

VIEŠOJI POLITIKA IR ADMINISTRAVIMAS

Mokslo darbai · Research Papers

PUBLIC POLICY AND
ADMINISTRATION

20 (4)

2021

ISSN 1648-2603 PRINT
ISSN 2029-2872 ONLINE
doi:10.13165/VPA

Public Policy and Administration

Research journal

- [Home](#)
- [About](#)
- [User Home](#)
- [Current](#)
- [Archives](#)
- [Editorial Board](#)

[Submit Manuscript](#)

User

You are logged in as...

ppa_srilinggeng

- [My Journals](#)
- [My Profile](#)
- [Log Out](#)

Journal

[Contents](#)

[Search](#)

Search Scope

All ▾

Browse

- [By Issue](#)
- [By Author](#)
- [By Title](#)
- [Other MRU Journals](#)

Font Size

Language

Select Language

English ▾

...

Keyword Cloud

New Public Management
civil service
civil society
corruption
decentralization
efficiency
governance
innovations

Editor

Aleksandras Patapas, Mykolo Romerio universitetas, Lithuania

Section Editors

Aleksandras Patapas, Mykolo Romerio universitetas, Lithuania
Rytis Seilius, UAB Baltijos kopija, Lithuania

Old Version of the Website: [Public Policy and Administration](#)

"Public Policy and Administration" ISSN online 2029-2872 / ISSN print 1648-2603

All publishing rights reserved to Mykolas Romeris University. Executive editor: Assoc. Prof. Dr. Aleksandras Patapas

leadership
 local
 government
 local self-
 government
 management
 municipality
 new public
 management
 privatization
public
administra
 public policy
 public sector
 public service
 strategic
 planning
 sustainable
 development

Popular Articles

»Public Policy and
 Public
 Administration:
 Development,
 Structure and
 Reciprocity
99852 views
since:

»Features of
 Public
 Administration
 Organization's
 Management
30716 views
since:

»Public Policy
 Agenda:
 Definition,
 Components and
 Design Models
24688 views
since:

»Elements of
 New Public
 Management and
 Implementation
 of "Voucher in
 Higher
 Education" Model
 in Lithuania
22406 views
since:

»Problems of
 Corruption and
 Responsibility in
 Public
 Administration
17465 views
since:

»Definition of Tax
 Avoidance, its
 Features and

Relationship with
Tax Evasion

**15290 views
since:**

»GLOBAL
DEVELOPMENT
INDEX AS
INDICATOR OF
GLOBAL
GOVERNANCE:
INTEGRATED
ASSESSMENT OF
OECD MEMBER
COUNTRIES
DEVELOPMENT
**11502 views
since: 2020-01-
06**

»Efficiency of
Public
Administration:
Problems and
Solutions
**7329 views
since:**

»Employee
Training and
Retraining for
Public Sector
Organizations
**7219 views
since:**

»Modern
decision-making
in the public
sector
**7209 views
since:**



Public Policy and Administration

Research journal

[Home](#) [About](#) [User Home](#) [Current](#) [Archives](#)
[Editorial Board](#)

Submit Manuscript

User

You are logged in as...
ppa_srilinggeng

- My Journals
- My Profile
- Log Out

Journal

Contents

Search

Search Scope

All ▾

Search

Browse

- [By Issue](#)
- [By Author](#)
- [By Title](#)
- [Other MRU Journals](#)

Font Size

Language

Select Language

English ▾

...

Keyword Cloud

New Public Management
civil service
civil society
corruption
decentralization
efficiency
governance
innovations

Editors

Dr Paulina Budrytė, Kaunas University of Technology, Lithuania

Prof. Dr Tadas Sudnickas, Mykolas Romeris University, Lithuania

Executive Editor

Assoc. Prof. Dr Aleksandras Patapas, Mykolas Romeris University, Lithuania

Editorial Board

Prof. Dr Erik Albæk, University of Southern Denmark, Denmark

Prof. Dr Aleksander Aristovnik, University of Ljubljana, Slovenia

Prof. Dr Larry Bakken, Hamline University, The United States of America

Prof. Dr Thomas Andrew Bryer, University of Central Florida, The United States of America

Prof. Dr Eglė Butkevičienė, Kaunas University of Technology, Lithuania

Prof. Dr Wolfgang Drechsler, TalTech, Estonia

Dr Jose Manuel Echavarren Fernandez, Universidad Pablo de Olavide, Spain

Assoc. Prof. Dr Eglė Gaulė, Kaunas University of Technology, Lithuania

Prof. Dr Nataliia Gavkalova, Simon Kuznets Kharkiv National University of Economics, Ukraine

Dr Robert Gawłowski, WSB University in Toruń, Poland

Dr Maria del Pilar Cousido González, Universidad Complutense Madrid, Spain

Dr Arvydas Grišinas, Kaunas University of Technology, Lithuania

Dr Łukasz Janulewicz, Central European University, Austria

Prof. Hab. Dr Marta Juchnowicz, Warsaw School of Economics, Poland

Prof. Dr Svitlana Khadzhyradieva, National Academy for Public Administration under the President of Ukraine

Dr Anatoliy Kruglashov, Yuriy Fedkovych Chernivtsi National University, Ukraine

Assoc. Prof. Dr Ainius Lašas, Kaunas University of Technology, Lithuania

Prof. Hab. Dr Borisas Melnikas, Vilniaus Gedimino Technikos University, Lithuania

Dr Vaidas Morkevičius, Kaunas University of Technology, Lithuania

Prof. Dr Brainard Guy Peters, University of Pittsburgh, The United States of America

