

**STRENGTHEN INTEGRITY IN HUMAN RESOURCE MANAGEMENT: THE
APPLICATION OF PROFESSIONAL ETHICS IN THE DIGITAL ERA****Layla Qodri Ani**

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ab368@ums.id**ABSTRACT**

This research highlights the importance of building integrity in human resource management through the application of the ethics of the civil service profession in the digital era. It includes a summary of the background of the problem, research objectives, and relevance of the topic in the current context. This research uses a qualitative approach with data collection techniques through in-depth interviews and participatory observation. The data analysis method involves a process of coding and theming to identify patterns and trends emerging from the data. This article makes a novel contribution by highlighting how integrity in human resource management can be strengthened through the implementation of professional civil

service ethics in the digital age. It distinguishes itself from previous research by exploring the impact of recent digital technologies on Human Resource management practices and professional ethics. This research reveals findings that illustrate the important role of professional personnel ethics in building organizational integrity. Discussions include the implications of the findings for effective Human Resource management practices in the digital era and efforts to address challenges related to integrity. The integration of professional ethics in human resource management emerged as a key strategy to strengthen organizational integrity in the digital era. The conclusions of this study provide an overview of the practical implications and directions for further research in this domain..

Keywords: Integrity; Human Resource Management; Professional Ethics; Digital Era.

INTRODUCTION

In this fast-paced and globalized digital era, human resource management (HRM) faces new challenges in maintaining the integrity and ethics of the staffing profession. The development of information and communication technology (ICT) has changed the landscape of the world of work, opening up opportunities while creating new risks. Advances in digitization enable higher efficiency and productivity, but on the other hand, also increase vulnerability to ethical violations such as misuse of personal data, algorithm discrimination, and lack of privacy¹. In this context, human resource management is required to adopt best practices that uphold the integrity and ethics of the staffing profession, ensuring that human resource management is in line with organizational values and complies with applicable regulations and laws.

The application of strong professional ethics in human resource management is not only important for maintaining public trust and complying with regulations, but also a key factor in creating a fair, inclusive, and productive work environment. Practices such as transparent recruitment, respect for diversity, equal career development opportunities, and protection of workers' rights can improve employee motivation, commitment, and performance². In addition, the application of professional ethics in staffing also plays an important role in managing risk, mitigating potential conflicts of interest, and protecting the organization from adverse legal and reputational consequences.

¹ Sayogo, D. S., & Aditya, R. N. (2021). Etika manajemen sumber daya manusia di era digital. *Jurnal Studi Kepemimpinan dan Manajemen*, 4(1), 47-60.

² Prabowo, A., & Khairunisa, R. (2018). Pengaruh etika profesi kepegawaian terhadap kinerja karyawan pada BPJS Ketenagakerjaan Kantor Wilayah Jawa Tengah. *Jurnal Manajemen Aparatur Negara*, 3(2), 123-136.

Through this paper, we seek to explore the importance of building integrity in human resource management in the digital era, with a particular focus on the ethical application of the civil service. We will analyze the challenges and opportunities brought about by digitalization, as well as examine best practices and frameworks that can be used to ensure ethical and responsible human resource management.

One of the crucial aspects in the implementation of professional personnel ethics in the digital era is the protection of employee data and privacy. With the increasing use of technology in human resource management processes, such as human resource information systems (HRIS), human resource analytics, and digital performance monitoring, there is a risk of misuse or leakage of sensitive employee data³. It is incumbent upon organizations to implement robust policies and governance structures to safeguard employee personal data, maintain information confidentiality, and ensure compliance with applicable data protection regulations.

In addition, digitalization also brings challenges related to equality and fairness in the human resource management process. The use of algorithms and artificial intelligence (AI) in recruitment, performance appraisal, or other personnel decision-making processes has the potential to create unintentional bias and discrimination⁴. Therefore, organizations need to ensure that the systems and algorithms used are free from bias and promote equality and diversity in the work environment.

Furthermore, the implementation of professional ethics in staffing entails the management of a healthy work-life balance in the context of the digital age. As the distinction between professional and personal life becomes increasingly tenuous, employees are at risk of experiencing work overload, stress, and burnouts⁵. Human resource management should promote policies and practices that support employees' mental and physical well-being, and ensure that there are clear boundaries between work and rest time.

