
LEADERSHIP STRATEGIES IN BUILDING AN ORGANIZATIONAL CULTURE OF INTEGRITY TO MAINTAIN DOMESTIC SECURITY IN THE ERA OF INDUSTRIAL REVOLUTION 4.0 IN SUPPORT OF NATIONAL DEVELOPMENT

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Abstract

This study examines efforts to build a culture of integrity within the Indonesian National Police (Polri) through leadership strategies, strengthening organizational structure, and optimizing leadership processes. Data were collected through questionnaires distributed to 1,735 respondents, comprising both police officers and civilians, as well as through five rounds of Focus Group Discussions (FGDs). The qualitative approach involved in-depth interviews and FGDs to understand behaviors related to integrity and ethical leadership, while the quantitative approach was conducted through questionnaire distribution to civilians. The research findings indicate that the public's perceptions of integrity in Indonesia are in line with the perception of Polri members. However, there is a significant percentage of respondents stated that their leaders have shown concern for ethical values, conveyed ethical standards, set an example in integrity behavior, and courageously admitted mistakes, but the results of FGD reveal a gap between rhetoric and practice, and a lack of consistency in integrity behaviors. This study contributes valuable perspectives on fostering integrity within law enforcement organizations, with implications potentially extendable to other contexts facing similar challenges.

Keywords: leadership, organizational integrity, Polri

INTRODUCTION

Indonesia's national development prioritizes the implementation of Pancasila values, which emphasize the importance of comprehensive human development and the development of all Indonesian people, with Pancasila as the main basis, goal, and guideline. This national goal aims to plan and implement comprehensive and sustainable development in various aspects of national life, such as political, economic, social, cultural, and defense and security (Muljana, 2001). In this case, domestic security is a crucial aspect, which is defined as a situation where security and public order are guaranteed, the law is enforced, and public services are implemented well, to overcome threats originating from within the country that can disrupt the survival of society (Sulistiyani, 2004).

The Industrial Revolution 4.0 era has brought about a fundamental transformation in the way the police, such as the National Police, carry out their duties. In this era, several challenges must be encountered. Full use of digital technology has become imperative in investigating and responding to crime, while police must also compete with the private sector and civil society in terms of funding and use of technology. The rapid pace of change and high social connectivity create new challenges in dealing with crime and the spread of misinformation (Gash, 2018). Therefore, the National Police needs to update facilities and infrastructure and adopt technological innovations that are in line with these developments. The National Police must be able to utilize physical cyber systems, increase the use of information and knowledge to manage crime and change the organizational culture to be more responsive and transparent (Kreitner, 2014). Another challenge is to improve services by prioritizing transparency, which requires changes in organizational culture with integrity

and leadership capable of implementing ethical values. The National Police must face all of these challenges to provide the best service to the community in the era of the Industrial Revolution 4.0, with transparent services and uncomplicated bureaucracy.

The National Police faces an urgent need to build an effective organization, free from corruption, and can provide excellent service to the community. To achieve this goal, it is important to build a culture of integrity within the organization (P. S. Robbins, 2008). Research shows that organizational integrity has a positive impact on job satisfaction and organizational effectiveness in achieving goals. In line with the Police Bureaucratic Reform, building a culture of integrity is considered crucial to ensure that the Police can carry out their constitutional duties well. Integrity here refers to behavior that follows ethical standards, which not only provides benefits in organizational efficiency and effectiveness but also ensures good decision-making processes, member commitment, job satisfaction, and reduces stress levels within the organization (Kristiawan, 2016).

Degeling groups organization and management science into two main perspectives: instrumental and social action. The instrumental perspective sees management as a rational, planned, and technical activity for managing an organization without considering the manager's interests. Meanwhile, the social action perspective views individual actions in the context of social relationships, where organizations are the result of the interactions of the actors involved. These differences have implications for the values underlying management practice, with leadership being one of the main focuses in management studies (Adair, 2008).

