

# Building Integrity in Law Students Before They Become Lawyers in Indonesia

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## Abstract

The integrity of Indonesian advocates is regulated by the Law 18/2003 concerning Advocates and the 2002 Code of Ethics for Indonesian Advocates. However, in a discussion of integrity, it is not sufficient to limit the scope to advocates since the definition of an advocate in the Law 18/2003 is narrower than the definition of a lawyer. As a result, the discussion has to go beyond the Law 18/2003 concerning Advocates and the 2002 Code of Ethics for Indonesian Advocates to have a wider reach. Integrity must be in Indonesia's law schools in a more comprehensive manner. Other factors that promote the development of integrity and increase the competitiveness of lawyers must also be covered in Indonesian law schools. Finally, there is a need for an ecosystem that promotes the integrity of lawyers, involving law schools, law enforcements, clients and other related parties.

## Introduction

Hukumonline, a leading legal media outlet in Indonesia, conducted interviews with a number of senior lawyers from prominent Indonesian law firms with the theme the 'Road to [the] Top 100 Law Firms 2022'.<sup>2</sup> In these interviews, four senior lawyers from different major law firms in Indonesia concurred that integrity is essential for a lawyer.<sup>3</sup> Some basic definitions of integrity are 'firm adherence to a code

<sup>1</sup> President University, Bekasi Regency, West Java, Indonesia.

<sup>2</sup> See: Hukumonline.com, <https://www.youtube.com/c/hukumonlinevideo/videos> (last visited Nov. 23, 2022).

<sup>3</sup> (1) Hukumonline.com, *Road to Top 100 Law Firms 2022—Lubis Ganie Surowidjojo* (Minutes: 19:34–20:23) (Apr. 29, 2022), [https://www.youtube.com/watch?v=ul2HofaBN\\_k](https://www.youtube.com/watch?v=ul2HofaBN_k) (last visited Aug. 29, 2022); (2) Hukumonline.com, *Road to Top 100 Law Firms 2022—Assegaf Hamzah & Partners* (Minutes: 01:47–02:08, 09:36–15:20, 19:06–20:59, and 22:06–23:12) (Apr. 29, 2022), [https://www.youtube.com/watch?v=fE\\_n51faAtQ](https://www.youtube.com/watch?v=fE_n51faAtQ) (last visited Nov. 11, 2022); (3) Hukumonline.com, *Road to Top 100 Law Firms 2022—SSEK Legal Consultants* (Minutes: 04:16–06:18) (Apr. 29, 2022), <https://www.youtube.com/watch?v=265YxRon2Ns> (last visited July 14, 2022); and (4) Hukumonline.com, *Road to Top 100 Law Firms 2022—Makarim & Taira* (Minutes: 00:50–01:24) (Apr. 29, 2022), <https://www.youtube.com/watch?v=bDnp2e-gmNE> (last visited July 15, 2022).

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of especially moral or artistic values<sup>4</sup> or ‘the quality of being honest and having strong moral principles that you refuse to change’<sup>5, 6</sup>

Arief Tarunakarya Surowidjojo, a co-founder of the law firm Lubis Ganie Surowidjojo (LGS), underlines the importance of a lawyer’s integrity.<sup>7</sup> This emphasis on integrity was also underlined by the founders of Assegaf Hamzah & Partners (AHP), who had previously worked at LGS in managing their law firm.<sup>8</sup> A co-founder of AHP, Chandra Hamzah, particularly emphasized the significance of a lawyer’s integrity.<sup>9</sup> For him, the integrity of a lawyer involves, *inter alia*: compliance with the law and disengaging from bribery to win cases or get projects.<sup>10</sup> For a lawyer to be able to compete professionally on the basis of their high level of integrity, they must be distinct from others and their work must be easy for others to comprehend.<sup>11</sup> Ira Andamara Eddymurthy, who is a co-founder and Managing Partner of SSEK Indonesian Legal Consultants, places a strong emphasis on the point that a lawyer has to have high integrity and must be able to maintain that high integrity while facing various challenges.<sup>12</sup> Lia Alizia, a Managing Partner of Makarim & Taira, highlights that her law firm has firmly maintained the value of integrity.<sup>13</sup>

Outside the Indonesian context, there have also been many discussions on the significance of integrity for a lawyer.<sup>14</sup> Integrity is an example of one of the ‘Effectiveness Factors’ put forward by Shultz and

<sup>4</sup> Merriam-Webster, *Integrity*, MERRIAM-WEBSTER, <https://www.merriam-webster.com/dictionary/integrity> (last visited Dec. 2, 2022).

<sup>5</sup> Cambridge Dictionary, *Integrity*, CAMBRIDGE DICTIONARY, <https://dictionary.cambridge.org/dictionary/english/integrity> (last visited Dec. 2, 2022).

<sup>6</sup> For discussions on the definition of integrity, see e.g.: (1) Robin Creyke, *Integrity in Tribunals*, 32 U. QUEENSLAND L.J. 45 (2013), at 45; (2) Peter A. French, *Integrity, Intentions, and Corporations*, 34 AM. BUS. L.J. 141 (1996), at 141–142; (3) Stephen L. Carter, *Address at the Annual School of Law Dean’s Club Dinner: Integrity*, 30 AKRON L. REV. 603 (1997), at 609–610; (4) George Kateb, *Socratic Integrity*, 40 NOMOS: AM. SOC’Y POL. LEGAL PHIL. 77 (1998), at 77; (5) Neil Hamilton & Verna Monson, *The Positive Empirical Relationship of Professionalism to Effectiveness in the Practice of Law*, 24 GEO. J. LEGAL ETHICS 137 (2011), at 153; (6) Katy Goshtasbi, *Increasing Law Firm Profitability by Instilling Values*, 42 LAW PRAC. 32 (2016), at 38; (7) Benjamin C. Zipursky, *Conflicts of Integrity*, 72 FORDHAM L. REV. 395 (2003), at 395, 397 and 402–403; (8) Lloyd Weinreb, *Integrity in Government*, 72 FORDHAM L. REV. 421 (2003), at 421–422; and (9) Reed Elizabeth Loder, *Integrity and Epistemic Passion*, 77 NOTRE DAME L. REV. 841 (2002), at 841–846, 849 and 886.

<sup>7</sup> Hukumonline.com, *Road to Top 100 Law Firms 2022—Lubis Ganie Surowidjojo*, *supra* note 3, Minutes: 19:34–20:23.

<sup>8</sup> Hukumonline.com, *Road to Top 100 Law Firms 2022—Assegaf Hamzah & Partners*, *supra* note 3, Minutes: 00:08–2:08

<sup>9</sup> *Id.* Minutes: 01:47–02:08, 09:36–15:20, 19:06–20:59, and 22:06–23:12.

<sup>10</sup> *Id.*

<sup>11</sup> *Id.* Minutes: 09:36–10:06 and 22:06–23:12.

<sup>12</sup> Hukumonline.com, *Road to Top 100 Law Firms 2022—SSEK Legal Consultants*, *supra* note 3, Minutes: 04:16–06:18.

<sup>13</sup> Hukumonline.com, *Road to Top 100 Law Firms 2022—Makarim & Taira*, *supra* note 3, Minutes: 00:50–01:24.