Taking into account the above challenges and opportunities, this paper will provide an in-depth insight into the application of ethics in the staffing profession in human resource

³ Wahyuni, D. U., & Setyanti, S. W. L. I. (2019). Etika Profesi Kepegawaian di Era Digitalisasi. *Jurnal Ilmiah Kebijakan Hukum*, 13(3), 331-346.

⁴ Hidayat, R. (2020). Pengaruh Digitalisasi Terhadap Etika Profesi Kepegawaian. *Jurnal Ilmu Manajemen dan Akuntansi Terapan (JIMAT)*, 11(2), 87-96.

⁵ Sugiarto, A., & Idris, I. (2021). Penerapan Etika Profesi Kepegawaian dalam Menjaga Work-Life Balance di Era Digital. *Jurnal Manajemen Sumber Daya Manusia*, 15(1), 23-34.

management in the digital era. We will explore best practices, frameworks, and strategies that can be used to build integrity, promote equality, protect privacy, and create a healthy and ethical work environment.

METHOD

A. Type of Research

This research employs a qualitative approach utilizing a case study methodology. The case study method was selected to facilitate an exhaustive comprehension of the implementation of professional staffing ethics in human resource management in the digital age, with due consideration of the distinctive context and variables inherent to a specific organization or institution⁶. Through a qualitative approach, researchers can explore perceptions, experiences, and practices related to the research topic in a more in-depth and holistic manner.

B. Population and Sample

The population in this study is all organizations or institutions in Indonesia that implement digital human resource management. From this population, one or more organizations will be selected as case study samples using purposive sampling technique⁷. Sample selection criteria include organizations that have implemented digital systems in the human resource management process, have policies or regulations related to the ethics of the employment profession, and are willing to be researched in depth.

C. Data Collection Technique

The data collection techniques in this study used the triangulation method, which involved in-depth interviews, observations, and document studies⁸. In-depth interviews will be conducted with individuals occupying various roles in the application of professional personnel ethics in digital human resource management. These roles include, but are not limited to, human resource managers, human resource management practitioners, and employees. Observations will be conducted in order to gain insight into the practices related to digital human resource management and personnel professional ethics in their natural

⁶ Sari, M., & Asmendri, A. (2020). Penelitian Kepustakaan (Library Research) dalam Penelitian Pendidikan IPA. *Natural Science: Jurnal Penelitian Bidang IPA dan Pendidikan IPA*, 6(1), 41-53.

⁷ Sugiyono. (2017). *Metode Penelitian Kualitatif*. Bandung: Alfabeta.

⁸ Putra, N. (2012). *Penelitian Kualitatif: Proses dan Aplikasi*. Jakarta: Indeks.

setting. The document study will entail an analysis of pertinent policies, regulations, and related documents.

In today's digital age, the line between professional life and personal life is often blurred. Technology allows employees to stay connected to their work outside of regular working hours, creating the risk of work-life conflict. Therefore, the application of professional ethics in maintaining work-life balance is very important.

D. Data Analysis

Data obtained from various sources will be analyzed using qualitative data analysis techniques, which include data reduction, data presentation, and conclusion drawing⁹. Data reduction is done by organizing, sorting, and simplifying raw data from interviews, observations, and document studies. Data presentation is done by arranging the information that has been reduced into a systematic form, such as narrative text, charts, or tables. Finally, conclusion drawing is done by interpreting the data that has been presented and linking it to research questions and relevant theories.

RESULTS AND DISCUSSION

Integrity is a key foundation for effective and ethical human resource management. The concept of integrity in the context of human resource management refers to the consistent application of moral principles, ethics, and organizational values in all aspects of employee management, from recruitment to career development and dismissal¹⁰. Integrity in human resource management includes honesty, fairness, transparency, accountability, and commitment to comply with applicable regulations and codes of conduct.

Integrity in human resource management also involves protecting workers' rights, including occupational safety, fair wages, and a work environment free from harassment or exploitation. An organization with high integrity will ensure compliance with employment regulations and promote practices that support a balance between employees' professional and personal lives¹¹.

⁹ Miles, M. B., Huberman, A. M., & Saldana, J. (2014). *Qualitative Data Analysis: A Methods Sourcebook*. Thousand Oaks, CA: Sage Publications.