Prof. Dr Monika Petraité, Kaunas University of Technology, Lithuania

Dr Sofiya Prysmakova, Central Florida University, The United States of America

Prof. Dr Alvydas Raipa, Mykolas Romeris University, Lithuania

Dr Ilka Roose, University Duisburg-Essen, Germany

Prof. Dr Vainius Smalskys, Mykolas Romeris University, Lithuania

Prof. Dr Andrius Stasiukynas, Mykolas Romeris University, Lithuania

Dr Aušra Šukvietienė, Mykolas Romeris University, Lithuania

Prof. Dr Jolanta Urbanovič, Mykolas Romeris University, Lithuania

Assoc. Prof. Dr Eglė Vaidelytė, Kaunas University of Technology, Lithuania

Prof. Dr Inesa Voronchuk, University of Latvia, Latvia

Prof. Dr Michel Stijn de Vries, University of Nijmegen, Netherlands

Assoc. Prof. Dr Žilvinas Židonis, Mykolas Romeris University, Lithuania

Old Version of the Website: Public Policy and Administration

"Public Policy and Administration" ISSN online 2029-2872 / ISSN print 1648-2603

All publishing rights reserved to Mykolas Romeris University. Executive editor: Assoc. Prof. Dr. Aleksandras Patapas

leadership
local
government
local self-
government
management
municipality
new public
management
privatization
public
administra'

public policy
public sector
public service
strategic
planning
sustainable
development

Popular Articles

»Public Policy and Public Administration: Development, Structure and Reciprocity
99852 views since:

»Features of Public Administration Organization's Management
30716 views since:

»Public Policy Agenda: Definition, Components and Design Models
24688 views since:

»Elements of New Public Management and Implementation of "Voucher in Higher Education" Model in Lithuania
22406 views since:

»Problems of Corruption and Responsibility in Public Administration
17465 views since:

»Definition of Tax Avoidance, its Features and

Relationship with
Tax Evasion
**15290 views
since:**

»GLOBAL
DEVELOPMENT
INDEX AS
INDICATOR OF
GLOBAL
GOVERNANCE:
INTEGRATED
ASSESSMENT OF
OECD MEMBER
COUNTRIES
DEVELOPMENT
**11502 views
since: 2020-01-
06**

»Efficiency of
Public
Administration:
Problems and
Solutions
**7329 views
since:**

»Employee
Training and
Retraining for
Public Sector
Organizations
**7219 views
since:**

»Modern
decision-making
in the public
sector
**7209 views
since:**



Public Policy and Administration

Research journal

[Home](#) [About](#) [User Home](#) [Current](#) [Archives](#)

[Editorial Board](#)

<http://vpa.mruni.eu>

VIEŠOJI
POLITIKA IR
ADMINISTRAVIMAS

Mokslu darbai · Research Papers

PUBLIC POLICY AND
ADMINISTRATION

ISSN 1648-2603 PRINT
ISSN 2029-2872 ONLINE



Aim. The academic journal *Public Policy and Administration* aims to encourage scientific research aimed at finding new theoretical and practical solutions for the formation and implementation of public policy; analyze current trends in public administration and suggest new alternatives for decision making and implementation for public administration practice; pay special attention to the analysis and critical evaluation of the processes of public administration in Eastern and Central Europe; contribute to the improvement of the research methodology in the field of public policy; ensure effective dissemination of scientific knowledge by publishing relevant up-to-date studies and conference reviews.

Format of publication. The journal includes articles analyzing theoretical and practical issues in the areas of public policy and administration in Central and Eastern Europe. Priority is given to articles analyzing transformational processes and reform management in Ukraine, Belarus, Russia, Latvia, Poland, the Czech Republic, good practices of these countries, current issues in the formation and implementation of public policy in Lithuania and, among them, the developments in the public administration reform and the implementation of European Union standards. Of particular interest are institutional and functional issues in EU governance, regional development of knowledge society, managerial competencies of public servants and ethical problems. The journal also reviews conferences, books, and events of interest to the fields of public policy and administration.

Periodicity. Articles are published in English *quarterly*.

Peer review. Submitted articles are reviewed by applying the double-blind method (the identities of the author(s) and reviewers are kept unknown). Each article is appointed at least two referees (scientists with a degree in the relevant field).

Indexation. The academic journal *Public Policy and Administration* is included in the Scopus, EBSCO Publishing, Inc., C.E.E.O.L., PROQUEST and ULRICH'S international databases.

Submit
Manuscript

User

You are logged in
as...

ppa_srilinggeng

- My Journals
- My Profile
- Log Out

Journal

Contents

Search

Search Scope

All ▾

Search

Browse

- By Issue
- By Author
- By Title
- Other MRU Journals

Font Size

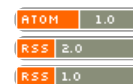
Language

Select Language

English ▾

...

Current Issue



Keyword Cloud

**New Public
Management
civil service
civil society**

This is an open access journal which means that all content is freely available without charge to the user or his/her institution. Users are allowed to read, download, copy, distribute, print, search, or link to the full texts of the articles in this journal without asking prior permission from the publisher or the author. This is in accordance with the BOAI definition of open access.

corruption
decentralization
efficiency
governance
innovations
leadership
local
government
local self-
government
management
municipality
new public
management
privatization
public
administra
public policy
public sector
public service
strategic
planning
sustainable
development

Vol 20, No 4 (2021): Public Policy and Administration

Table of Contents

Civil Service

PRACTICAL ASPECTS OF ORGANIZING REMOTE WORK IN CIVIL SERVICE: A PDF
 STUDY 357–370

Natalia Aliushyna, Tetyana Fedorenko, Aušra Šukvietienė

Experience of Public Administration Reforms

EUROPEAN PARTICIPATORY APPROACH IN TERRITORIAL MANAGEMENT: PDF
 EXPERIENCE FOR UKRAINE 371–383

Iryna L. Lytvynchuk, Oleh V. Skydan, Valentyna A. Dovzhenko, Oksana A. Prokopchuk, Nataliia V. Bondarchuk

Globalization and Public Administration

GLOBALISATION OF THE ECONOMY AND ITS IMPACT ON THE FINANCIAL PDF
 POLICY OF KAZAKHSTAN 384–397

Kanshaim G. Sholpanbaeva, Asel A. Apysheva, Nurgul K. Shaikhanova, Usen S. Alimbetov, Saule K. Egenberdieva

Human Resource Management

ETHICAL WORK CLIMATE AND MORAL AWARENESS DURING COVID-19 PDF
 398–409

Sri Langgeng Ratnasari, Widodo Ismanto, Rahmawati Rahmawati, Ramadania Ramadania, Dio Caisar Darma, Gandhi Sutjahjo