<sup>14</sup> E.g. (1) Marjorie M. Shultz & Sheldon Zedeck, *Final Report: Identification, Development, and Validation of Predictors for Successful Lawyering* (2008), at 24–27; (2) Marjorie M. Shultz & Sheldon Zedeck, *Predicting Lawyer Effectiveness: Broadening the Basis for Law School Admission Decisions*, 36 LAW & SOC. INQUIRY 620 (2011), at 630; (3) Kristen Holmquist, Marjorie Shultz, Sheldon Zedeck & David Oppenheimer, *Measuring Merit: The Shultz-Zedeck Research on Law School Admissions*, 63 J. LEGAL EDUC. 565 (2014), at 577–578; (4) Hamilton & Monson, *supra* note 6, at 151–153, 156–160, 163, 165–166, 169 and 184–185; (5) Neil Hamilton, *Effectiveness Requires Listening: How to Assess and Improve Listening Skills*, 13 FLA. COASTAL L. REV. 145 (2012), at 152; (6) Edward S. Adams & Stuart Albert, *Law Redesigns Law: Legal Principles as Principles of Law Firm Organization*, 51 RUTGERS L. REV. 1133 (1999), at 1137–1138; (7) Ronald J. Daniels, *The Law Firm as an Efficient Community*, 37 MCGILL L. J. 801 (1992), at 827; (8) Ward Bower, *Law Firm Economics and Professionalism*, 122 DICKINSON L. REV. 235 (2017) (Previously: Ward Bower, *Law Firm Economics and Professionalism*, 100 DICKINSON L. REV. 515 (1996), at 524 and 527–528), at 243–244 and 246–247; (9) Maya Steinitz, *The Partnership Mystique: Law Firm Finance and Governance for the 21st Century American Law Firm*, 63 WM. & MARY L. REV. 939 (2022), at 949–950; (10) Susan Carle, *Structure and Integrity*, 93 CORNELL L. REV. 1311 (2008), at 1312–1313; (11) Mary Kate Kearney, *A Lawyer’s Call to Integrity: A Response*, 9 WIDENER J. PUB. L. 339 (2000), at 339 and 342; (12) F. Leary Davis, *Back to the Future: The Buyer’s Market and the Need for Law Firm Leadership, Creativity and Innovation*, 16 CAMPBELL L. REV. 147 (1994), at 176–177 and 180–181; and (13) LISA L. ABRAMS, *THE OFFICIAL GUIDE TO LEGAL SPECIALTIES: AN INSIDER’S GUIDE TO EVERY MAJOR PRACTICE AREA* (Chicago: Harcourt Legal & Professional Publications 2000), interview with: 315 and 318 (Janna Day), 397 and 409 (Emil Caliendo), 418 and 423 (Jeff Fritz).

Zedeck.<sup>15</sup> Integrity is placed under the character category along with *inter alia* ‘diligence’ and ‘self-development’.<sup>16</sup> Integrity is included as ‘six basic elements of professionalism’ according to Shestack.<sup>17</sup> Daniels claims that ‘virtually all elite corporate law firms share a deep commitment to the values of excellence and integrity’.<sup>18</sup> Bower highlights Holland & Knight which is recognized as a law firm in the United States with integrity.<sup>19</sup> ‘Profit improvement’ as opposed to ‘profit maximization’ is Holland & Knight’s measure of profitability.<sup>20</sup> Steinitz says that ‘maximizing profits’ should not be a preference when the ‘integrity of the justice system’ is at stake.<sup>21</sup> This is in accordance with the 2002 Code of Ethics for Indonesian Advocates, which prioritizes an advocate’s responsibility to preserve ‘law, truth, and justice’ (*‘hukum, kebenaran dan keadilan’*) over financial gains.<sup>22</sup>

Can a law firm with integrity survive in Indonesia? According to Hamzah of AHP, integrity has its own market share.<sup>23</sup> In the context of the United States, integrity is an expected criterion that a client wants from a lawyer.<sup>24</sup> Outside the context of lawyers and law firms, one of the ‘common values’ that large companies in the Fortune 500 share is integrity.<sup>25</sup> It takes more than surface-level acts to grow a conviction in your clients or potential clients that your law firm is different and has integrity.<sup>26</sup> It is important to note that AHP, established in 2001, is the biggest law firm in Indonesia in terms of the number of fee earners.<sup>27</sup> LGS, Makarim & Taira and SSEK are other big Indonesian law firms with long track records.<sup>28</sup> LGS was founded in 1985, Makarim & Taira in 1980 and SSEK in 1992.<sup>29</sup> Can integrity open up career opportunities for a lawyer?

In mid-2022, Kompas, one of the leading printed newspapers in Indonesia, reported on its front page that the growing expense of higher education in Indonesia has not been matched by a rise in parents’ income, leading parents to struggle to send their children to higher education.<sup>30</sup> The following day, Kompas continued its coverage of this topic by comparing 12 study programmes and concluding that teacher education was the fastest programme for students to finish and the quickest return on investment in terms of repaying tuition fees.<sup>31</sup> What about law programmes? The analysis conducted by Kompas

<sup>15</sup> (1) *Id.* Shultz & Zedeck, *Final Report: Identification, Development, and Validation of Predictors for Successful Lawyering*; (2) *Id.* Holmquist, Shultz, Zedeck & Oppenheimer; (3) *Id.* Shultz & Zedeck, *Predicting Lawyer Effectiveness: Broadening the Basis for Law School Admission Decisions*; (4) Hamilton & Monson, *supra* note 6, at 158–159, 163 and 165; and (5) *Id.* Hamilton.

<sup>16</sup> (1) *Id.* Shultz & Zedeck, *Final Report: Identification, Development, and Validation of Predictors for Successful Lawyering*; (2) *Id.* Hamilton & Monson; and (3) *Id.* Hamilton.

<sup>17</sup> Adams & Albert, *supra* note 14, at 1137–1138.

<sup>18</sup> Daniels, *supra* note 14, at 827.

<sup>19</sup> Bower, *supra* note 14, at 243–244 and 246–247 (2017) and at 524 and 527–528 (1996).

<sup>20</sup> *Id.* at 246–247 (2017) and 527 (1996).

<sup>21</sup> Steinitz, *supra* note 14, at 949–950.

<sup>22</sup> Peradi, *Kode Etik Advokat Indonesia*, <https://www.peradi.or.id/index.php/profil/detail/5> (stipulated May 23 2002), (last visited Dec. 7, 2022), Article 3 Letter b.

<sup>23</sup> Hukumonline.com, *Road to Top 100 Law Firms 2022—Assegaf Hamzah & Partners*, *supra* note 3, Minutes: 14:25–15:20.

<sup>24</sup> Milton W. Zwicker, *The Empowered Law Firm or the Excellent Law Firm*, 17 *LAW PRAC. MGMT.* 25 (1991), at 28.

<sup>25</sup> Goshtasbi, *supra* note 6, at 35.

<sup>26</sup> *Id.* at 37–39.

<sup>27</sup> Ferinda K. Fachri, *Ini Dia Deretan Law Firm Terbesar di Indonesia 2022*, Hukumonline.com (Sept. 5, 2022), <https://www.hukumonline.com/berita/a/ini-dia-deretan-law-firm-terbesar-di-indonesia-2022-lt63156a4b486cd/?page=all> (last visited Nov. 21, 2022).

