

# Key Success Factors for Implementation Code of Conducts and Ethics in Indonesian Public Sector

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## Abstract

Data from the Indonesian Civil Service Commission (KASN) shows that about four percent (ministries level); thirty-two percent (province-level) and eighty-four percent (city and district level) do not have internal regulations regarding the code of ethics. Moreover, from government institutions that have internal rules and guidelines about code of ethics, there is 96 (ninety-six) percent for ministry level, 68 (sixty-eight) percent for province-level and only 16 (sixteen) percent for city and district level. Implementing the rules and guidelines. KASN has authority to supervise and monitor the implementation of civil service code of conducts/code of ethics has conducted research and development system to encourage government agencies to have and implemented internal rules about code of ethics and code of conducts as a guideline for the employee to carry out their profession as civil service. This paper explores key success factors for building and maintaining the implementation of a code of conduct/code of ethics in the public sector. Moreover, this paper provides some best practices and lesson-learned of implementation of the code of conduct and code of ethics in some independence institutions such as the Corruption Eradication Commission (KPK); ministries (Ministry of Finance and Ministry of public works) and state-owned enterprises (PT Telkom Indonesia). Data obtained based on documents, in-depth interviews with managerial levels and employees; and focus group discussion from some ministries, state-owned enterprises, other institutions in the public sector. There are some findings of this research as the key success factors for implementation of code of conducts and code of ethics, namely (1) availability of internal policies and guidelines; (2) role model from top and middle leaders; (3) strategies of institutions to internalization and implementation of the rules and guidelines.

## Keywords:

code of ethics, code of conduct, government institutions, best practices,  
key success factors (KSF), Indonesia

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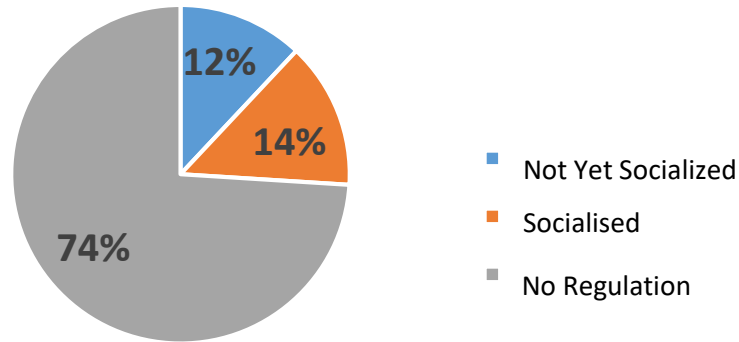
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## **Introduction**

The implementation of the code of ethics and code of conduct is in line with the national policy purpose, namely 'Excellent human capital, Indonesia onward', that has been declared by the President, Joko Widodo. He concerned about qualified and professional Indonesian human resources, including the quality of civil services. The implementation of the organizational values, code of ethics and code of conduct will improve the quality of Indonesian civil service and encourage the branding of the nation, especially for government agencies. Moreover, the implementation of integrity values, code of ethics and code of conduct have a significant impact on the increase of public trust in government agencies and services. Furthermore, the quality of civil service is one indicator in the Government Effectiveness Index (IEP), this means that the internalization of values, code of ethics and code of conduct for civil service can support the improving rank of IEP for Indonesia.

Schott (1976, p. 254) underlines that lack of the existence of a code of ethics, including service ethics could reduce the trust of the community. Figure 1 presents the implementation of the Indonesian civil service code of ethics/conduct in all government agencies in the year 2019. The figure shows data and information regarding the maturity of the internalization code of ethics and code of conduct in the government agencies which are not too encouraging. From the total 480 (four hundred and eighty) agencies surveyed, there are some findings as follows. For ministries or non-ministries level (central governments), only 26 (twenty-six) percent of agencies have codes of ethics and codes of conduct for their internal organization.