Implementation of Economic and Social Policy

ANTI-CORRUPTION MONITORING IN THE PUBLIC PROCUREMENT PDF
 MANAGEMENT SYSTEM IN THE REPUBLIC OF KAZAKHSTAN 410–424

Gulsara Junusbekova, Zhaslan Khamitov

PUBLIC-PRIVATE PARTNERSHIP AND ITS IMPACT ON THE REGIONAL PDF
 ECONOMY: THE EXPERIENCE OF THE REPUBLIC OF KAZAKHSTAN AND TURKEY 425–438

Nurgul Zhalelkanova, Elvira S. Madiyarova, Madina U. Rakhimberdinova, Gulnara I. Islyam, Ekrem Karayilmazlar

Implementation of Innovation Policy

MODERNISING THE MECHANISM OF STATE REGULATION OF WOMEN'S PDF
 EMPLOYMENT IN THE INNOVATION SPHERE OF KAZAKHSTAN 439–451

Aigerim Kussaiynkyzy, Gulashar Zh. Doskeyeva

PUBLIC SECTOR INNOVATION IN A DEVELOPING COUNTRY: PROGRESS AND PDF
 CHALLENGES OF PUBLIC SERVICE INNOVATION COMPETITION IN 452–465
 INDONESIAN GOVERNMENT

Mujibur Rahman Khairul Muluk, Muhammad Rizki Pratama

Non-Governmental Sector

THE EXPERIENCE OF NGOS THAT REPRESENT THE INTERESTS OF THE PDF
 DISABLED IN COOPERATING WITH LOCAL GOVERNMENT INSTITUTIONS 466–479

Irmina Beneš

Practice of Public Policy and Administration

Popular Articles

»Public Policy and Public Administration: Development, Structure and Reciprocity
99852 views since:

»Features of Public Administration Organization's Management
30716 views since:

»Public Policy Agenda: Definition, Components and Design Models
24688 views since:

»Elements of New Public Management and Implementation of "Voucher in Higher Education" Model in Lithuania
22406 views since:

»Problems of Corruption and Responsibility in Public Administration
17465 views

LOCAL GOVERNMENT CRISIS MANAGEMENT IN RESPONSE TO COVID-19: PDF
CASE STUDY OF SOUTH SULAWESI, INDONESIA 480–500

Nuryanti Mustari, Junaedi Junaedi, Rudi Hardi, Achmad Nurmandi, Hamrun Hamrun, Nursaleh Hartaman

Public Management

TOWN CENTRE MANAGEMENT IN POLAND FROM A EUROPEAN PERSPECTIVE PDF
501–513

Robert Gawlowski, Krzysztof Makowski

Self-Governance

VILLAGE AUTONOMY AND PARTICIPATORY DEMOCRACY IN INDONESIA: THE PDF
PROBLEM OF COMMUNITY PARTICIPATION IN POST-VILLAGE AUTONOMY IN 514–529
THE SOUTHEAST SULAWESI PROVINCE

Abdul Kadir, La Husen Zuada, Idris Idris

Theory of Public Policy and Administration

CORRUPTION PREVENTION BASED ON THE PRINCIPAL-AGENT APPROACH AND PDF
GAME THEORY USING ICT: THE CASE STUDY OF KAZAKHSTAN 530–542

Aisulu Nurkey, Aigul Kosherbayeva, Didar Yedilkhan, Nurzhan Kuandykov

TOWARD ISLAMIC-IRANIAN PUBLIC ADMINISTRATION THEORY: A PDF
COMPARATIVE HISTORICAL STUDY 543–558

Roohallah Noori, Hamidreza-Ramak Mohamadhossein

Old Version of the Website: Public Policy and Administration

"Public Policy and Administration" ISSN online 2029-2872 / ISSN print 1648-2603

All publishing rights reserved to Mykolas Romeris University. Executive editor: Assoc. Prof. Dr. Aleksandras Patapas

since:

»Definition of Tax Avoidance, its Features and Relationship with Tax Evasion

15290 views since:

»GLOBAL DEVELOPMENT INDEX AS INDICATOR OF GLOBAL GOVERNANCE: INTEGRATED ASSESSMENT OF OECD MEMBER COUNTRIES DEVELOPMENT
11502 views since: 2020-01-06

»Efficiency of Public Administration: Problems and Solutions
7329 views since:

»Employee Training and Retraining for Public Sector Organizations
7219 views since:

»Modern decision-making in the public sector
7209 views since:



ETHICAL WORK CLIMATE IN MOTIVATION AND MORAL AWARENESS PERSPECTIVE: THE DILEMMA BY THE COVID-19 CRISIS?*

Sri Langgeng Ratnasari

Universitas Riau Kepulauan
Batam City 29424, Indonesia

Rahmawati Rahmawati

Universitas Mulawarman
Samarinda City 75117, Indonesia

Ramadania Ramadania

Universitas Tanjungpura
Pontianak City 78124, Indonesia

Dio Caisar Darma

Sekolah Tinggi Ilmu Ekonomi Samarinda
Samarinda City 75242, Indonesia

Gandhi Sutjahjo

Universitas Batam
Batam City 29464, Indonesia

DOI: 10.13165/VPA-21-20-4-04

Abstract. *Covid-19 is a shocking tragedy in the 21st century. The transmission of this scary virus drains workers of energy, such as stress, conflict, and other problems. This study analyzes several factors that influence moral awareness, including team play, corporate interests, personal morality, rules and procedures, friendship, and motivation. The interview data capacity applied to 205 informants, of which they were public employees at the Department of Public Works and Public Housing–East Kutai Regency. The MRA method calculates two effects (direct effect and indirect effect). Our findings confirm that team play, corporate interests, personal morality, rules and procedures, and friendship significantly affect moral awareness. They have shown motivation to significantly strengthen the influ-*

ence of team play, corporate interests, personal morality, rules and procedures, and friendship on moral awareness. Study outcomes enrich the academic climate through the expansion of theoretical and practical contributions.