<sup>28</sup> *Id.*

<sup>29</sup> *Id.*

<sup>30</sup> Kompas (PUT/XNA/SPW), *Orangtua Indonesia Makin Sulit Biayai Kuliah Anak*, KOMPAS, July 28, 2022, at 1 and 15.

<sup>31</sup> *See*: Kompas (PUT/SPW/XNA), *Keguruan Paling Cepat, Kedokteran Paling Lama*, KOMPAS, July 29, 2022, at 1 and 15.

states that it takes 1.1 years to recoup the cost of a law degree.<sup>32</sup> This Kompas research has limitations because the sample only includes the average tuition fees at 30 public and private universities which Kompas considers to be large universities.<sup>33</sup> It is feasible that there are other programmes with average costs that are either higher or lower than the figure calculated by Kompas.

There are 4,523 higher education entities in Indonesia under the Indonesian Ministry of Education, Culture, Research and Technology.<sup>34</sup> Indonesia has 9,534,695 higher education students as of 21 December 2022.<sup>35</sup> The number of law students in Indonesia was 338,573 based on a 2020 report.<sup>36</sup> It is essential to improve the competitiveness of law students, given that tuition rates are rising and competition is intensifying.<sup>37</sup> This problem is made worse by the pandemic which resulted in a decline in the abilities of students.<sup>38</sup> The ‘Pandemic Generation’<sup>39</sup> of law students will have to exert more effort if they want to enhance their level of competitiveness and be accepted in prominent law firms. Moreover, lawyers and future lawyers must be prepared for technological advancements in the area of artificial intelligence that are progressing rapidly and have the potential to disrupt the jobs of lawyers.<sup>40</sup>

Hamzah says that teaching someone to have integrity is a lengthy process.<sup>41</sup> The research examines how to become law students and future lawyers with integrity. Furthermore, how to make these law

<sup>32</sup> *Id.*

<sup>33</sup> *Id.* at 1.

<sup>34</sup> PDDikti, *PDDikti dalam Angka*, PDDIKTI (2022), <https://pddikti.kemdikbud.go.id/> (last visited Dec. 21, 2022). Nonetheless, based on figures from the Statistics Indonesia (Badan Pusat Statistik), the number of higher education institutions under the Indonesian Ministry of Education, Culture, Research, and Technology is 3,115 for the year 2021, *see*: Badan Pusat Statistik, *Jumlah Perguruan Tinggi, Tenaga Pendidik dan Mahasiswa (Negeri dan Swasta) di Bawah Kementerian Riset, Teknologi dan Pendidikan Tinggi/Kementerian Pendidikan dan Kebudayaan Menurut Provinsi, 2021*, BADAN PUSAT STATISTIK (Dec. 2021), [https://www.bps.go.id/indikator/indikator/view\\_data\\_pub/0000/api\\_pub/cmdTdG5vU01wKzBFR20rQnpuZEYzdz09/da\\_04/1](https://www.bps.go.id/indikator/indikator/view_data_pub/0000/api_pub/cmdTdG5vU01wKzBFR20rQnpuZEYzdz09/da_04/1) (last visited Dec. 21, 2022). Compare with: Handa S. Abidin, *Jokowi’s Initiative for a Competition to Cut Indonesian Regulations: Recommendations and the Role of Higher Education Institutions in Indonesia*, Vol. 7 No. 2 *Yustisia* 355 (2018), at 361.

<sup>35</sup> *Id.* PDDikti, *PDDikti dalam Angka*. Nonetheless, the number of male and female students on the same website is 6,349,941, *see*: PDDikti, *Mahasiswa Berdasarkan Jenis Kelamin*, PDDIKTI (2022) <https://pddikti.kemdikbud.go.id/mahasiswa> (last visited Dec. 21, 2022). Compare with: Handa S. Abidin, *Jokowi’s Initiative for a Competition to Cut Indonesian Regulations: Recommendations and the Role of Higher Education Institutions in Indonesia*, Vol. 7 No. 2 *Yustisia* 355 (2018), at 361.

<sup>36</sup> Sekretariat Direktorat Jenderal Pendidikan Tinggi, Direktorat Jenderal Pendidikan Tinggi, Kementerian Pendidikan dan Kebudayaan/Secretariat Directorate General of Higher Education, Directorate General of Higher Education, Ministry of Education and Culture, *Statistik Pendidikan Tinggi 2020*, Sekretaris Direktorat Jenderal Pendidikan Tinggi (Dec. 2020), at 127.

<sup>37</sup> *See*: Kompas, *supra* notes 30–31.

<sup>38</sup> Eliza Fawcett, *The Pandemic Generation Goes to College. It Has Not Been Easy.*, N.Y. TIMES, Nov. 1, 2022, <https://www.nytimes.com/2022/11/01/us/covid-college-students.html> (last visited Nov. 16, 2022).

<sup>39</sup> *See*: *Id.*

<sup>40</sup> *See*: (1) OpenAI, *ChatGPT: Optimizing Language Models for Dialogue*, OPENAI (Nov. 30, 2022), <https://openai.com/blog/chatgpt/> (last visited Dec. 8, 2022); (2) Sam Altman (@sama), TWITTER (06:16 AM, Dec. 8, 2022, Western Indonesia Time), <https://twitter.com/sama/status/1600630257869934592?ctx=HHwWgMCikaavYsAAAA>; and (3) Stephen M. Kosslyn, *Are You Developing Skills That Won’t Be Automated?*, HARVARD BUSINESS REVIEW, Sep. 25, 2019, [https://hbr.org/2019/09/are-you-developing-skills-that-wont-be-automated?utm\\_medium=social&utm\\_campaign=hbr&utm\\_source=twitter&tpcc=orgsocial\\_edit&s=03](https://hbr.org/2019/09/are-you-developing-skills-that-wont-be-automated?utm_medium=social&utm_campaign=hbr&utm_source=twitter&tpcc=orgsocial_edit&s=03) (last visited Jan. 2, 2023). *See also*: (1) Handa S. Abidin, *Tantangan Pendidikan Tinggi Hukum*, KORAN SINDO, Oct. 26, 2017, at 7; (2) Handa S. Abidin, *Konsep Dasar Kurikulum Praktik Hukum pada Program Studi Ilmu Hukum di Tingkat Sarjana*, Universitas Presiden (Feb. 2020), at 2; and (3) Handa S. Abidin, *Pemahaman dan Pemanfaatan Produk Perusahaan Teknologi di Bidang Hukum oleh Mahasiswa Hukum*, in PERCIKAN PEMIKIRAN MAKARA MERAH: DARI FHUI UNTUK INDONESIA at 146–152, Badan Penerbit Fakultas Hukum Universitas Indonesia (Heru Susetyo et al. eds., 2019).

<sup>41</sup> Hukumonline.com, *Road to Top 100 Law Firms 2022—Assegaf Hamzah & Partners*, *supra* note 3, Minutes: 20:23–20:59.

students not only have integrity but also become more competitive. In Indonesia, undergraduate programmes in law are managed by study programmes in the field of law.<sup>42</sup> The law programme in higher education in Indonesia is classified as part of ‘profession and applied sciences’.<sup>43</sup> In this research the terms ‘undergraduate programme in law’, ‘study programme’ in the field of law, and ‘law school’ are used interchangeably.