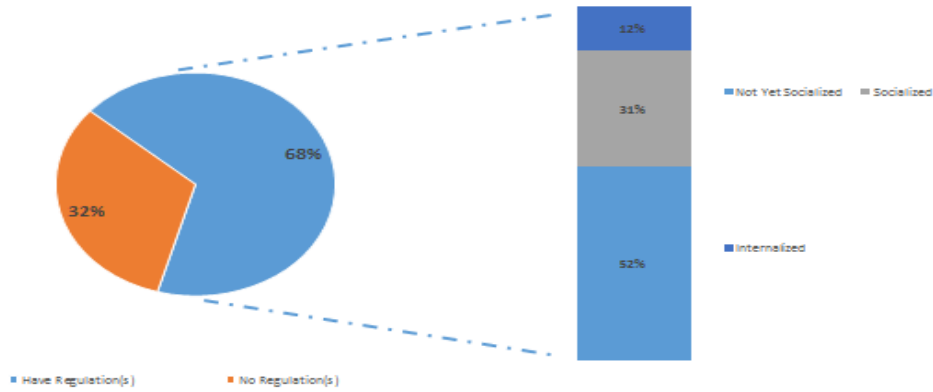
**Figure 1:  
Implementation of the Civil Service Code of Ethics and Code of Conducts  
in Government Agencies of the Year 2019**



*Source: Research results*

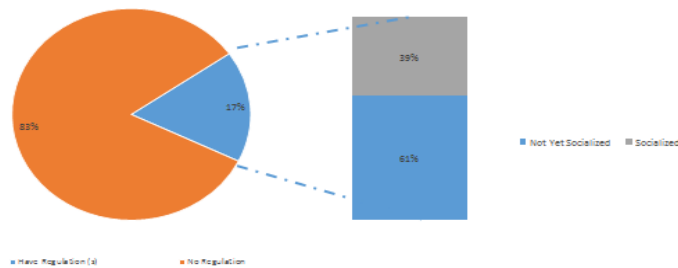
Moreover, Figure 2 presents data which indicates as follows: from this 26 (twenty-six) percent agencies that already have ethics and conducts regulations, only 14 (fourteen) percent have conducted socialization of the code of ethics/code of conduct in their internal agencies. It shows that from the total 34 (thirty-four) Provinces, only 68 (sixty-eight) percent of them already have a code of ethics/ code of conduct while at the district/city level, only 16 (sixteen) percent already have these regulations. This condition is exacerbated by the small number of government agencies that have conducted socialization of the regulation, from the agencies surveyed, just how many agencies have carried out socialization to all employees. The data indicates that commitment to the adoption of codes of conduct and codes of conduct in government agencies is still low.

**Figure 2.**  
**Implementation of the Code of Ethics and Code of Conducts in Indonesian Provincial Level of the Year 2019**



Source: Proceed by Research and Development, KASN, 2019

**Figure 3.**  
**Implementation of the Code of Ethics and Code of Conducts in Indonesian District/City Levels of the Year 2019**



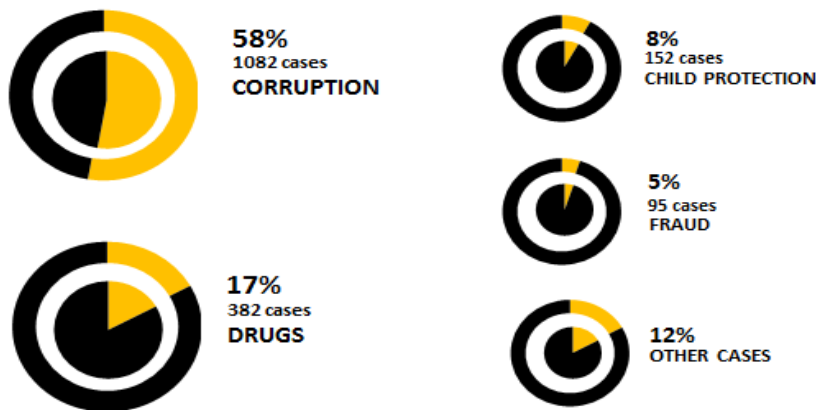
Source: Proceed by Research and Development, KASN, 2019

Figure 2 shows the implementation of the code of ethics and code of conduct on the Indonesian provincial level. It presents that from the total 34 (thirty-four) provinces, it has been 68 (sixty-eight) percent have regulations, however, only 12 (twelve) percent among those that have regulations have been implemented or internalized. Furthermore, Figure 3 shows the implementation of the code of ethics and code of conduct in the Indonesian district/city levels. It presents that from a total of 419 (four hundred and nineteen) agencies

surveyed, KASN found only 17 (seventeen) percent had a code of ethics regulations. Among those that have regulation, there are only 39 (thirty-nine) percent had conducted socialization and internalized. The maturity level of the application of the code of ethics and code of conduct in local government agencies is still relatively very low. The lack of application of the code of ethics/ conduct of conduct will greatly affect the efforts to form a professional ASN because no ethical and behavioral basis is used as a reference. There are still many apparatuses who are not complying with regulations.