According to Robbins and Judge, leadership involves the ability to influence a group to achieve a certain vision or goal, while Kreitner and Kinicki define it as the process of influencing individuals to achieve a common goal. Grojean et al., emphasize that leadership involves motivating individuals to work toward set goals (P. S. Robbins, 2008). An important factor in leadership is influencing others to achieve specific goals and building relationships based on trust and dependence. Therefore, leadership involves roles as a motivator, communicator, and decision-maker, with the leader serving as a role model followed by their subordinates (Lasthuizen et al., 2003).

Leadership that builds a culture of integrity within an organization is based on ethical character, where leaders not only act morally but also promote overall organizational integrity. Ethical leadership, as described by Brown in Toor and Ofori, involves leaders who possess morality and the ability to influence the organization to be integrity-driven (Kartono, 2008). This concept is often associated with transformational leadership, where the leader not only has a strong moral commitment but also acts as an example for his followers to follow. Transformational leaders are not only ethical, but also become role models, motivators, innovation supporters, and mentors for organizational components. Values related to ethical leadership, such as openness, honesty, commitment, responsibility, helpfulness, friendliness, empathy, and justice, are the basis for building a culture of integrity. Apart from that, building a culture of integrity also requires a supportive organizational structure, where this structure becomes a tool for leadership to realize the desired culture of integrity (Kelley et al., 2005).

Pearce and Robinson explain that strategic management involves a series of decisions and steps aimed at planning and implementing plans designed to achieve company goals (Daft, 2021). The process begins by identifying the organization's mission and strategic objectives, followed by an analysis of the competitive situation considering relevant external and internal environmental factors. The aim is to formulate effective strategies for achieving the established goals. Kotter outlines eight steps for leading change within an organization. Here's a summary of those steps (Hariandja, 2018):

1. Generate Desire to Act: Foster awareness of the need for change within the organization to motivate members towards desired goals.

2. Forming a Strong Leadership Coalition: Ensure strong leadership support and endorsement by key individuals within the organization.
3. Creating Vision: Establish a clear picture of the future to guide change towards a better direction and design strategies to achieve it.
4. Vision Communication: Effectively communicate the vision and change strategies to all members of the organization.
5. Empowering Others to Act According to the Vision: Build a change system that eliminates barriers and encourages organizational members to contribute to change.
6. Planning and Creating Short-Term Wins: Plan improvements that can yield positive results in the short term to enhance the confidence and motivation of organizational members.
7. Consolidating Improvements and Making Further Changes: Enhance leadership credibility through system, structure, and policy improvements, and continuously initiate new changes to achieve the organizational vision.

Institutionalizing the New Approach: Ensure that new behaviors are continually sustained in the long term by communicating and integrating them into the culture and processes of the organization.

Organizational culture refers to the values, principles, traditions, and attitudes that influence the behavior of organizational members (Ertosun & Adiguzel, 2018; Evangeline, 2021; Pathiranage et al., 2020). Organizational culture is a pattern consisting of beliefs and values that provide meaning for organizational members, as well as establishing rules of behavior (Elifneh & Embilo, 2023; Kenedi et al., 2022; Yusuf, 2020). The process of forming an organizational culture takes a long time and the culture that is formed tends to be difficult for managers to change (Ndraha, 2005; S. P. Robbins & Judge, 2013). There are three main processes in forming organizational culture: first, culture is created by the founder or leader; second, culture develops in response to challenges and opportunities from the organization's internal and external environment; and third, culture is formed by the management team as a strategy to systematically improve organizational performance.

Organizational culture can develop from various sources, both individuals or groups, from the lowest level to the top of the organizational hierarchy, including from the organization's founders, owners, foreign human resources, external factors, stakeholders, and the general public (Irham, 2014). In 2019, the Ministry of State Apparatus Empowerment and Bureaucratic Reform (Kemenpan RB) guided work units to build Integrity Zones. The Integrity Zone development process is focused on implementing change management programs, structuring governance, human resource management, increasing supervision, performance accountability, and improving concrete public services (Arimuladi, 2022).