¹⁰ Saraswati, R. (2019). Integritas dalam Manajemen Sumber Daya Manusia. *Jurnal Manajemen Sumber Daya Manusia*, 13(2), 112-125.

¹¹ Wardhani, A. P., & Sudibyo, Y. A. (2021). Integritas dan Perlindungan Hak-Hak Pekerja dalam Manajemen Sumber Daya Manusia. *Jurnal Sumber Daya Manusia*, 15(2), 98-112.

In addition, integrity in human resource management also relates to the ethical and responsible management of employee data and information. Organizations must ensure the confidentiality and protection of employees' personal data, and use such information only for legitimate and transparent purposes¹².

By applying integrity in human resource management, organizations can build trust and a strong reputation, both internally and externally. This can increase employee motivation and commitment, and attract the best talent in the labor market. In addition, integrity also protects the organization from legal and reputational risks that may arise from ethical or regulatory violations.

Professional staffing ethics refer to a set of principles, values, and norms that govern behavior and actions in human resource management in an organization or institution. Professional ethics aims to ensure that human resource management practices are carried out with integrity, fairness, and high responsibility¹³. The ethics of the staffing profession cover various aspects, including honesty, objectivity, confidentiality, professional competence, and respect for diversity.

One of the main principles in the ethics of the staffing profession is honesty and transparency in the entire human resource management process, from recruitment to performance management and employee career development. Human resource management practitioners must present accurate and complete information, and avoid actions that may create conflicts of interest or mislead employees¹⁴. In addition, personnel professional ethics also emphasize the importance of objectivity in making employment-related decisions, without being influenced by subjective factors or discrimination.

The confidentiality of employee data and personal information represents a crucial aspect of professional employment ethics. It is the responsibility of human resource management practitioners to safeguard the confidentiality of employee data and to utilise such information solely for legitimate and limited purposes¹⁵. In addition, they must also

¹² Kusuma, A. J., & Pratama, A. B. (2022). Integritas dan Pengelolaan Data Karyawan di Era Digital. *Jurnal Manajemen Sumber Daya Manusia Indonesia*, 8(2), 135-148.

¹³ Triyono, A. (2017). Etika Profesi Kepegawaian dalam Pengelolaan Sumber Daya Manusia. *Jurnal Manajemen Sumber Daya Manusia*, 11(2), 145-157.

¹⁴ Fitriana, R., & Sutrisno, H. (2019). Penerapan Prinsip Kejujuran dan Transparansi dalam Etika Profesi Kepegawaian. *Jurnal Manajemen Sumber Daya Manusia Indonesia*, 5(1), 32-43.

¹⁵ Kusuma, A. J., & Pratama, A. B. (2022). Kerahasiaan Data Karyawan dalam Perspektif Etika Profesi Kepegawaian. *Jurnal Manajemen Sumber Daya Manusia*, 16(1), 78-92.

ensure the security of information systems and prevent unauthorized access to sensitive data.

The ethics of the staffing profession also emphasizes the importance of professional competence for human resource management practitioners. They must have adequate knowledge, skills, and understanding of employment law, human resource management best practices, as well as recent developments in the field. Human resource management practitioners are also expected to continuously improve their competencies through continuous education and training¹⁶. Finally, the ethics of the staffing profession emphasizes respect for diversity and equality in the work environment. Human resource management practitioners should promote fair and inclusive practices, without discrimination based on race, gender, age, disability, or other factors irrelevant to performance.

The Role of Digital Technology in Human Resource Management

Digital technologies have significantly changed the landscape of human resource management in recent years. Technological developments such as human capital analytics, artificial intelligence (AI), machine learning, and human capital information systems have enabled organizations to optimize human capital management processes, improve efficiency, and make more informed decisions¹⁷.

One of the key roles of digital technology in human resource management is to facilitate more in-depth analysis of employee data. Using human capital analytics tools, organizations can collect, process, and analyze data related to performance, productivity, engagement levels, and other factors affecting employees. This analysis provides valuable insights to managers and organizational leaders to make better decisions regarding workforce planning, employee development, and overall Human Resource Management strategies.¹⁸

Digital technology also plays an important role in the employee recruitment and selection process. By leveraging Artificial Intelligence and machine learning, organizations can efficiently screen thousands of job applications and identify candidates that best match the job requirements. In addition, these technologies also enable the use of online tests,

¹⁶ Sulistiawan, D., & Nurhayati, E. (2021). Kompetensi Profesional Praktisi Manajemen Sumber Daya Manusia: Perspektif Etika Profesi Kepegawaian. *Jurnal Sumber Daya Manusia*, 15(1), 25-38.