## Law and Ethics in Indonesia: Lawyers and Advocates

In Indonesia, the term ‘lawyer’ is wider than the term ‘advocate’ because becoming an advocate requires fulfilling various requirements before being appointed and carrying out the duties of the advocate profession.<sup>44</sup> In other words, an Indonesian lawyer is not always an Indonesian advocate.<sup>45</sup> However, a lawyer may offer legal services similar to those of an advocate by adhering to certain conditions designed to protect clients and other stakeholders.<sup>46</sup> The authors of this research decided to cover a wider scope by using the word ‘lawyer’; in the Indonesian context, this is a person who is an advocate or a legal professional who is not an advocate but who has a first degree in law.<sup>47</sup> There are reasons why a lawyer might not yet be an advocate; for instance, the lawyer might be currently apprenticing to become an advocate, they have yet to fulfil or manage the requirements to become an advocate, or they might be involved in legal aid activities where the person concerned does not yet require the status of an advocate.<sup>48</sup> This research elaborates how integrity specifically relates to advocates in Indonesia.

One of the requirements for a person to be appointed as an advocate in Indonesia is that they must have ‘high integrity’ (*integritas yang tinggi*).<sup>49</sup> High integrity is placed in the Law Number 18 Year 2003 concerning Advocates (Law 18/2003) as one of the characteristics required for a lawyer, along

<sup>42</sup> Keputusan Direktur Jenderal Pendidikan Tinggi, Riset, dan Teknologi Nomor 163/E/KPT/2022 tentang Nama Program Studi pada Jenis Pendidikan Akademik dan Pendidikan Profesi, stipulated July 18 2022 (Indo.), Annex I, at 24.

<sup>43</sup> *Id.* Annex I, at 10 and 24.

<sup>44</sup> (1) Undang-Undang Republik Indonesia Nomor 18 Tahun 2003 tentang Advokat, authorized 2003 (Indo.) (Law 18/2003), Article 1 Numbers 1–2 and Articles 2–3; and (2) Kepaniteraan dan Sekretariat Jenderal Mahkamah Konstitusi Republik Indonesia (Compiler: Jefri Porkonanta Tarigan), *Anotasi Undang-Undang Berdasarkan Putusan Mahkamah Konstitusi Undang-Undang Republik Indonesia Nomor 18 Tahun 2003 tentang Advokat*, Mahkamah Konstitusi Republik Indonesia, (2018), at 5 (Article 2 Paragraph (1)).

<sup>45</sup> *See: Id.*

<sup>46</sup> (1) *Id.* Law 18/2003, Article 1 Numbers 1–2, Explanation (I. General), and Article 31; (2) *Id.* Kepaniteraan dan Sekretariat Jenderal Mahkamah Konstitusi Republik Indonesia, at 15 (Article 31); and (3) Peradi, *Kode Etik Advokat Indonesia*, <https://www.peradi.or.id/index.php/profil/detail/5>, *supra* note 22, Article 1 Letter a. In general, *see also*: Putusan Mahkamah Konstitusi Republik Indonesia Perkara Nomor 006/PUU-II/2004 Dalam Permohonan Pengujian Undang-Undang Republik Indonesia Nomor 18 Tahun 2003 tentang Advokat Terhadap Undang-Undang Dasar 1945, decided Dec. 8, 2004, open to public Dec. 13, 2004, issued Dec. 24, 2004.

<sup>47</sup> For the definition of a lawyer in general, *see*: Merriam-Webster, *lawyer*, MERRIAM-WEBSTER, <https://www.merriam-webster.com/dictionary/lawyer> (last visited Dec. 8, 2022). Cambridge Dictionary has a narrower definition of a lawyer, *see*: Cambridge Dictionary, *Lawyer*, CAMBRIDGE DICTIONARY, <https://dictionary.cambridge.org/dictionary/english/lawyer> (last visited Dec. 8, 2022).

<sup>48</sup> *See*: (1) Law 18/2003, *supra* note 44, Article 3 Paragraph (1) Letter g and its Explanation and Article 29 Paragraphs (5)–(6); and (2) Undang-Undang Republik Indonesia Nomor 16 Tahun 2011 tentang Bantuan Hukum, authorized Oct. 31, 2011, promulgated Nov. 2, 2011 (Indo.), *see* in particular Chapter IV. *See also*, e.g.: Peraturan Perhimpunan Advokat Indonesia Nomor 1 Tahun 2015 tentang Pelaksanaan Magang Untuk Calon Advokat, stipulated Oct. 12 2015 (Indo.).

<sup>49</sup> *Id.* Law 18/2003, Article 3 Paragraph (1) Letter i.

with four others.<sup>50</sup> If a person wants to be an advocate, they must also be appointed by an advocate organization and sworn in by the high court.<sup>51</sup>

Even though the term ‘integrity’ appears in only one article in the Law 18/2003,<sup>52</sup> the value of integrity can be located in a number of parts of the Law 18/2003, which will be discussed in this section. Take, for instance, the word ‘honest’ (*jujur*), which appears as a requirement for becoming an advocate and is also included in the oath of advocates.<sup>53</sup> The word ‘fair’ (*adil*) is also used in the same way.<sup>54</sup> The value of integrity is also available in the advocate’s oath, which states that regarding any matter with which an advocate is dealing, an advocate must not offer a bribe to related parties.<sup>55</sup> An advocate also pledges to apply Pancasila, which has the implicit content of integrity.<sup>56</sup> Pancasila has ‘fair and civilised humanity’ (*kemanusiaan yang adil dan beradab*) which can be associated with integrity.<sup>57</sup>

Advocates are supervised by a supervisory commission from an advocate organization.<sup>58</sup> An honorary council of an advocate organization has the authority to take disciplinary measures against advocates who do not adhere to the value of integrity, which may include issuing a verbal warning or even termination as an advocate.<sup>59</sup> The Law 18/2003 contains regulations that govern types of violations that might occur in connection with the advocate profession.<sup>60</sup> Furthermore, advocates in Indonesia have a code of ethics that applies to them.<sup>61</sup> Indonesia has a number of advocate organizations that can appoint advocates.<sup>62</sup> There are at least five major Indonesian advocate organizations, all of which adhere to the same code of ethics.<sup>63</sup> Although there is no specific or explicit mention of ‘integrity’ in the 2002 Code of Ethics for Indonesian Advocates, the value of integrity can be found there.<sup>64</sup> For instance, according to the code,

<sup>50</sup> *Id.*

<sup>51</sup> (1) *Id.* Articles 2–4; and (2) Kepaniteraan dan Sekretariat Jenderal Mahkamah Konstitusi Republik Indonesia, *supra* note 44, at 5–6 (Article 2 Paragraph (1) and Article 4 Paragraph (1)).

<sup>52</sup> *Id.* Law 18/2003, Article 3 Paragraph (1) Letter i.

<sup>53</sup> *Id.* Article 3 Paragraph (1) Letter i and Article 4 Paragraph (2).