Keywords: *public employees, government services, ethical work climate, moral awareness, motivation, MRA, interviews.*

Reikšminiai žodžiai: *viešieji darbuotojai, vyriausybės tarnybos, etiškas darbo klimatas, moralinis sąmoningumas, motyvacija, MRA, interviu.*

Introduction

The consequence of Covid-19 is the existence of social restrictions, where not all essential sectors can implement it and instead present additional problems, such as reducing employees. Although there are positive sides such as distance learning, virtual meetings, economic degradation, pollution reduction resulting in a decrease in human activity, and other dimensions, the emergence of Covid-19 also brings negative effects that are dominant. They have interpreted the interaction of the expansion of technology and human civilization for those who work from home or ‘WFH’ (working from home). Public employees in developing countries (such as Indonesia), do not all have the knowledge and skills in using the internet or online systems that can actually make it easier for users and public services (Djalante et al. 2021). Most of the civilian population does not follow alignment towards digitization, so the feedback process is still face-to-face or some public employees continue to apply ‘WFO’ (working from the office).

We have learned many lessons during the spike in this pandemic. The social instinct of public employees is certainly greater to restore the work climate according to the expectations and values of good governance. By considering traditional aspects, this study aims to examine the perspective of human resource management (HRM) from the dimensions of work ethics climate on employee motivation and moral awareness. It organized the outline of the paper into five stages. Introduction in the first stage. Theoretical considerations and hypotheses strengthen the second stage. In the third stage, simulate the research method. Results and discussion in the fourth stage. The fifth stage includes conclusions.

Theoretical Considerations and Hypotheses

A team can grow big if morals support it that shape awareness through a specific scope (Paramonova 2015). In its implementation, there is indeed a kind of test or direct interview to employees, including eight items covering life and work values, understanding of freedom, forms of ownership, fairness, determining motivation for the company, motives for helping others, preferred system morals, and attitudes towards the cultural life of the community.

In deciding, it takes determination of personal morality and moral awareness. There are codes of ethics and norms that indirectly become complementary items that are charged to every employee in the company (Apriliani, Anggraini, and Anwar 2014). Moral principles, in fact, have built through traditional models and rational models for decision making. Moral judgment and moral awareness will encourage moral action, if balanced with personal character (Baker 2014). Social problems in the corporate environment do not produce tactics, but ethically, they can influence the actions of individuals or groups of people. Ideally, managerial moral awareness formally concerned with preferences for characteristics (Reynolds 2006).

For example, Sekerka (2009) reviewed the living aspects of organizational culture and climate as ethical actions towards sustainability for those who will take risks and take responsibility. In the USA, specifically in the Valley of Silicon, they have studied it about the practices applied to eight organizations in ethics training. When an employee hired for the first time, the company's values and rules immediately bind them. There is learning reform available through special functions, there is a social interaction between employees and senior level managers or vice versa. Over time, the emphasis through the compliance approach will form by itself, and this is an indicator to measure ethical competence.

Moral growth contributes to relationships, which depend on social networks and relationships. Philosophically, the experience of friendship develops justification, caring, ethics, and morals. Closer dimensions such as community, religion, and personal relationships are related to ethical values (Lawrence and Monisha 2018).

Zhu et al. (2011) have studied transactional leadership behavior on moral identity through the role of employee motivation. The experimental results show that there is a positive influence between leadership factors in teamwork on the moral identity of followers, so that it indirectly has implications for leadership styles that prioritize motivational reviews (Ratnasari et al., 2019a). In increasing the quantity and quality of performance, special programs such as motivation needed. Motivation solves three components of problems in the workplace, such as assigning new tasks to employees within a certain period, investing confidence so that they dare to take risks and mental strengthening, refusal to change, and focusing on the major task or new task (Clark 2003). Those who motivated, of course, oriented towards success and effective work. The new challenge is finding the great diversity of individuals to support different cultures.

Research Methods

We collected data based on interview techniques involving the entire population in one work unit. The object of this study is the Department of Public Works and Public Housing–East Kutai Regency which is a regional apparatus organization at level three (Kabupaten/City) which is one level below the Department of Public Works and Public Housing–Province of East Kalimantan and the highest at the top level is Ministry of Public Works and Public Housing–Republic of Indonesia. From the institutional and regulatory perspective, the main tasks of the Department of Public Works and Public Housing–East Kutai Regency are policy formulation, policy implementation, evalua-

tion, and administration in the fields of spatial planning, water resources, community development, creation of works, landscaping, funerals, and public street lighting (Maria, Darma, and Setyawan et al. 2020).

The sample applied to 205 units of informants based on active employees in nine sections of the organizational structure. The nine sections include the head of the office, the secretariat, the spatial planning sector, the water resources sector, the clan development sector, the creative sector, the gardening, funeral, and public street lighting sector, the technical service unit sector, and the sector in functional groups. Sample treatment is fair and expressed openly. The rating scale for each item is the same, where the unit of calculation.

It limited the dimensions to seven variables with their respective roles based on the ten hypotheses development. For more details on the operational range of the variables, we detail it in Table 1. The seven variables emphasize on forty-one dimensions, where the most elements are rules and procedures reaching eight items and the least for moral awareness with four items. We adopted these dimensions from various relevant literature reviews based on the largest scale (10–very important) to the smallest scale (1–very unimportant).

Table 1. Conceptual dimension

Measurement and item	Source	Units
<i>Team play</i> (Logical concept of work, Responsibility, Complementary qualifications and skills, Products and services produced, Full understanding of purpose)	González-Rodenas et al. (2020), Gonçalves et al. (2019), da Motta et al. (2020)	5
<i>Company interest</i> (Productivity, Disclosure, Financial interests, Non-financial interests, Anomalies in employee behavior, Financial contract)	Romain (2015), Lecheva (2015)	6
<i>Personal morality</i> (Moral identity, Organizational achievements and competencies, Ethical behavior, Individual reflection, Pride)	Jordan, Leliveld and Tenbrunsel (2015), Vauclair (2009), van Prooijen and Ellemers (2014)	5
<i>Rules and procedures</i> (HRM Practice, Policy evaluation, Manager instrument, Work environment, Job procedure, Employee recruitment, Administration system, Organizational management)	Demo et al. (2012), Robinson (2017), Stankevičiūtė and Savanevičienė (2018)	8
<i>Friendship</i> (Private network, Relationship quality, Life satisfaction, Social trust, Characteristics of friendship, Help and benefits, Quantity of social interaction)	Demir and Weitekamp (2007), Amati et al. (2018), van der Horst and Coffé (2012), Wilson, Harris, and Vazire (2015)	7
<i>Motivation</i> (Employee interests and needs, Support for employees, Security, Material incentives, Loyalty, Expression of emotions)	Hitka et al. (2015), Urošević et al. (2016), Ratnasari et al. (2019b), Berhenke et al. (2011)	7
<i>Moral awareness</i> (Decision-making, Civilization norms, Moral values, Attention and sensitivity)	Reynolds and Miller (2015), Naydenova and Shaposhnikova (2016), Jordan (2009)	4