Moreover, Figure 4 presents a high number of Indonesian Civil Service with criminal cases of the year 2018. Data shows that the highest-ranking for ethics violation cases is related to corruption cases with totally 1082 (one thousand and eighty-two) cases of 58 (fifty-eight) percent in 2018, the second is drug cases with total 382 (three hundred and eighty-two) cases or 17 (seventeen) percent, the third-ranking is child abuse cases, with total 152 (one hundred and fifty-two) cases or 8 (eight) percent, the fourth rank is fraud cases with total 95 (ninety-five) cases or 5 (five) percent of the total cases and the last is other cases such as theft, forgery, etc.

**Figure 4.**  
**Percentage of Civil Services Involved in Criminal Case of Ethics**



*Source: Proceed by Research and Development, KASN, 7<sup>th</sup> November 2017 from Ministry of Law and Human Rights 'Prisoners who active as civil services (prison term 2014-2017).*

The ASN Law states that the implementation of a code of ethics/code of conducts are regulated in further statutory regulations. This temporary regulation still refers to a Government Regulation (*Peraturan Pemerintah* or *PP*) Number 42 of the year 2004 concerning

the coaching of the soul corps and civil code of ethics. Moreover, Government Regulation Number 53 of the year 2010, concerning employee discipline. PP Number 42 of the year 2004 mandates agencies to provide its internal government regulations regarding a code of ethics/code of conduct that is appropriate to their characteristics or culture of the organization. However, in applying in the code of conduct/code of ethics, agencies are often unable to draw up these regulations to be effectively implemented as a reference or standard for employees.

Besides, Government Regulation Number 42 of the year 2004 mandates the enforcement of a code of ethics/code of conduct by imposing moral sanctions. Schott (1976, p. 256) argues that in public administration, there are lacks of a code of ethics and no clear mechanisms for the enforcement of such a code. This is considered ineffective in enforcing codes of conduct and codes of conduct because sanctions are not strict and employees do not feel disadvantaged over the imposition of sanctions. It is Government agencies also often do not consider codes of ethics and codes of conduct as important elements in organizations because they do not play a direct role in supporting performance improvement. At present, the Ministry of Empowerment of the State Apparatus and Bureaucratic Reform (*Kementerian Pendayagunaan Aparatur Negara dan Reformasi Birokrasi*) is drafting a Government Regulation (*Peraturan Pemerintah*) regarding the code of conduct and the code of conduct of ASN employees as a derivative of the ASN Law. These changes certainly require adjustments in their application.

To strengthen capacity in preventive supervision, KASN conducted a review of the best practices of the application of several agencies considered successful in internalizing the code of conduct and code of conduct. The results of this study are expected to be inspiring and replicated or adopted by other government agencies so that efforts to implement codes of conduct and codes of conduct can be effective. In this study, Indonesia Civil Service Commission (KASN) selected the Ministry of PUPR, KPK, PT Telkom, and the Provincial Government of Yogyakarta as the study locus.

### **Regulations Related with Code of Ethics and Code of Conduct for Civil Services**

There is some legal basis for the implementation of the code of ethics/code of conducts for Indonesian Civil Service, namely: (1) the Law Number 5 of the year 2014 about

Civil Service; (2) Government Regulation Number 53 of the year 2010 and (3) Government Regulation Number 42 of the year 2004. This explanation of these three-regulations are as follows:

**1. *The Law Number 5 of the Year 2014 about Civil Service (ASN Act)***

Law Number 5 of the Year 2014 is governing the management of Indonesian Civil Service (*Aparatur Sipil Negara or ASN*) as a profession. This law regulates all aspects of ASN management and basic values of civil service, including the code of ethics/ code of conduct. Article 5 of the ASN Act regulates the implementation of a code of ethics /code of conduct that must be implemented by an Indonesian civil service. This article underlines the purpose of implementing the code of ethics/code of conduct of Indonesian civil services to prevent ASN from ethics violation and to maintain the dignity of ASN.