Leadership that is an example for members and the organization, planning change, forming a solid team, formulating a vision and communicating it to members, as well as ensuring change in five other areas, are important aspects of change management. Change management is also responsible for structuring governance, effective human resource management, implementing accountability, and monitoring efficiency (Afandi, 2018). Changes in these four areas facilitate improved public services as the main focus of the National Police. Ideally, when the entire improvement process in these six areas has been carried out, optimal public services and law enforcement that are free from practices of corruption, collusion, and nepotism can be realized.

The Integrity Zone (ZI) development program implemented by Polri since 2015 has been a significant effort in building a culture of organizational integrity. Although it has successfully awarded the Corruption-Free Zone (WBK)/Clean and Serving Bureaucratic Zone (WBBM) status to 102 Polri work units, there are still critical issues related to the program's quantity, quality, and sustainability. First, many Polri work units have yet to adopt

a culture of integrity, given that only a small fraction of the total 1,413 work units have achieved WBK/WBBM status. Second, there is a gap between internal and national assessments of the quality of ZI development, indicating problems in program evaluation and implementation. Third, sustainability issues related to changes in leadership can affect the consistency of building a culture of integrity within Polri work units. Ensuring the success of the ZI development program and the formation of a strong integrity culture necessitates leadership that can drive change within Polri.

The discussion of these critical issues indicates that the development of an organizational integrity culture is still suboptimal. In the context of Polri, building an organization with integrity requires effective leadership to drive change. Therefore, addressing the identified critical issues is essential to ensure that Polri can face the challenges of the Industrial Revolution 4.0 era with robust and consistent integrity. Leadership plays a key role in guiding the organization, including Polri, toward achieving its vision, mission, and goals. Additionally, leadership is responsible for upholding organizational integrity values as behavioral guidelines, as expressed by Sharaf. Various studies show that leadership significantly influences the formation of an integrity culture. Leaders with integrity not only demonstrate integrity through their behavior but also create an ethical work environment and set an example through behavior, incentives, sanctions, and communication of integrity values. Therefore, Polri's leadership needs to take an active role in building a strong and consistent culture of integrity, ensuring that Polri can effectively perform its policing duties.

In encountering the challenges of building a culture of integrity within Polri, it is necessary to examine strategies that can be implemented by leadership to strengthen organizational integrity. These strategies may include the establishment of clear policies and procedures related to ethics and integrity, setting examples and providing direct guidance by leaders with integrity, enhancing communication and education regarding integrity values to all Polri members, and implementing a consistent reward and sanction system to encourage behavior aligned with integrity values. Additionally, building effective internal supervision mechanisms to ensure compliance with ethical standards is also an important strategy. By comprehensively implementing these strategies, Polri's leadership can strengthen the organization's culture of integrity, which will help improve performance and increase public trust in the institution.

This study discusses efforts to build a culture of integrity within the Indonesian National Police (Polri) through leadership strategies, strengthening organizational structure, and optimizing leadership processes. This study contributes to the literature by examining efforts to cultivate a culture of integrity within the Indonesian National Police (Polri) through leadership strategies, organizational structure reinforcement, and leadership process optimization. The focus on integrity is crucial for law enforcement agencies like Polri to enhance public trust and operational effectiveness. By exploring leadership strategies, the research offers insights into how specific leadership approaches can shape organizational culture and ethical behavior. Additionally, the study's emphasis on strengthening organizational structure highlights the importance of administrative frameworks in supporting integrity initiatives. Furthermore, by optimizing leadership processes, the research provides practical recommendations for improving organizational ethics and operational outcomes. Overall, this research contributes valuable perspectives on fostering integrity within law enforcement organizations, with implications potentially extendable to other contexts facing similar challenges.