<sup>54</sup> *Id.*

<sup>55</sup> *Id.* Article 4 Paragraph (2).

<sup>56</sup> *Id.*

<sup>57</sup> DPR RI, *Undang-undang Dasar Negara Republik Indonesia Tahun 1945*, <https://www.dpr.go.id/jdih/uu1945> (last visited Dec. 22, 2022), Preamble Paragraph 4.

<sup>58</sup> Law 18/2003, *supra* note 44, Article 13 and Article 1 Number 5.

<sup>59</sup> (1) *Id.* Articles 6–11 and Articles 26–27; (2) Peradi, *Kode Etik Advokat Indonesia*, <https://www.peradi.or.id/index.php/profil/detail/5>, *supra* note 22, Chapter IX.

<sup>60</sup> *Id.* Law 18/2003, Article 6.

<sup>61</sup> *Id.* Article 6 Letter f and Article 26. *See also*: Peradi, *Kode Etik Advokat Indonesia*, <https://www.peradi.or.id/index.php/profil/detail/5>, *supra* note 22.

<sup>62</sup> (1) Peradi, <https://www.peradi.or.id/> (last visited Dec. 8, 2022); (2) Peradi, <https://peradi.id/> (last visited Dec. 8, 2022); (3) Peradi Suara Advokat Indonesia, <https://peradi.org/> (last visited Dec. 8, 2022); (4) Kongres Advokat Indonesia, <https://www.kongres-advokat-indonesia.org/> (last visited Dec. 8, 2022); and (5) Kongres Advokat Indonesia, <https://www.kai.or.id/> (last visited Dec. 8, 2022).

<sup>63</sup> *See*: Law 18/2003, *supra* note 44, Article 33. In general, the contents of the code of ethics for the advocate organization are the same, if there are differences, the differences are due to technical differences or typographical errors, compare: (1) Peradi, *Kode Etik Advokat Indonesia*, <https://www.peradi.or.id/index.php/profil/detail/5>, *supra* note 22; (2) Peradi, *Kode Etik Advokat Indonesia*, <https://peradi.id/wp-content/uploads/2022/11/Kode-Etik-Advokat-Indonesia.pdf> (stipulated May 23 2002), (last visited Dec. 7, 2022); (3) Peradi Suara Advokat Indonesia, *Kode Etik Advokat Indonesia*, <https://peradi.org/post/kode-etik-advokat-indonesia0280> (stipulated May 23 2002), (last visited Dec. 8, 2022); (4) Kongres Advokat Indonesia, *Kode Etik Advokat Indonesia*, <https://www.kongres-advokat-indonesia.org/wp-content/uploads/2022/07/KODE-ETIK-ADVOKAT-INDONESIA-2.pdf> (stipulated May 23 2002), (last visited Dec. 7, 2022); and (5) Kongres Advokat Indonesia, *Kode Etik Advokat Indonesia*, <https://www.kai.or.id/kode-etik-advokat> (stipulated May 23 2002), (last visited Dec. 8, 2022).

<sup>64</sup> In general, *see: id.*

one of the traits of an advocate's character should be having 'high morals' ('*moral yang tinggi*').<sup>65</sup> Furthermore, the words 'honesty' ('*kejujuran*') and 'honest' ('*jujur*') appear in the code as one of the characteristics of an advocate.<sup>66</sup>

## The Role of Law Schools

### *The Insertion of Integrity into Law Schools*

How to measure whether someone has integrity? Is it necessary to do an integrity test? Faust examines the benefits and drawbacks of conducting integrity tests on prospective employees, emphasizing, among other things, that integrity tests must be conducted while respecting the rights of the person being tested and without breaching the law.<sup>67</sup> One of the advantages of an integrity test is that it ensures that a candidate has integrity in order to prevent, for example, unlawful conduct.<sup>68</sup>

What about law school applicants? Should an integrity test be necessary as an entry requirement? In principle, law schools could administer integrity tests if they wanted to, as long as precautions were taken to ensure that prospective law students' rights were not violated and any tests were conducted in accordance with the law.<sup>69</sup> Bennett suggests a need for law students to 'swear an oath of integrity' when they start law school.<sup>70</sup> The importance of integrity above material success must be emphasized to law students.<sup>71</sup>

This discussion concerning law schools and integrity has been ongoing for a long time, stretching back more than at least eight decades.<sup>72</sup> According to White, law school is a 'systematic introduction' for prospective lawyers, where law students must learn about the importance of integrity among all the other aspects of the profession.<sup>73</sup> Bennett encourages the use of various activities to increase ethical awareness and commitment from law students from the start, such as student orientation activities and seminars.<sup>74</sup> Furthermore, Bennett believes that ethics could be introduced in almost all law school courses and assignments.<sup>75</sup>

According to Jenkins integrity is displayed in the words one chooses.<sup>76</sup> Jenkins believes that a person's word selection must reflect their integrity.<sup>77</sup> This is very relevant to law schools because these institutions have the ability to educate law students with integrity.<sup>78</sup> For instance, when creating legal

<sup>65</sup> *Id.* Article 2.

<sup>66</sup> *Id.* Preamble Paragraphs 2 and 5, and Article 2.

<sup>67</sup> Quentin Collin Faust, *Integrity Tests: Do They Have Any Integrity*, 6 CORNELL J. L. & PUB. POL'Y 211 (1996), at 218–228.

<sup>68</sup> *Id.* at 224–226.

<sup>69</sup> *See: Id.* at 218–228. *See also:* (1) Holmquist, Shultz, Zedeck & Oppenheimer, *supra* note 14, at 578–579 and 582–583; (2) Shultz & Zedeck, *Final Report: Identification, Development, and Validation of Predictors for Successful Lawyering*, *supra* note 14, at 34–35, 48–49, 53–54, 57, 65, 71, 73–74, 76 and 79; and (3) Schultz & Zedeck, *Predicting Lawyer Effectiveness: Broadening the Basis for Law School Admission Decisions*, *supra* note 14, at 623, 641, 643 and 646–647.

<sup>70</sup> Steven C. Bennett, *When Will Law School Change*, 89 NEB. L. REV. 87 (2010), at 98–99.

<sup>71</sup> *Id.* at 101.

<sup>72</sup> E.g.: Paul M. Hebert, *The Law School*, 4 LA. L. REV. 107 (1941), at 108.

<sup>73</sup> James P. White, *Professionalism and the Law School*, 19 CUMB. L. REV. 309 (1989), at 314. *See also:* Robin F. Hansen & Alexandra Anderson, *Law Student Plagiarism: Contemporary Challenges and Responses*, 64 J. LEGAL EDUC. 416 (2015), at 423.

<sup>74</sup> Bennett, *supra* note 70, at 99, *see also:* at 89–90.

<sup>75</sup> *Id.* at 94–101.

<sup>76</sup> Bruce S. Jenkins, *The Integrity of Words*, 1988 UTAH L. REV. 291 (1988), at 292 and 294.