Moreover, Government Regulation Number 42 of the year 2004 and Government Regulation Number 53 of the year 2010 regulate more in-depth about what is allowed (do) and what is forbidden (don't) and also implementations of punishment and sanctions for violations of the code of ethics/code of conducts. However, these two regulations issued before the presence of Law Number 5 of the year 2014 about the Indonesian Civil Service (ASN).

**2. *Government Regulation Number 42 of the year 2004 about Corps and Code of Ethics for Indonesian Civil Services***

Government Regulation Number 42 of the year 2004 (PP 42/2014) describes the soul of a civil servant. Discussed in-depth about the code of ethics/code of conduct ASN which is described in Article 5 of Law Number 5 of the year 2014. In the formulation of this regulation, the aspect related to ethics has not been regulated well. However, this government regulation is still used as a reference for the discipline violations carried out by an ASN. For further clear regulation, the internal government has to formulate a code of ethics/code of conduct to be complied with by all ASN inside their government units.

Article 6 of government regulation Number 42 of the year 2004 governs the basic values that must be upheld by civil servants including steadiness to the Almighty God; loyalty and adherence to the Pancasila and the Constitution 1945; the spirit of nationalism; prioritizing the country's interests on personal or group interest; adherence to laws and regulations; respect for human rights; no discrimination; professionalism, neutrality, and

high moral; soul spirit corps. For the first stage, civil service shall be obliged and guided to the ethics in the governance of the government, in institutional and organization, in the community, and civil servants themselves.

However, government regulation Number 42 of the year 2004 should be replaced with the new version which alignment with Law Number 5 of the year 2014 about Civil Service, in preventing ASN from ethics violations. Nowadays, government institutions still using government regulation Number 42 of the year 2004 as rule-based, for example, Article 13 regulates the establishment of a code of ethics and the code of conduct of each government institution to build the awareness and implementation of professional institutions and organizations. In facilitating the implementation of a code of ethics that is tailored with work cultures of each agency, Article 14 states that to create professional ASN, every agency has to provide regulations that shall not contradict the government regulations. Moreover, Article 15 states that any ethical violations committed by ASN will be subject to moral sanctions. In this case, moral sanctions are made in writing and declared by the Government of personnel officials. Furthermore, Article 16 states that civil services who commit the code of ethics in addition to being subject to moral sanctions as intended in Article 15 Paragraph 3, may be subject to administrative action by following per under statutory regulations, on the recommendation the code of ethics.

### **Code of Ethics and Organizational Culture**

Organizational culture is now regarded as an important element in the implementation of a code of ethics process (Weinzweig, 2013). Civil service is one of the important elements in the organization. It is common for an organization to be associated with the individual culture that is applied in their working environment during work hours. This is also influenced by employees who are mostly filled by different generations, including Y, Z, baby boomers and millennials generations with various innovations and changing times experienced. Factually, it needs to be recognized if the employees in the organization will influence the culture that develops within the organization. This will determine changes in patterns or values contained within the organization so that over time a new culture will emerge in the organization. Yusuf, A. (2018) believes that organizational



culture is a basis in the movement of organizations, then leaders, than management of the organization.

## Methods

The research methods in this study employed best practices and lessons learned from government institutions both central and local, state-owned enterprises, which have been proven successful in implementing and internalized organizational values, code of ethics and code of conduct. Schaffer and Riordan (2003, p. 181) mentioned that the best practices method is recommended for researchers to reveal important value dimensions. Moreover, the lesson learned approach would provide more confidence and effective supported idea across different organizations. In terms of collecting primary data, this study pays attention to best practices of implementation code of conduct and code of ethics from the Corruption Eradication Commission (KPK) and the Ministry of Public Works and Public Housing (*Kementerian PUPR*). For representing the local government in the Province of *Yogyakarta*.

## Results and Discussion

Denhardt and Gilman (2015: 314) argue that ethics in government can be effective in avoiding corruption, preventing ethical violations, reducing conflicts of interest and implementing transparency in an organization. Based on analyzing data and information from respondents and informants, there are some key success factors for implementing codes of conduct and codes of conduct that can be replicated as implementation strategies in other agencies, namely:

*The first key success factor is leader or staff as a role model*

Leaders have a central role in the application of codes of conduct and codes of conduct. Aarons, et.al. (2014, 2) underlines that the role of leaders in influencing employee attitudes and behavior towards organizational change. One of the functions of a leader is to set an example. When leaders act according to a code of ethics and code of conduct, employees will always follow. Conversely, if the leader does not heed the existing ethical and behavioral guidelines, the employee will also assume that the regulation does not need to be obeyed. Therefore, leadership is a reflection of the application of the code of ethics and code of conduct. KASN found a tendency that agencies that have successfully implemented

codes of ethics and codes of conduct have leaders who can become role models that apply by following per under the ethical and behavioral guidelines of the organization.