RESEARCH METHOD

This study utilized a descriptive analysis method, which delineates the characteristics of leadership, structure, and processes in building organizational integrity within the Indonesian

National Police (Polri), based on factual analysis obtained from various locations in Indonesia. Data were collected through questionnaires distributed to 1,735 respondents, comprising both Polri members and civilians, as well as through five rounds of Focus Group Discussions (FGD). Quota sampling research method was employed to determine the sample, while a mixed-method approach was utilized to combine qualitative and quantitative methods to render the obtained data more comprehensive, valid, and reliable. The qualitative approach involved in-depth interviews and FGDs to understand behaviors related to integrity and ethical leadership, while the quantitative approach was conducted through questionnaire distribution to Polri members and civilians. By analyzing data from both of these approaches, it is anticipated to gain a deeper and more comprehensive understanding of phenomena related to the organizational integrity of the Indonesian National Police.

RESULT AND DISCUSSION

Factual Conditions of Leadership in Building Organizational Integrity Culture

In this study, understanding integrity in the context of leadership and the development of an integrity culture within the Indonesian National Police (Polri) organization is the primary focus. Some informants stated that integrity is associated with dedication, hard work, and accountability. However, there is variation in the understanding of integrity, including perceptions that integrity is related to corrupt behavior. These understandings can be grouped into three major categories: integrity associated with good personality, professionalism in work, and anti-corruption behavior. To understand perceptions of behavior considered lacking integrity, the research utilized a quantitative questionnaire involving Polri members and civilians. The results showed that perceptions of behaviors such as conducting personal business outside of working hours, receiving gifts from the public, or not reporting certain incidents are not always considered as lacking integrity, depending on the context and existing norms. However, behaviors such as accepting rewards for helping the community or giving gifts for personal tasks are considered unethical and lacking integrity. These perceptions reflect the complexity of understanding integrity in the context of daily practices in the police force, which can be influenced by cultural and normative factors.

The research findings indicate that the public's perceptions of integrity in Indonesia are in line with the perceptions of Polri members. Although generally, most respondents identify certain behaviors as rule violations, there is still variation in perceptions of behaviors lacking integrity. Comparisons with other countries such as Armenia, Australia, Russia, South Africa, and South Korea reveal differences in perceptions and responses to behaviors lacking integrity among police officers. For example, in Armenia, behaviors such as bribery and theft from crime scenes are considered serious, while in Russia, high levels of corruption in daily life create a perception that behaviors lacking integrity such as bribery and falsification of reports are commonplace. In Australia, there is a positive correlation between rank and willingness to report, while in South Africa, the code of silence among police officers does not fully protect all behaviors lacking integrity. In South Korea, the majority of police officers disagree with strict discipline for behaviors lacking integrity, and a small portion of them would not report corruption among fellow officers. This research highlights the complexity of understanding and responding to integrity among police officers in various countries.

The analysis of respondents' answers to the questionnaire regarding perceptions of leadership integrity in the Indonesian National Police (Polri) indicates that a majority of responses indicate dissatisfaction with the leadership's performance in demonstrating consistent integrity and morality. Although there is a significant percentage of respondents stated that their leaders have shown concern for ethical values, conveyed ethical standards, set an example in integrity behavior, and courageously admitted mistakes, the results of

Focus Group Discussions (FGD) reveal a gap between rhetoric and practice, as well as a lack of consistency in integrity behavior. Furthermore, there is still dissatisfaction with leadership's ability to enforce sanctions against integrity-lacking behaviors and genuinely listen to members' complaints. Overall, the characteristics of integrity leadership have not fully materialized within Polri, which could hinder the organization's efforts to build a strong integrity culture.

The results of Focus Group Discussions (FGD) reveal that despite Polri having clear regulations, these rules are often violated by personal policies. Leaders' discretionary actions are often based on organizational resource limitations that do not match security dynamics. Formal rules are often overridden by personal rules, where personal relationships become the basis of decision-making, even more dominant than formal rules. The informants recognize the importance of integrity for the organization but sometimes feel hesitant to act with integrity for fear of its impact on their positions and support from colleagues. An organization structure co-opted by formal, centralized, and personal rule tendencies inhibits effectiveness in building an integrity culture. Leadership trapped within such structures tends to be incapable of making the necessary changes to improve the integrity of culture.