<sup>77</sup> *Id.*

<sup>78</sup> Bennett, *supra* note 70, at 94–101.

products and services, it is essential to include words reflecting the value of integrity. Moreover, integrity can be introduced in research activities.<sup>79</sup> For example, law schools should educate students not to commit plagiarism.<sup>80</sup> Students who participate in legal clinics have the opportunity to apply their integrity values from law school into practice.<sup>81</sup> Participating in extracurricular activities such as becoming law review teams can also assist law students in forming the value of integrity in themselves.<sup>82</sup> At President University in Indonesia, there are courses called ‘Emotional Intelligence for Lawyers’ and ‘Statespersonship: Pancasila, Citizenship, Religion, and Indonesian Language’, which could be linked to developing student integrity.<sup>83</sup>

### *Become More Competitive but with Integrity*

According to Hamzah, when AHP engages in a litigation, the law firm makes an effort to learn about the judge’s prior rulings, the school of jurisprudence that the judge follows, the books that the judge reads, and even the font size that the judge prefers.<sup>84</sup> During litigations, AHP also attempts to condense lengthy papers into concise summaries, and to process data into visually appealing explanations.<sup>85</sup> These ‘creative’ (*‘kreatif’*) and ‘innovation’ (*‘inovasi’*) measures are necessary to ensure the competitiveness of a law firm and uphold its integrity.<sup>86</sup> Hamzah claims that law students would not need to attend law school if a lawyer’s job was only to pay bribes.<sup>87</sup>

Many lawyers in the United States agree that creativity is crucial for the success of their jobs.<sup>88</sup> How, then, can we inspire creativity in lawyers? Goshtasbi recommends engaging in activities that increase creativity.<sup>89</sup> According to Goshtasbi, the capacity to think creatively can have a beneficial financial impact on law firms.<sup>90</sup> In contrast, law firms that are unable to adapt to new developments are likely to face issues in the firms’ journey.<sup>91</sup> Polden emphasizes the significance of leadership in law firms in driving innovation.<sup>92</sup>

According to a survey carried out by Law Practice Management in collaboration with Astin Tarlton, 22% of respondents indicated that innovation in law firms is ‘extremely difficult’, and 48% said that

<sup>79</sup> Harold S. Lewis Jr., *Integrity in Research*, 42 J. LEGAL EDUC. 607 (1992), at 607–611.

<sup>80</sup> Hansen & Anderson, *supra* note 73, at 427.

<sup>81</sup> (1) Jerry R. Foxhoven, *Beyond Grading: Assessing Student Readiness to Practice Law*, 16 CLINICAL L. REV. 335 (2009), at 355–356; and (2) Bennett, *supra* note 70, at 95–96 and 99–100.

<sup>82</sup> Mary Garvey Algero, *Long Live the Student-Edited Law Review*, 33 Touro L. REV. 379 (2017), at 384–385.

<sup>83</sup> Law Curriculum of President University 2020 (Jun. 15, 2020).

<sup>84</sup> Hukumonline.com, *Road to Top 100 Law Firms 2022—Assegaf Hamzah & Partners*, *supra* note 3, Minutes: 08:54–20:59.

<sup>85</sup> *Id.*

<sup>86</sup> *Id.* For definitions of creative, innovation, and innovative, see: Merriam-Webster, *Creative*, MERRIAM-WEBSTER, <https://www.merriam-webster.com/dictionary/creative> (last visited Dec. 19, 2022); (2) Merriam-Webster, *Innovation*, MERRIAM-WEBSTER, <https://www.merriam-webster.com/dictionary/innovation> (last visited Dec. 19, 2022); and (3) Merriam-Webster, *Innovative*, MERRIAM-WEBSTER, <https://www.merriam-webster.com/dictionary/innovative> (last visited Dec. 19, 2022).

<sup>87</sup> Hukumonline.com, *Road to Top 100 Law Firms 2022—Assegaf Hamzah & Partners*, *supra* note 3, Minutes: 19:01–20:00.

<sup>88</sup> Abrams, *supra* note 14, interview with e.g.: 15–16, 26 and 29 (Donald Schmidt and Geraldine Alexis), 67 and 70 (Paul Gaynor and Robert Soriano), 105 and 108 (Neil Reisman), 144 and 147 (Nancy Rinehart), 157–158 and 163 (Mike Thrift and Keith Harley), 223 and 227 (Jack Schroder, Jr.), 281, 286 and 289 (Arthur Acevedo), 381, 385 and 388 (Jerome A. Tartar), 398–399 and 409 (Yvonne Owens), and 416, 420 and 423 (Joe Goldman).

<sup>89</sup> Goshtasbi, *supra* note 6, at 38.

<sup>90</sup> *Id.* See also: Davis, *supra* note 14, at 148.

<sup>91</sup> Katherine M. Lowry, *Law Firm Innovation—Erasing Boundaries*, 27 AALL Spectrum 14 (2022), at 16.

<sup>92</sup> Donald J. Polden, *Lawyers, Leadership, and Innovation*, 58 Santa CLARA L. REV. 426 (2019), at 434–441.



innovation in law firms is ‘difficult’.<sup>93</sup> The respondents included lawyers, clients and individuals in other positions related to the activity of lawyers.<sup>94</sup> The survey also found that ‘resistance to change’ was cited as the primary cause of innovation obstacles by 34% of respondents, while ‘no time for anything that is [not] billable’ was cited by 20%.<sup>95</sup> Furthermore, the survey found that ‘individual initiative’ was cited as a source of innovative ideas by 36% of respondents, while ‘the competition’ was cited by 13% and ‘administrator or marketing staff’ by 11%.<sup>96</sup> When the respondents were asked to choose more than one answer to the question of what was most essential in terms of executing recent ideas in law firms, 76% selected ‘management support’, 49% said ‘a culture conducive to trying, failing, learning, and going on’ and 48% answered ‘a risk-taking advocate’.<sup>97</sup> ‘The opportunity to really make a difference’ was cited by 34% of respondents as the driver that most encouraged them to discover different activities.<sup>98</sup>

To address a variety of difficulties, law firms such as Orrick, Herrington & Sutcliffe, Baker & McKenzie, and Holland & Knight have created specialized units for the development of innovation.<sup>99</sup> The need for positions such as ‘Chief Innovation Officer’ or senior officers in innovation is increasing across a variety of industries.<sup>100</sup> According to a survey in which leaders in corporations could select more than one response, the main issues for major companies to innovate are ‘politics, turf wars, and a lack of alignment’ (55%), ‘cultural issues’ (45%), ‘inability to act on signals crucial to the future of the business’ (42%), and ‘lack of budget’ (41%).<sup>101</sup> Goyette states that there are five factors that hinder innovation, these are: ‘unconscious neglect’, ‘overprotectiveness’, ‘overconfidence’, ‘overexertion’ and ‘devaluation’.<sup>102</sup> In the context of Indonesian law schools, courses that facilitate the development of innovation skills are essential.

Having a more diverse team may also inspire creativity and improve innovation in legal practice, according to Vandenaek.<sup>103</sup> Diversity in organizations is also supported by other commentators.<sup>104</sup> Cultural brokers are needed on diverse teams in order to act as connectors between the various cultures that are represented.<sup>105</sup> Cultural brokers also need to be supported by related parties in implementing their parts.<sup>106</sup> Indonesian law schools that have a diverse environment could become places of practice where law students can increase their abilities to become cultural brokers with guidance from facilitators.