In the best practices study of the application of the code of ethics and code of conduct, it found that the tendency of agencies that succeeded in applying the code of conduct is supported by leaders who also have a strong commitment to its application. There are two very influential roles in supporting codes of ethics and codes of conduct, namely exemplary and decision making. In giving an example, when a leader acts according to a code of ethics and code of conduct, employees will always follow. Conversely, if the leader does not heed the existing ethical and behavioral guidelines, the employee will also assume that the regulation does not need to be obeyed. Therefore, leadership is a reflection of the application of the code of ethics and code of conduct.

In the Ministry of PUPR, the Minister directly commands the implementation of the code of ethics and code of conduct. The Minister is well aware that the application of the code of ethics and code of conduct is very important to realize personal integrity in carrying out its duties, responsibilities, and authority in carrying out so that the national development mission is achieved. Long before that, the Ministry also had a role model in the implementation of the code of ethics and code of conduct, namely Prof. Sutami. He is known for his integrity.

In the Corruption Eradication Commission (KPK), the leader provides an example with a willingness to obey the rules of code of conduct and code of conduct and follows the entire process if it is found to have allegedly violated the code of conduct and code of conduct. This shows that leaders also take part in the enforcement of codes of conduct and codes of conduct. The KPK even has a special code of conduct for leaders.

At Telecommunication Limited Company (PT. Telkom), Chief Executive Officers (CEO) and board of directors are role models who act as change leaders. PT. Telkom appoints the manager position as a culture agent. Besides, PT Telkom also has a culture booster team that consists of helper staff who drive the company culture. The role models are involved in every culture activation program created by the company so that the movers continue to actively carry out their duties as role models.

### ***The second key success factor is socialization methods***

Stazyk and Davis (2015, p. 643) argue that one of the important factors for the implementation of ethical decision standards is political support and sufficient organizational resources. In terms of socialization through various interesting methods, it needs strong support from leaders who are political officials. Moreover, Yoder and Terry (2015) found there are some efforts from regional and international governments to develop some ethical standards. The support of some resources (such as budgets, development e-learning, information technology supports, human resource development, media, facilities, and so on) are also important. One of the methods for socialization the code of ethics and codes of conduct that have been prepared is using the application and other Information Technology (IT) resources.

One of the big State of Enterprises (SOE), PT. Telkom Telecommunication Limited Corporation) has developed the 'My Integrity' application, as a socialization method for the implementation of ethics and compliance in the organization. Besides, information dissemination through IT was also carried out by KPK through e-learning about codes of ethics and codes of conduct. Moreover, at the end of e-learning, there are also some questions as indicators to evaluate the learning process. The result of evaluation announces for the success and failures of employees.

Another method of socialization is through a norm approach that becomes a culture that is different from one another's characteristics (local wisdom). One of them, SATRIYA Culture applies in the Yogyakarta Provincial Government. The culture is interpreted as the character of a knight who upholds the teachings of morals, *sawiji, greget, sengguh, ora mingkuh* (concentration, enthusiasm, self-confidence with humility, and responsibility). The knight's reflection is expected to be imbued by all apparatus in the Provincial Government of Yogyakarta.

The study found that agencies that were successful in implementing codes of conduct and codes of conduct not only made the lead a role model but also created other structured role models. Up to the year 2019, PT Telkom had 1027 culture agents and 632 culture boosters. These role models at lower management levels are examples for other employees in daily life. The Provincial Government of DIY also develops something similar. To embody the values of the organization, the Provincial Government of Yogyakarta has a

group of employees who are members of the Government Culture Group, namely employees who are appointed to promote the application of *Satriya* Culture. The key to successful application is not only the presence or absence of culture agents but also how the agents are fostered and nurtured. Both Telkom and the Provincial Government of Yogyakarta have various events to empower culture agents and become one of the means of socializing and internalizing code of conduct and code of conduct.