Moderated regression analysis (MRA supports the data processing method). This took aims to measure the effect of moderating variables (in this case motivation) in the

two-way interaction of team play, corporate interests, personal morality, rules and procedures, and friendship on moral awareness. In this study, MRA work not only concentrated on the direct effect but also calculates the indirect effect (moderation). Then, MRA supported through IBM SPSS 25 software, which covers four primary jobs.

Result and Discussion

Table 2 displays the characteristics of 205 informants from different backgrounds. As known, that men are the dominant gender than women with the most ages being 29-39 years. Those who work in the Department of Public Works and Public Housing–East Kutai Regency, have a minimum education at the high school level and the highest is a doctoral graduate of the University. With dominant work experience for the last 11-16 years, classified as permanent employees and the rest as contract employees. Specifically, executive staff are those who occupy technical service units and functional positions.

Table 2. Profile of informant

Demographics	Frequency	%
<i>Gender</i>		
Male	124	60.49
Female	81	39.51
<i>Age (years)</i>		
18 – 28	57	27.80
29 – 39	72	35.12
40 – 50	40	19.51
51 – 60	27	13.17
+61	9	4.39
<i>Education certificate</i>		
High school	8	3.90
Diploma	69	33.65
Bachelor	92	44.88
Master	33	16.10
Doctor	3	1.46
<i>Position</i>		
Head of office	1	0.49
Secretary	2	0.97
Head of sector	5	2.44
Head of section	15	7.32
Executive staff	47	22.92
Permanent employee	86	41.95
Contract employee	49	23.90
<i>Work experience (years)</i>		
5 – 10	43	20.98
11 – 16	71	34.63
17 – 22	65	31.71
+23	26	12.68

Source: survey results

Table 3 summarizes the results of descriptive statistics with four distinct elements (maximum value, minimum value, standard error value, and mean value). Of the seven variables, the results of each of the four elements are very diverse. The highest minimum score is for friendship, while the highest maximum value is in company interest and personal morality. In standard error, rules and procedures are the highest compared with others. Motivation is the variable with the largest mean value.

Table 3. Summary of descriptive statistics

Measurements	Min.	Max.	Std. error	Mean
Team play	4.00	8.00	0.109	8.17
Company interest	3.00	9.00	0.093	7.97
Personal morality	4.00	9.00	0.102	7.98
Rules and procedures	2.00	7.00	0.139	7.81
Friendship	5.00	8.00	0.116	8.05
Motivation	3.00	6.00	0.107	8.22
Moral awareness	4.00	8.00	0.096	7.23

Source: calculations using SPSS

Table 4. Decision on reliability

Measurements	CA (0.70)	α (0.05)	Sign
Team play	0.929 > 0.70	0.018 < 0.05	Accepted
Company interest	0.924 > 0.70	0.047 < 0.05	Accepted
Personal morality	0.928 > 0.70	0.012 < 0.05	Accepted
Rules and procedures	0.926 > 0.70	0.033 < 0.05	Accepted
Friendship	0.925 > 0.70	0.007 < 0.05	Accepted
Motivation	0.921 > 0.70	0.026 < 0.05	Accepted
Moral awareness	0.923 > 0.70	0.039 < 0.05	Accepted

Source: calculations using SPSS

Decision validity for all indicators results below 5% ($\alpha < 0.05$) or in other terms has met the criteria. Table 4 compiles that there are no problems narrated by the informants in responding to all questions from the questionnaire. Comparison of the seven indicators to the highest validity gains each looks different. Intensity in the assumption of reliability across all variables appeared to meet the criteria ($CA > 0.70$). Table 4 also confirms that the variable that has the largest CA achievement is team play and, in comparison, for the lowest, CA is motivation. This shows that there is a consistency of a series of measurements on the selected component.

Table 5. Structure – 1 and 2

Proportion (hypothesis)	Coef. Beta	T	Prob. (0.05)	Remark
TP à MA (H1.a)	0.098	1.093	0.017 <0.05	Accepted
CI à MA (H1.b)	0.079	1.846	0.004 <0.05	Accepted
PM à MA (H1.c)	0.165	1.585	0.019 <0.05	Accepted
R & P à MA (H1.d)	0.367	2.787	0.006 <0.05	Accepted
F à MA (H1.e)	0.015	1.774	0.039 <0.05	Accepted
TP à M à MA (H2.a)	0.018	1.057	0.039 <0.05	Accepted
CI à M à MA (H2.b)	0.014	1.118	0.028 <0.05	Accepted
PM à M à MA (H2.c)	0.030	1.431	0.015 <0.05	Accepted
R & P à M à MA (H2.d)	0.067	1.662	0.046 <0.05	Accepted
F à M à MA (H2.e)	0.002	2.188	0.039 <0.05	Accepted