<sup>93</sup> *Innovation in Law Firms Survey*, 28 *LAW PRAC. MGMT.* 32 (2002), at 32.

<sup>94</sup> *Id.*

<sup>95</sup> *Id.* at 33.

<sup>96</sup> *Id.*

<sup>97</sup> *Id.*

<sup>98</sup> *Id.*

<sup>99</sup> Polden, *supra* note 92, at 449–450.

<sup>100</sup> Darko Lovric & Greig Schneider, *What Kind of Chief Innovation Officer Does Your Company Need?*, *HARVARD BUSINESS REVIEW*, Nov. 11, 2019, <https://hbr.org/2019/11/what-kind-of-chief-innovation-officer-does-your-company-need> (last visited Dec. 15, 2022).

<sup>101</sup> Scott Kirsner, *The Biggest Obstacles to Innovation in Large Companies*, *HARVARD BUSINESS REVIEW*, July 30, 2018, <https://hbr.org/2018/07/the-biggest-obstacles-to-innovation-in-large-companies> (last visited Dec. 15, 2022).

<sup>102</sup> Kerry Goyette, *5 Things Leaders Do That Stifle Innovation*, *HARVARD BUSINESS REVIEW*, Oct. 4, 2019, <https://hbr.org/2019/10/5-things-leaders-do-that-stifle-innovation> (last visited Dec. 15, 2022).

<sup>103</sup> Mary E. Vandenaek, *The Sustainable Law Firm*, 44 *LAW PRAC.* 48 (2018), 51.

<sup>104</sup> (1) Sujin Jang, *The Most Creative Teams Have a Specific Type of Cultural Diversity*, *HARVARD BUSINESS REVIEW*, July 24, 2018, <https://hbr.org/2018/07/the-most-creative-teams-have-a-specific-type-of-cultural-diversity> (last visited Dec. 15, 2022); (2) Greg Satell, *4 Ways to Build an Innovative Team*, *HARVARD BUSINESS REVIEW*, Feb. 13, 2018, <https://hbr.org/2018/02/4-ways-to-build-an-innovative-team> (last visited Dec. 15, 2022); and (3) Tomas Chamorro-Premuzic & Reece Akhtar, *Motivating Your Most Creative Employees*, *HARVARD BUSINESS REVIEW*, Nov. 12, 2018, <https://hbr.org/2018/11/motivating-your-most-creative-employees> (last visited Dec. 15, 2022).

<sup>105</sup> *Id.* Jang.

<sup>106</sup> *Id.*

The capacity for creativity can be achieved by anyone.<sup>107</sup> According to Satell, the development of a person's expertise, knowledge outside of a person's main area of expertise, and the optimization of technology are keys to growing creativity.<sup>108</sup> Chamorro-Premuzic and Akhtar underline, among other things, the necessity for employees to be given the appropriate duties, located in a suitable team, and given rewards are essential to motivate creativity.<sup>109</sup> Indonesian law schools need to accommodate all law students to think creatively, and there are lessons to be learned from company practices that could be applied in law education.<sup>110</sup>

Innovation is necessary for law schools that want to thrive.<sup>111</sup> Beyond law classrooms, law school centres and initiatives focusing on innovation and creativity could help increase law students' capacities in these areas.<sup>112</sup> There is a course at President University titled 'Psychology and Design Thinking for Lawyers' that could be related to increasing creativity and innovation for law students.<sup>113</sup> This course is very relevant to AHP's recommendation to present legal documents that are convenient and accessible for the recipients of these documents.<sup>114</sup> It is hoped that through the 'Psychology and Design Thinking for Lawyers' course, law students will be able to balance the law alongside creativity and innovation.

There is an opinion that not everyone likes the word 'innovation'.<sup>115</sup> Because it is sometimes taken to mean additional responsibilities or even the termination of employment, the word 'innovation' is not always popularly received in the workplace.<sup>116</sup> Zhexembayeva suggests that it should be substituted by less intimidating terms such as the word 'idea' when communicating with employees, even though the objective, which is to innovate, stays the same.<sup>117</sup>

## Building the Ecosystem from Other Stakeholders

Outside the Indonesian context, a lawyer is a profession that has obligations to other relevant stakeholders *inter alia* the courts and the public, besides the lawyer's client.<sup>118</sup> This is in line with the 2002 Code of Ethics for Indonesian Advocates, which states that advocates have responsibilities beginning with

<sup>107</sup> Greg Satell, *Set the Conditions for Anyone on Your Team to Be Creative*, HARVARD BUSINESS REVIEW, Dec. 5, 2018, <https://hbr.org/2018/12/set-the-conditions-for-anyone-on-your-team-to-be-creative> (last visited Dec. 15, 2022).

<sup>108</sup> *Id.*

<sup>109</sup> Chamorro-Premuzic & Akhtar, *supra* note 104.

<sup>110</sup> See: (1) *Id.*; and (2) Satell, *Set the Conditions for Anyone on Your Team to Be Creative*, *supra* note 107.

<sup>111</sup> Gregory W. Bowman, *The Rise of the Creative Law School*, 50 U. TOL. L. REV. 255 (2019), at 259–260.

<sup>112</sup> (1) Lorne Sossin, *Law School as Social Innovation*, 48 VICTORIA U. WELLINGTON L. REV. 225 (2017), at 230–234; and (2) Cas Laskowski, *A Look at School Legal Innovation Labs*, 27 AALL SPECTRUM 20 (2022), at 20–22.

<sup>113</sup> Law Curriculum of President University 2020, *supra* note 83.

<sup>114</sup> See: Hukumonline.com, *Road to Top 100 Law Firms 2022—Assegaf Hamzah & Partners*, *supra* note 3, Minutes: 08:54–20:59.

<sup>115</sup> Nadya Zhexembayeva, *Stop Calling It "Innovation"*, HARVARD BUSINESS REVIEW, Feb. 19, 2020, <https://hbr.org/2020/02/stop-calling-it-innovation> (last visited Dec. 15, 2022).

<sup>116</sup> *Id.*

<sup>117</sup> *Id.*

<sup>118</sup> (1) David W. Robinson, *Integrity and the Lawyer*, 9 S. C. L. Q. 191 (1957), at 191–195. (2) Bower, *supra* note 14, at 237 (2017) and 517 (1996); (3) Steinitz, *supra* note 14, at 949–950; (4) Alice Woolley, *Integrity in Zealousness: Comparing the Standard Conceptions of the Canadian and American Lawyer*, 9 CAN. J. L. & JURISPRUDENCE 61 (1996) in general, but in particular at 73–74; and (5) Leonard Gross, *Ethical Problems of Law Firm Associates*, 26 WM. & MARY L. REV. 259 (1985), at 262–272.

themselves and expanding to the nation-state.<sup>119</sup> In order to build an ecosystem of lawyers with integrity, all the relevant stakeholders should also have integrity. As explained above, law schools are one of the components of a broader ecosystem that promotes the integrity of lawyers.