The process of appointing units for integrity culture development within Polri is voluntary, where the Headquarters and Regional Police appoint unit representatives to be evaluated for Integrity Zone development. However, not all units undergo integrity culture development processes, and sometimes non-appointed units feel compelled or sacrificed, leading to suboptimal development efforts. Data indicates that only a small portion of units participate in the Integrity Zone assessment, with some failing to meet the criteria. Lack of preparation and commitment from leadership in building organizational integrity culture pose challenges that need to be addressed. Although assessments for a particular year are not yet completed, results from previous years indicate that many units have not yet achieved the Corruption-Free and Bureaucratic Reform (WBK/WBBM) predicate due to a lack of understanding of Integrity Zone development substance and the expected mindset and work culture changes have not occurred.

The research display that leadership in the National Police has not optimally encouraged changes in mindset as a whole and involved all members in building a culture of integrity. Even though most regional units have created SOPs for main business processes, evaluation results are not followed up properly, resulting in improvements in the integrity culture being hampered. In addition, good internal transfer pattern policies and the National Police Chief's priority program for superior human resources have not been implemented optimally, and performance indicators and work behavior accountability processes have not been used properly. The lack of follow-up on the implementation of the whistle-blowing system, improving the quality of public services, and controlling gratification also shows weaknesses in building a culture of integrity. The process of building a culture of integrity tends to be pro forma and insubstantial, with deficiencies in the implementation of the monitoring system and leadership involvement in overseeing implementation in the field. In conclusion, leadership competence in carrying out organizational integrity culture transformation still needs to be improved.

In factual conditions, leadership that is not yet optimal in building an organizational culture of integrity, caused by leadership that lacks integrity character, ineffective structures, and poor processes, has significant implications. Without integrity, the National Police will be ineffective in maintaining domestic security in the era of Industrial Revolution 4.0, burdened by corrupt behavior and work inefficiency, and have difficulty adapting to changing times. As a result, national development is disrupted because security prerequisites are not met, hampering the implementation of national development.

Factors Influencing Integrity Development

The influence of the strategic environment, whether globally, regionally, or nationally, greatly affects the efforts of the Indonesian National Police (*Polri*) in building an organizational culture of integrity. The era of the Fourth Industrial Revolution demands organizational readiness to face rapidly evolving technological challenges, hence *Polri* needs to prepare a leadership structure capable of fostering a high-integrity culture. At the ASEAN level, *Polri* must adapt to global changes to maintain regional security, while at the national level, *Polri* must be ready to confront transnational crimes by building a strong integrity culture to ensure synergy in maintaining domestic security, especially in the Indonesian archipelago.

External factors have significant impacts on *Polri*'s efforts to build an organizational culture of integrity. On the opportunity side, support from ministries, local government agencies, and other institutions provides positive encouragement, while technological advancements, increasing public scrutiny, and rising public trust also act as supportive factors. However, there are also threats such as the spread of fake news on social media affecting public perception, the lack of substantial implementation of the Mental Revolution, and high public security dynamics, which shift *Polri*'s focus to domestic security rather than integrity culture development. Additionally, the materialistic transactional culture within society poses a challenge to *Polri*'s leadership in efforts to build organizational integrity.

Internal factors play a crucial role in *Polri*'s efforts to build an organizational culture of integrity. Strengths such as the Police Chief's priority programs in realizing superior human resources, effective supervision management, competency-based police education system, optimal human resource management, and *Polri* bureaucracy reforms focused on cultural reform provide a strong foundation for integrity culture development. However, there are also internal weaknesses hindering progress, such as a lack of transformational leadership competencies, inadequate implementation of accountability, ineffective organizational structure, suboptimal integrity climate, and the presence of neo-patrimonial culture still affecting some *Polri* work units. Nevertheless, awareness of these weaknesses can serve as a foothold for better improvement in *Polri*'s efforts to build an organizational culture of integrity.