Source: calculations using SPSS and Sobel test

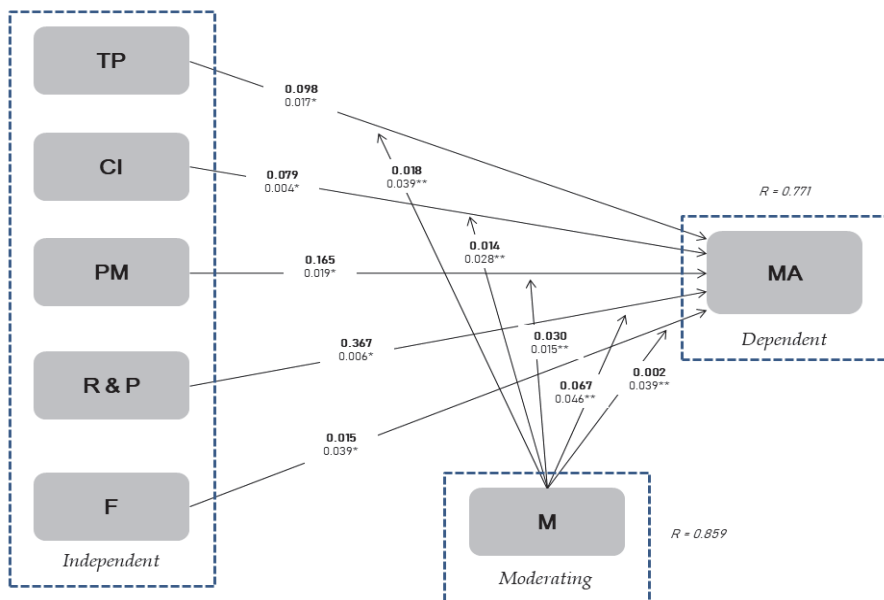


Fig. 1. Complete structure on the path

Source: author’s tabulation. Information: direct causality (*), indirect causality (**)

It reflected attention in Table 5 that the five hypotheses on a direct relationship have accepted, where $p < 0.05$. From this model, we conclude that the influence of company interest on moral awareness is the most dominant relationship among others. As a result,

all the proposed hypotheses also accepted and there is no need for any paths to be omitted. We consider motivation as the right variable to strengthen the relationship between the independent variables to the dependent variable because $p < 0.05$. Specifically, motivation plays the most dominant role in moderating the relationship between personal morality and moral awareness significantly compared to the other four hypotheses (see Figure 1). Correlation (R represents the closeness of the relationship in one model). Interpreting the R value between 0.70–0.89 shows that there is a very strong relationship between the first structure and the second structure.

This finding implies that the logical things needed by public offices such as team play, company interests, personal morality, rules and procedures, friendship, and motivation for employees during Covid-19 to support moral awareness actively. Currently, the short-term impact because of the lockdown period on performing public employees at the Department of Public Works and Public Housing – East Kutai Regency can still overcome by implementing WFH. However, in the long term, it has the potential to threaten mental health and psychological stress. Without realizing it, they can disturb their morals. As a result, the sensitivity of fellow employees affects work productivity. In order to avoid a prolonged conflict from a decrease in moral awareness, it is necessary to combine motivation.

From a different angle, Farooq et al. (2021) support this finding. With the cross-cultural diversity in the world of work, proper opportunities and challenges face decision making. Success in the workplace requires the interaction of stakeholders from different backgrounds. Integrating moral consciousness in the modern era prioritizes the harmonization of diverse personal interests. It connected this study with the concept of Farooq et al. (2020) which investigated the feasibility of employee specialization who took the initiative to fully voluntarily develop skills in the workplace.

Conclusion

1. This study attempts to show the impact of team play, corporate interests, personal morality, rules and procedures, friendship, and motivation on moral awareness in the Department of Public Works and Public Housing–East Kutai Regency. Empirical evaluation proves that if the increase in team play, corporate interests, personal morality, rules and procedures, and friendship can increase moral awareness. Another sign that the increase in team play, corporate interests, personal morality, rules and procedures, and friendship through employee motivation, the higher the role of moral awareness.
2. The theoretical contribution of these findings has practical implications for regulators (public officials) and is useful through their attention to determining direction and finding the best solutions in advancing public services, employee resources, performance monitoring, and community satisfaction.
3. The limitations of this study are further work for other researchers in the future. From sample size needs to be enlarged, thus ensuring reliability and validity appropriately. The objectives of the concepts and indicators in the variables need to be explored in depth in order to get an interactive response from the informants.

References

1. Amati, V., Meggiolaro, S., Rivellini, G., and Zaccarin, S. 2018. "Social relations and life satisfaction: the role of friends." *Genus: Journal of Population Sciences* 74: 7. <https://doi.org/10.1186/s41118-018-0032-z>
2. Apriliani, D., Anggraini, R., & Anwar, C. 2014. "The Effect of Organization Ethical Culture and Ethical Climate on Ethical Decision Making of Auditor with Self Efficacy as Moderating." *Review of Integrative Business and Economics Research* 4 (1): 226-244
3. Baker, D. F. 2014. "When Moral Awareness Isn't Enough: Teaching Our Students to Recognize Social Influence." *Journal of Management Education* 38 (4): 511-532. <https://doi.org/10.1177/1052562913504922>
4. Berhenke, A., Miller, A. L., Brown, E., Seifer, R., and Dickstein, S. 2011. "Observed Emotional and Behavioral Indicators of Motivation Predict School Readiness in Head Start Graduates." *Early Childhood Research Quarterly* 26 (4): 430-441. <https://doi.org/10.1016/j.ecresq.2011.04.001>
5. Clark, R. E. 2003. "Fostering the work motivation of individuals and teams." *Performance Improvement* 42 (3): 21-29. <https://doi.org/10.1002/pfi.4930420305>
6. da Motta, L. F., Breda-Vicentini, L., Rossi, R., De-Bortoli, A. L., and De-Bortoli, R. 2020. "Futsal in Field with Variable Dimensions." *International Journal for Innovation Education and Research* 8 (8): 267-274. <https://doi.org/10.31686/ijer.vol8.iss8.2514>
7. Demir, M., and Weitekamp, L. A. 2007. "I am so happy 'cause today I found my friend: Friendship and personality as predictors of happiness." *Journal of Happiness Studies* 8 (2): 181-211. <https://doi.org/10.1007/s10902-006-9012-7>
8. Demo, G., Neiva, E. R., Nunes, I., and Rozzett, K. 2012. "Human resources management policies and practices scale (HRMPPS): exploratory and confirmatory factor analysis." *BAR - Brazilian Administration Review* 9 (4): 395-420. <https://doi.org/10.1590/S1807-76922012005000006>
9. Djalante, R., Lassa, J., Setiamarga, D., Sudjatma, A., et al. 2021. "Review and analysis of current responses to COVID-19 in Indonesia: Period of January to March 2020." *Progress in Disaster Science* 6: 100091. <https://doi.org/10.1016/j.pdisas.2020.100091>
10. Farooq, Q., Liu, X., Fu, P., and Hao, Y. 2020. "Volunteering sustainability: An advancement in corporate social responsibility conceptualization." *Corporate Social Responsibility and Environmental Management* 27 (6): 2450-2464. <https://doi.org/10.1002/csr.1893>
11. Farooq, Q., Fu, P., Shumilina, K., and Liu X. 2021. "Behaviorally harmonized ethical discussions for socially responsible decision making: A counter-argumentative team approach." *Current Psychology*: 1-9. <https://doi.org/10.1007/s12144-020-00729-w>
12. González-Rodenas, J., Aranda-Malaves, R., Tudela-Desantes, A., Nieto, F., Usó, F., and Aranda, R. 2020. "Playing tactics, contextual variables and offensive