Organizational leaders put ‘high ethical and moral standards’ (67%) out of 74 different traits (they could select multiple traits) for the question of ‘the most important leadership competencies’.<sup>120</sup> Leaders must ‘lead by example’ on integrity measures because their leadership integrity actions may be followed by the team under them.<sup>121</sup> Leaders who do not try to justify their actions and respect integrity will be better off in the long run.<sup>122</sup> Companies that value integrity must make it painless to report integrity-related concerns.<sup>123</sup> Integrity measures need to be carried out on a regular basis so that they become a behaviour pattern.<sup>124</sup>

An article published in the mid-1990s made the prediction that compared with the law firms of the 1990s, the law firms of 2020 will experience a degradation in their level of integrity.<sup>125</sup> Law firm leaders need to set an example by upholding the value of integrity because subordinates pay attention to how their leaders behave, including determining whether their leaders have integrity.<sup>126</sup> It is important that law firms in Indonesia, which are lawyers’ workplaces, fully support this integrity issue. If law firms are rigorous in enforcing integrity, it should follow that their lawyers will do the same.<sup>127</sup> In the Indonesian context, a number of different law firms including AHP, LGS, SSEK and Makarim & Taira have underlined how important it is to maintain integrity in their firms.<sup>128</sup> If more law firms in Indonesia are able to follow in the footsteps of AHP, LGS, SSEK and Makarim & Taira, the integrity ecosystem of law firms in Indonesia will be strengthened.

According to PwC, 31% of fraud perpetrators come from inside organizations, 26% work in tandem with employees and third parties, and 43% originate from outside sources.<sup>129</sup> The combined percentage of fraud from inside organizations and fraud from the complicity of both inside and outside parties is 57%.<sup>130</sup> This high percentage of fraud at the internal level is seen as a result of leaders’ inability to address this issue.<sup>131</sup>

<sup>119</sup> Peradi, *Kode Etik Advokat Indonesia*, <https://www.peradi.or.id/index.php/profil/detail/5>, *supra* note 22, at Preamble Paragraph 5.

<sup>120</sup> Sunnie Giles, *The Most Important Leadership Competencies, According to Leaders Around the World*, HARVARD BUSINESS REVIEW, Mar. 15, 2016, <https://hbr.org/video/4865860484001/what-leadership-requires-according-to-global-leaders> (last visited Dec. 5, 2022).

<sup>121</sup> Robert Chesnut, *How to Build a Company That (Actually) Values Integrity*, HARVARD BUSINESS REVIEW, July 30, 2020, <https://hbr.org/2020/07/how-to-build-a-company-that-actually-values-integrity> (last visited Dec. 5, 2022).

<sup>122</sup> Adi Ignatius, *The Thing About Integrity*, HARVARD BUSINESS REVIEW, July–Aug. 2019, <https://hbr.org/2019/07/the-thing-about-integrity> (last visited Dec. 5, 2022).

<sup>123</sup> Chesnut, *supra* note 121.

<sup>124</sup> *Id.*

<sup>125</sup> Marc Galanter & Thomas Palay, *The Many Futures of the Big Law Firm*, 45 S. C. L. REV. 905 (1994), at 908.

<sup>126</sup> Allison C. Shields, *Becoming a More Connected Law Firm Leader*, 44 LAW PRAC. 14 (2018), at 15. *See also*: Chesnut, *supra* note 121.

<sup>127</sup> *See: Id.*

<sup>128</sup> (1) Hukumonline.com, *Road to Top 100 Law Firms 2022—Assegaf Hamzah & Partners*, *supra* note 3, Minutes: 01:47–02:08, 10:07–15:20, 19:06–20:59 and 22:06–23:12; (2) Hukumonline.com, *Road to Top 100 Law Firms 2022—Lubis Ganie Surowidjojo*, *supra* note 3, Minutes: 19:34–20:23; (3) Hukumonline.com, *Road to Top 100 Law Firms 2022—SSEK Legal Consultants*, *supra* note 3, Minutes: 04:16–06:18; and (4) Hukumonline.com, *Road to Top 100 Law Firms 2022—Makarim & Taira*, *supra* note 3, Minutes: 00:50–01:24.

<sup>129</sup> PwC, *PwC’s Global Economic Crime and Fraud Survey 2022 Protecting the Perimeter: The Rise of External Fraud*, (2022), at 8. *See also*: Ignatius, *supra* note 122.

<sup>130</sup> *Id.* PwC, at 8.

<sup>131</sup> Ignatius, *supra* note 122.

A sustainable business cannot be separated from integrity.<sup>132</sup> A company's lack of integrity will negatively impact the company itself.<sup>133</sup> Corporations that become clients of lawyers are also expected to prioritize integrity in running their business. Other law enforcers from the judicial (courts/judges) and executive (prosecutors and police officers) sides must also provide support in order to develop an ecosystem that fosters integrity.<sup>134</sup> The same can be said about the government and legislative bodies, both of which need to support the development of an ecosystem with integrity.<sup>135</sup>

## Conclusion

The level of competition for jobs in the legal industry in Indonesia will increase in the coming years compared with the past. The launch of ChatGPT, developed by OpenAI, at the end of 2022, has already made a significant contribution to the accelerated progression of artificial intelligence.<sup>136</sup> According to OpenAI's CEO, 'adaptability and resilience' are two traits that will be essential for us in the years to come.<sup>137</sup> Integrity in law schools and law firms has been presented as a subject of concern for many decades.<sup>138</sup> In the midst of this significant development in artificial intelligence, integrity is still required as an essential value to complement technological improvement. Besides increasing competitiveness through innovation and creativity as noted above in the previous section, integrity is a necessary requirement in the face of increasingly rapid technological development.

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<sup>132</sup> John H. Stout, *Sustainability Meets Integrity*, 2016 BUS. L. TODAY 1 (2016), at 1–3.

<sup>133</sup> *Id.*

<sup>134</sup> See: (1) Law 18/2003, *supra* note 44, Article 5 Paragraph (1) and its Explanation, Article 9 Paragraph (2) and its Explanation, and Explanation (I. General); and (2) Peradi, *Kode Etik Advokat Indonesia*, <https://www.peradi.or.id/index.php/profil/detail/5>, *supra* note 22, Preamble Paragraph 3 and Article 8 Letter a.

<sup>135</sup> For a discussion on the government and integrity from the United States perspective, see: Weinreb, *supra* note 6, at 421–425.

<sup>136</sup> OpenAI, *supra* note 40. See also: Abidin, *Tantangan Pendidikan Tinggi Hukum*, *supra* note 40.

<sup>137</sup> Sam Altman (@sama), *supra* note 40. See also: Kosslyn, *supra* note 39.

<sup>138</sup> E.g.: (1) Hebert, *supra* note 72, at 108; (2) Hukumonline.com, *Road to Top 100 Law Firms 2022—Assegaf Hamzah & Partners*, *supra* note 3, Minutes: 01:47–02:08, 10:07–15:20, 19:06–20:59, and 22:06–23:12; (3) Hukumonline.com, *Road to Top 100 Law Firms 2022—Lubis Ganie Surowidjojo*, *supra* note 3, Minutes: 19:34–20:23; (4) Hukumonline.com, *Road to Top 100 Law Firms 2022—SSEK Legal Consultants*, *supra* note 3, Minutes: 04:16–06:18; and (5) Hukumonline.com, *Road to Top 100 Law Firms 2022—Makarim & Taira*, *supra* note 3, Minutes: 00:50–01:24.