***The third key success factor is internal supervision and e-whistleblowing system***

The application of the code of ethics and code of conduct can be seen in the daily lives of employees and covers a very broad scope of activities. Therefore, organizations often find it difficult to monitor employee behavior directly. In this case, internal supervision, especially from colleagues can play an effective role to improve the application of codes of conduct and codes of conduct. At the KPK, for example, anyone has the right to report suspected violations to superiors or the Directorate of Internal Oversight. They will even be subject to sanctions if they do not report suspected violations. Effective internal supervision requires a strong role of the Inspectorate and an active role of colleagues.

Frederickson (2016) examines the impact of mutual interests could develop some practices of corruption cases and scandals, a code of ethics violation in bureaucracy. In addition, Perry argues that the whistle-blowing system can be used as a means of complaints to support the enforcement of codes of ethics and codes of conduct. Especially if the facility is already in electronic form, the reporter does not have to face to face to report the alleged violation. This system is not only aimed at external parties, but internal parties can also use it to report suspected violations committed by their colleagues. In implementing the system, it is necessary to regulate security for the reporter, so that the reporter who sees a violation can be protected.

A special Hotline for whistleblowers is the basic infrastructure needed to encourage people to "take the right action" and is often seen as one of the most important steps in a company to demonstrate their support Ethical behavior. While it may be true, it also depends heavily on whether this hotline is used actively. Even if there is a law protecting the whistleblower, the company itself should encourage more protection for the Whistler because it is a key element of anti-corruption in the workplace. They are the first to come in the form of any contact or witnessed such incidents as violations of state or local laws, the

collection of undeliverable goods or any kind of fraudulent financial activity, which may cause More losses for the company if left undisclosed.

*The fourth success factor is fair rewards and punishments.*

The application of reward and punishment that is carried out fairly can encourage the application of ethical codes and employee behavior codes. Some problems that often occur in the application of the code of conduct and code of conduct are not giving a reprimand to some employees who violate so often there is a sense of unfairness. Instead, the application of well-enforced rules will accustom employees from applying the code of ethics and code of conduct. KASN found that several agencies that had clear regulations regarding reward and punishment tended to encourage employees to obey the rules.

PT Telkom employs a reward and punishment as one way to enforce the code of ethics and conduct in its organization. For employees who adhere to the code of Conduct and code of conduct will be rewarded. Instead, punishment dropped for employees who commit violations. For the reward, Telkom includes the royal in this case. Telkom does not hesitate to give a holiday gift to the employee who ranks the top in the ethics compliance test. Even in 2018, an accomplished employee was given the opportunity to visit Silicon Valley (USA).

As for punishment, Telkom hard enough to implement it. In some cases, the approach of Telkom is to associate a breach with the employee's salary (economic the approach). Telkom even dared not to give salary the next month for employees who do not take a code of ethics and certification compliance exams. In addition, Telkom gave a suspension (according to the level of violations) and employee salary deduction as much as 50% of the position allowance received against employees who violated the rules. Nevertheless, Telkom also tends to "humanize" employees who are proven to commit serious violations, by giving the option to pursue a career or resign. This allowance is a form of tolerance of Telkom in handling the management of employee compliance to the regulation of the Code of Ethics and the internal behavior of its organization.

Furthermore, through a top-down approach, Telkom leverages the power of superiors in each division to suppress the Code of ethics violations. Telkom directs the superiors to conduct coaching mentoring and counseling towards his subordinates. Employers are required to change employees who violate the code to be more obedient to

the rules of ethics. Through the repressive way, Telkom ordered the supervisor to make the event news against a case of violations that have been done by employees.

Unlike Telkom, KPK does not give a financial reward to its employees who are obedient to the rules of ethics. Large salaries and benefits are the reason why there is no reward for employees. Meanwhile, for punishment, there is a similarity with Telkom, that is, there is an attempt to relate between violations with the employee's income source. Employees who are caught by heavy discipline are at risk of receiving salary cuts, training, and release positions.

***The fifth success factor is change management.***

Implementing a code of ethics and code of conduct also needs to change people's mindsets and habits that might have conducted for quite a long time. Therefore, to implement the code of conduct and code of conduct requires well-managed change management to change the existing condition into expected condition. Change management can be coordinated by agents of change who will spread the good virus to the whole organization.