- effectiveness in English Premier League soccer matches. A multilevel analysis.” *PLoS One* 15 (2): e0226978. <https://doi.org/10.1371/journal.pone.0226978>
13. Gonçalves, B., Coutinho, D., Exel, J., Travassos, B., Lago, C., and Sampaio, J. 2019. “Extracting spatial-temporal features that describe a team match demands when considering the effects of the quality of opposition in elite football.” *PLoS One* 14 (8): e0221368. <https://doi.org/10.1371/journal.pone.0221368>
 14. Hitka, M., Závadská, Z., Jelacic, D., and Balazova, Z. 2015. “Qualitative Indicators of Company Employee Satisfaction and Their Development in a Particular Period of Time.” *Drvna Industrija* 66 (3): 235–239. <https://doi.org/10.5552/drind.2015.1420>
 15. Jordan, J. (2009). “A social cognition framework for examining moral awareness in managers and academics.” *Journal of Business Ethics* 84 (2): 237–258. <https://doi.org/10.1007/s10551-008-9706-3>
 16. Jordan, J., Leliveld, M. C., and Tenbrunsel, A. E. 2015. “The Moral Self-Image Scale: Measuring and Understanding the Malleability of the Moral Self.” *Frontiers in Psychology* 6: 1878. <https://doi.org/10.3389/fpsyg.2015.01878>
 17. Lawrence, A. A., and Monisha, S. I. 2018. “Impact of Ethical value on Friendship.” *International Journal of Scientific Research in Multidisciplinary Studies* 4 (11): 30–31
 18. Lecheva, I. 2015. “Indicators for conflict of interest in public procurement financed by the EU Structural funds.” *KSI Transaction on Knowledge Society* 8 (2): 23–25.
 19. Maria, S., Darma, D. C., and Setyawan, H. 2020. “PLS-SEM to Predict the Relationship between Procedural Justice, Organizational Commitment, OCB, and Job Satisfaction.” *Journal of Wellbeing Management and Applied Psychology* 3 (3): 1–13. <http://dx.doi.org/10.13106/jwmap.2020.Vol3.no3.1>
 20. Naydenova, N. N., and Shaposhnikova, T. D. 2016. “Student in information society: indicators of socio-moral development of individual in quality education evaluation.” *SHS Web of Conferences* 29: 01051. <https://doi.org/10.1051/shsconf/20162901051>
 21. Paramonova, S. P. 2015. “Types of Moral Consciousness.” *Mediterranean Journal of Social Sciences* 6 (5 S4): 84–89. <https://doi.org/10.5901/mjss.2015.v6n5s4p84>
 22. Ratnasari, S. L., Sutjahjo, G., and Adam, A. 2019. “The contribution of competence, motivation, and creativity towards teacher’s performance through work satisfaction.” *International Journal of Engineering and Advanced Technology* 8 (5C): 145–149. <https://doi.org/10.35940/ijeat.E1021.0585C19>
 23. Ratnasari, S. L., Sutjahjo, G., and Adam, A. 2019. “Employees’ performance: organizational culture and leadership style through job satisfaction.” *Humanities & Social Sciences Reviews* 7 (5): 597–608. <https://doi.org/10.18510/hssr.2019.7569>
 24. Reynolds S. J. 2006. “Moral awareness and ethical predispositions: investigating the role of individual differences in the recognition of moral issues.” *The Journal of Applied Psychology* 91 (1): 233–243. <https://doi.org/10.1037/0021-9010.91.1.233>

25. Reynolds, S. J., and Miller, J. A. 2015. "The recognition of moral issues: moral awareness, moral sensitivity and moral attentiveness." *Current Opinion in Psychology* 6: 114-117. <https://doi.org/10.1016/j.copsyc.2015.07.007>
26. Robinson, M. A. 2018. "Using multi-item psychometric scales for research and practice in human resource management." *Human Resource Management* 57 (3): 739-750. <https://doi.org/10.1002/hrm.21852>
27. Romain P. L. 2015. "Conflicts of interest in research: looking out for number one means keeping the primary interest front and center." *Current Reviews in Musculoskeletal Medicine* 8 (2): 122-127. <https://doi.org/10.1007/s12178-015-9270-2>
28. Sekerka, L. E. 2009. "Organizational ethics education and training: a review of best practices and their application." *International Journal of Training and Development* 13 (2): 77-95. <https://doi.org/10.1111/j.1468-2419.2009.00319.x>
29. Stankevičiūtė, Ž., and Savanevičienė, A. 2018. "Designing Sustainable HRM: The Core Characteristics of Emerging Field." *Sustainability* 10 (12): 4798. <https://doi.org/10.3390/su10124798>
30. Urošević, S., Milijić, N., Maljković, N., Đ., and Karabasevic, D. 2016. "Indicators of Motivation and Employee Satisfaction in Public Enterprise – Case Study of PE (Post of Serbia)." *Industrija* 44 (3): 77-95. <https://doi.org/10.5937/industrija44-10636>
31. van der Horst, M., and Coffé, H. 2012. "How Friendship Network Characteristics Influence Subjective Well-Being." *Social Indicators Research* 107 (3): 509-529. <https://doi.org/10.1007/s11205-011-9861-2>
32. van Prooijen, A-M., and Ellemers, N. 2014. "Does It Pay to Be Moral? How Indicators of Morality and Competence Enhance Organizational and Work Team Attractiveness." *British Academy of Management* 26 (2): 225-236. <https://doi.org/10.1111/1467-8551.12055>
33. Vauclair, C. 2009. "Measuring cultural values at the individual-level: considering morality in cross-cultural value research." *Revista de Administração Mackenzie* 10 (3): 60-83. <https://doi.org/10.1590/S1678-69712009000300005>
34. Wilson, R. E., Harris, K., and Vazire, S. 2015. "Personality and Friendship Satisfaction in Daily Life: Do Everyday Social Interactions Account for Individual Differences in Friendship Satisfaction?." *European Journal of Personality* 29 (2): 173-186. <https://doi.org/10.1002/per.1996>
35. Zhu, W., Riggio, R. E., Avolio, B. J., and Sosik, J. J. 2011. "The Effect of Leadership on Follower Moral Identity: Does Transformational/Transactional Style Make a Difference?." *Journal of Leadership & Organizational Studies* 18 (2): 150-163. <https://doi.org/10.1177/1548051810396714>