Ideal Conditions and Leadership Strategies for Building an Organizational Culture of Integrity

In the effort to build an organizational culture of integrity within the Indonesian National Police (*Polri*), a strong understanding of the concept of integrity by leaders and members is crucial. The concept of integrity encompasses professional behavior, good character, trustworthiness, openness, accountability, and consistency between words and actions. The importance of a uniform understanding of integrity across all levels of *Polri* is a determining factor in success. Additionally, the perception of leadership integrity also plays a vital role. Integrity-based leadership should consistently demonstrate values and ethics, serve as an example for members, and take a firm stance against non-integrity behavior. Through dedication, sacrifice, and strong commitment from leaders, as well as the ability to motivate and inspire members, efforts to build an organizational culture of integrity can be effectively realized.

In building an integrity culture within *Polri*, it is essential to have clear and consistent organizational structures in implementing established behavioral standards and regulations. It involves the application of formal policies applicable to all members, leaving no room for leader discretion to exceed rules. The need for organizational resource enhancement is also emphasized to support these efforts, enabling *Polri* to more effectively address security dynamics. Adopting clear structures also fosters leader-member relationships based on

professionalism rather than clientelism. Integrity-based leadership is required to enforce rules strictly, protect organizational members without bias, and encourage initiatives for integrity behavior change.

In building an organizational culture of integrity within Polri, the leadership process is crucial as a mechanism for cultivating such culture through existing organizational structures. One approach is to optimize Integrity Zone programs across all Polri work units without coercion but through awareness and voluntariness. This process includes management strengthening with active leadership involvement in monitoring and evaluation, management requiring involvement in SOP development, human resource management to enhance member capacity, organizational accountability improvement, serious supervision management, and public service quality enhancement. Leadership must be consistent in promoting mindset changes among members and enforcing formal policies and regulations strictly to ensure the integrity culture-building process runs optimally.

In leadership strategies to build an integrity culture in Polri, there are success indicators that can be achieved quantitatively and qualitatively. Quantitatively, success can be measured by the increasing number of integrity-based Polri leadership, Polri work units with effective organizational structures in building integrity culture, and Polri work units with good integrity culture-building processes. Qualitatively, success can be measured by the increasing quality of leadership and organizational structures in building integrity culture, as well as improvements in the organizational integrity culture-building process. To build an integrity-based organizational culture in Polri, several strategies can be implemented.

- 1) Strengthening Transformational Leadership Competencies: Focus on developing leadership that inspires and motivates members to act with integrity and values. It can be achieved through training and leadership development programs focused on integrity and ethics.
- 2) Enhancing Human Resource Management: Conducting integrity-based career development, especially concerning job rotations, by establishing transparent policies in line with established regulations. Competency-based leadership development is also crucial to ensure that leaders have the necessary skills to lead with integrity.
- 3) Anti-Materialistic Transactional Culture Socialization: Involving all police resources in socializing anti-materialistic transactional culture to the public. It can be done through cooperation with relevant ministries/agencies and community groups to campaign against unethical practices such as gratification.
- 4) Strengthening Supervision Management: Implementing enhancements to internal surveillance systems, whistleblower mechanisms, and State Officials' Wealth Reports. It is essential to ensure that actions contrary to integrity are detected and met with strict sanctions.
- 5) Organization Accountability Strengthening: Implementing substantial and transparent performance accountability mechanisms and developing appropriate performance indicators based on policing contexts. It will ensure that Polri members are accountable for their actions and decisions.
- 6) Optimization of Simplified Structural Policies: Reducing overly complex hierarchical structures and ensuring that organizational structures operate by rational and impersonal formal regulations. It will help ensure that an integrity culture can be effectively instilled throughout the entire Polri organization.

CONCLUSION

The Indonesian National Police (Polri) faces challenges in developing an organizational integrity culture. Leadership needs to be strengthened, and the existing organizational

structure needs to be improved. Strategies include optimizing mental revolution policies, enhancing cooperation with agencies, and strengthening bureaucracy reforms, particularly in integrity zones. The author recommends prioritizing Integrity Development in bureaucratic reform, enhancing cooperation with the government, improving transparency, and providing budget support and work allowance incentives to award-winning units. This comprehensive approach aims to strengthen the Polri's organizational culture.

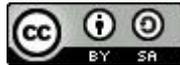
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