¹⁷ Sutrisno, E. (2019). Manajemen Sumber Daya Manusia di Era Digital. *Jurnal Manajemen Sumber Daya Manusia*, 13(1), 1-12.

¹⁸ Prabowo, H., & Khairunisa, R. (2020). Analitik Sumber Daya Manusia dan Perannya dalam Pengambilan Keputusan Strategis. *Jurnal Manajemen Sumber Daya Manusia Indonesia*, 6(2), 112-125.

simulations, and behavioral assessments to evaluate the skills and potential of potential employees more comprehensively¹⁹.

Case Study

In 2019, PT Garuda Indonesia, Indonesia's national airline, was implicated in a breach of personnel ethics that was quite prominent in the media. The case began when a Garuda pilot leaked Garuda pilot salary and benefits data to the public via social media.

From the leaked data, it was revealed that there is inequality and discrimination in the provision of salaries and benefits between Indonesian pilots and expatriate pilots (foreign nationals). Expatriate pilots apparently receive much greater salaries and benefits than Indonesian pilots, despite having the same qualifications and responsibilities.

This case triggered a strong reaction from the Garuda Pilots Union, which demanded fairness and transparency in payroll. They consider this discriminatory practice to be a violation of the ethics of the civil service and contrary to the principle of equality in human resource management.

Garuda Indonesia initially denied any discrimination and stated that the pay difference was reasonable because it followed aviation industry standards. However, after public pressure and the threat of a pilots' strike, Garuda finally admitted its mistake and promised to improve its pay system to make it fairer and more transparent.

The case studies that have been presented previously pertain to violations of professional ethics in the digital era and can be related to the field of law, particularly in the context of this research project. The following section will demonstrate the relations between this topic and the field of law.

1. Employment Law Violations of employment professional ethics, such as discrimination in pay and promotion, may violate the principles of fairness and equality guaranteed in Indonesian labor law. Law No. 13 Year 2003 on Manpower regulates fair and non-discriminatory treatment of workers, including in terms of wages and employment opportunities.
2. Personal Data Protection Law Incidents of employee data leakage Law No. 19 of 2016 on Amendments to Law No. 11 of 2008 on Electronic Information and Transactions. This

¹⁹ Wahyuni, D. U., & Setyanti, S. W. L. I. (2019). Peran Kecerdasan Buatan dalam Rekrutmen dan Seleksi Karyawan. *Jurnal Ilmiah Kebijakan Hukum*, 13(3), 331-346.

law regulates the protection of personal data and requires data managers to maintain the confidentiality and security of the data they manage.

3. **Civil Law** In cases of data leakage or employment discrimination, aggrieved employees may file a civil claim against the company on the basis of breach of employment contract or tortious harm. The company may be subject to damages or compensation for the losses suffered by the employee.
4. **Criminal Law** In extreme cases, such as data theft or intentional breach of data confidentiality, the perpetrator may be subject to criminal sanctions in accordance with the provisions in the applicable laws, such as the Electronic Information and Transaction Law or the Criminal Code.
5. **Professional Ethics and Code of Ethics** In the context of this study, violations of professional staffing ethics can also be related to the code of ethics or ethical guidelines established by human resource professional associations or related organizations. Violations of this code of ethics can result in administrative sanctions or revocation of practice licenses for human resources professionals.

CONCLUSION

This research explores the importance of building integrity in human resource management through the application of ethics in the staffing profession in the digital era. The main findings show that digitalization brings new challenges related to data privacy, algorithm bias, and other potential ethical violations in the human resource management process. However, by applying the principles of professional ethics such as honesty, fairness, confidentiality and professional competence, organizations can utilize digital technology responsibly and promote a fair and inclusive work environment. The practical implication is the need for top management commitment, strong policies and governance, as well as continuous training and socialization to integrate professional ethics in human resource management practices in the digital era.

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