics that are not accompanied by a good role model from the leadership and also because there is any inconsistency between the rules of work ethics and the orders from the leaders. 2. Giving sanctions that are not fair because there are still differences in treatment (between alumni of academics and non-political leaders, between leaders and subordinates), there is an effect of the closeness of the relationship with the leadership; the decision is still influenced by the personal judgment of the chairperson, 3. Supervision has not been effective (internal or external). The ineffectiveness of the internal supervisory function because the supervisory team is still not fully carrying out its duties, still does not reflect justice (the perpetrators of violations from the supervisory team are not processed) and their performance is still influenced by the top leadership.

The findings of the study related to preventive factors from the elements of implementation of work ethics are: a strategy of providing internal work ethics intensively, from the beginning the police joined the police corps until it continued continuously (education, special service events, implementation of tasks, coaching, education and training) The internal strategy of work ethics like this seems to be quite effective. This can be seen from the response of the majority of participants who revealed that the implementation of internalization by the organization was effective. Although there are a small number of participants who think it is not effective. It seems that this is influenced by the existence of barriers to the elements of the implementation of work ethics which are risk factors. This has the potential to provide opportunities for unethical police behavior.

E. Conclusion

The framework that can be conceptualized based on the discussion regarding the results of the study is as follows:



Work ethics need to be well understood in order to be able to grow awareness of the importance of the application of rules that are codes of ethics that must be adhered to in carrying out professional processes. Several factors that occur in the police work environment can play a role in inhibiting the meaning of work ethics, both technical and non-technical. The leadership's unethical behavior in implementing work ethics has a fatal impact because it is a bad example that undermines the motivation of police members to behave ethically. Even the unethical behavior of the leadership in the form of giving orders that are contrary to the rules contained in the police work ethic can direct police officers directly to behave unethically. Another inhibiting factor is non-technical, namely the difficulty of implementing ethical behavior because the rules are too complex which is confusing to apply. Besides, some rules are difficult to implement because they have the potential to cause many interpretations.



The inhibiting factor as explained above will affect the implementation of work ethics through the implementation process of its elements. The failure of the meaning of work ethics that is influenced by these factors can make the implementation process of the elements of the implementation of work ethics namely: internalization, granting sanctions and the supervision which are directed to be preventive factors for unethical behavior can turn into risk factors for unethical behavior.

Poor role models from the leadership, the lack of synchronization of rules in work ethics with leadership instructions make the internalization of work ethics ineffective. Giving selective punishments, verdicts of violations of discipline, code of ethics and criminal acts that are still influenced by the personal judgment of the chairperson and the effect of the close relationship with the leadership that influences the decision of the court makes the process of sanctioning the unethical behavior not reflecting aspects of justice. Internal supervision has not reflected justice and the total authority of the external supervisory team which still does not make the function of overseeing the implementation of work ethics in the police less effective. Ineffective internalization, giving punitive sanctions that are felt to be unfair and the supervisory function that is deemed ineffective can be a risk factor for the emergence of unethical police behavior.

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