Sri Langgeng Ratnasari, Rahmawati Rahmawati, Ramadania Ramadania,
Dio Caesar Darma, Gandhi Sutjahjo

Etiškas darbo klimatas motyvacinio ir moralinio sąmoningumo perspektyvoje: dilema COVID-19 krizės kontekste

Anotacija

COVID-19 pandemija yra šokiruojanti XXI amžiaus tragedija. Šio viruso plitimas ir užsikrėtimai iš darbuotojų atima energiją, sukelia stresą, konfliktus ir kitas problemas. Šiame tyrime analizuojami keli veiksniai, turintys įtakos moraliniam darbo klimatui, taip pat komandiniam darbui, institucijų interesams, asmeninei moralei, taisyklėms ir procedūroms, darbuotojų bendradarbiavimui ir motyvacijai. Tyrimui buvo pasitelktas interviu metodas, kuris buvo taikomas 205 informantams iš Viešųjų darbų ir viešojo būsto departamento Rytų Kutajaus regione (Kalimantano provincijoje, Indonezijoje). Taip pat buvo pasitelktas MRA metodas (apskaičiuojant tiesioginių ir netiesioginių veiksmų poveikį etiškam darbo klimatui). Išvados patvirtina, kad komandinis darbas, institucijų interesai, asmeninė moralė, taisyklės ir procedūros bei darbuotojų bendradarbiavimas stipriai veikia etišką darbo klimatą. Taigi, šiame straipsnyje pateikti tyrimai parodė, kad etišką darbo klimatą suformavo ir motyvaciją itin sustiprino komandinis darbas, institucijų interesų paįsymas, kiekvieno darbuotojo asmeninė moralė, taisyklių ir procedūrų laikymasis ir darbuotojų bendradarbiavimas.

Sri Langgeng Ratnasari – Dr. Associate Professor in Postgraduate Program, Universitas Riau Kepulauan. Jl. Pahlawan, No.99, Bukit Tempayan, Batu Aji, Batam City 29425, Riau Islands, Indonesia.
E-mail: sarisucahyo@yahoo.com

Rahmawati Rahmawati – Dr. Associate Professor in Department of Management, Faculty of Economics and Business, Universitas Mulawarman. Jl. Tanah Grogot, Gn. Kelua Unmul, No.1, Samarinda City 75117, East Borneo, Indonesia.
E-mail: rahmawati@feb.unmul.ac.id

Ramadania Ramadania – Dr. Associate Professor in Department of Management, Faculty of Economics and Business, Universitas Tanjungpura. Jl. Prof. Dr. H. Hadari Nawawi, Bansir Laut, Pontianak City 78124, West Borneo, Indonesia.
E-mail: ramadhania@ekonomi.untan.ac.id

Dio Caesar Darma – M.Si, Junior Researcher in Department of Management, Sekolah Tinggi Ilmu Ekonomi Samarinda. Jl. K.H. Abul Hasan, No. 77, Samarinda City 75242, East Borneo, Indonesia.
E-mail: diocaisar@stiesam.ac.id

Gandhi Sutjahjo – M.Si, Senior Lecturer and Assistant Professor in Program of Information System Study, Faculty of Engineering, Universitas Batam. Jl. Uniba, No. 5, Batam Center, Batam City, 29432, Riau Island, Indonesia.
E-mail: gandhi.sucahyo@gmail.com

Sri Langgeng Ratnasari – Dr. Riau Kepulauan universiteto doktorantūros studijų programos docentas. Jl. Pahlawan, Nr.99, Bukit Tempayan, Batu Aji, Batam City 29425, Riau salos, Indonezija.
El. paštas: sarisucahyo@yahoo.com

Rahmawati Rahmawati – Dr. Mulawarman universiteto Ekonomikos ir verslo fakulteto Vadybos katedros docentas. Jl. Tanah Grogot, Gn. Kelua Unmul, No.1, Samarinda City 75117, Rytų Borneo, Indonezija.

El. paštas: rahmawati@feb.unmul.ac.id

Ramadania Ramadania – Dr. Tanjungpuros universiteto Ekonomikos ir verslo fakulteto Vadybos katedros docentė. Jl. Dr. H. Hadari Nawawi, Bansir Laut, Pontianak City 78124, Vakarų Borneo, Indonezija.

El. paštas: ramadania@ekonomi.untan.ac.id

Dio Caisar Darma – M.Si, Sekolah Tinggi Ilmu Ekonomi Samarinda Vadybos katedros jaunesnysis mokslo darbuotojas. Jl. K.H. Abul Hasan, Nr. 77, Samarinda City 75242, Rytų Borneo, Indonezija.

El. paštas: diocaisar@stiesam.ac.id

Gandhi Sutjahjo – M.Si, Batamo Universiteto Inžinerijos fakulteto Informacinių sistemų studijų programos vyresnysis dėstytojas ir docentas. Jl. Uniba, Nr. 5, Batamo centras, Batam miestas, 29432, Riau sala, Indonezija.

El. paštas: gandhi.sucahyo@gmail.com

Public Policy and Administration

Q3

Economics,
Econometrics and
Finance...

best quartile

SJR 2020

0.25



powered by scimagojr.com