At PT. Telkom, CEO, and Board of Directors are role models that act as change leaders. PT Telkom appointed manager to the top as a culture agent. In addition, PT Telkom also has a culture booster which is the staff who also moves the company culture. The role model is involved in each culture activation program created by the company so that the Mobilizer remains active to perform the task as a role model. Until 2019, PT Telkom has 1027 culture agents and 632 culture boosters. The role models at this lower management level are examples for other employees in their daily lives. *The Daerah Istimewa Yogyakarta (DIY)* provincial government also develops a similar thing. To inaugurate the values of the organization, *Yogyakarta* Province has a group of officers who are members of the government culture group is the employees who are appointed to promote the application of *Satriya* culture.

The key to successful application is not only on the presence or absence of the culturing agent but also on how the agents are built and maintained. Both PT. Telkom and *Yogyakarta* Province have various events to empower culture agent and become one means of socialization and internalization of ethics code and code of conduct.

**The last strategy is establishing public management ethics standards.**

Nowadays, there are some efforts from the national strategy for preventing corruption (*stranas pencegahan korupsi*), one of them is motivations to fight corruption and promote integrity from a different perspective (national dan regional settings). Based on the research, it has become evident that the trust from an international perspective is based on how the bureaucracy implemented a code of conduct and code of ethics, also apparatus integrity while doing their tasks and jobs that could improve their performance.

Strategies for the Implementation of the Code of Ethics and the Code of Conduct Management of ethics and behavior starts from the existence of organizational regulations governing the code of ethics and code of conduct to the evaluation of the implementation of these regulations.

## **Conclusion**

The following are the Indonesian Civil Service Commission (KASN) recommendations in implementing a code of ethics and code of conduct. First is to formulate new regulations or review existing regulations on the organization's values, implementation of codes of ethics and codes of conduct internal organization. Compilation of policies on codes of ethics and codes that are appropriate to the characteristics of the organization can be arranged in a top-down or bottom-up manner. Top-down, the code of ethics and code of conduct can be formulated by the leadership. Building awareness about how important the code of ethics and code of conduct for Indonesian civil service employees are urgently needed. Ethical violations occurring among ASN employees are still high and this has hampered efforts to improve the professionalism and image of ASN. The main cause of many violations is the lack of attention from the leadership of government agencies towards the enforcement of codes of conduct and codes of conduct in their institutional environment. This can be seen from 1) there are still many agencies that have not established regulations about codes of ethics and internal codes of conduct in their institutions; 2) there are still many agencies that have set codes of ethics and codes of conduct but have not effectively socialized and internalized; 3) the whistle-blower system has not been developed, and 4) the role of internal auditors is not yet effective.

The recommendations in the effort to enforce the ASN code of conduct and code of conduct are as follows:

1. requiring agencies to set codes of conduct and internal codes of conduct of the agency, by following per under the provisions in government regulations;
2. encouraging agencies to increase employee understanding and practice of the regulations that have been set by intensifying outreach, making the head of the work unit a role model, increasing the role of internal auditors in conducting coaching and following up violations consistently according to the provisions;
3. advising agencies to build a Whistle-Blowing system and provide protection to employees who become whistleblowers.
4. encouraging agencies to build systems that make it easy to trace the track record of violations committed so that the information can be used as a basis for awarding and promoting positions;
5. encouraging the formation of cooperation between agencies and law enforcement agencies to facilitate data sharing;
6. evaluating existing regulations related to the code of ethics and code of conduct that may not suitable for the current conditions.

The implementation of the code of conduct can improve the branding image of ASN's professionalism. The strategy of implementing a code of conduct needs to be considered to encourage public trust in government agencies. Violations of the code of ethics and code of conduct can also be minimized by increasing the understanding of ASN employees. A reward and punishment system is one of the strategies to enforce ASN to comply with the code of ethics and code of conduct. Moreover, the implementation of a code of conduct demonstrates professionalism in accordance with the mandate of the Civil Service Act (UU ASN). The results of this study are expected to provide input to supervise the implementation of the UU ASN code of conduct and employee behavior in the future. Strategies developed can be a priority, both in increasing understanding and supervision of the code of conduct and ASN employee code of conduct, as well as in reducing the level of violation of the ASN code of conduct and code of conduct.



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