



The Influence of Business Law Comprehension and Human Resource Integrity on Procedural Compliance in Notarial Deed Preparation

Rahmayanti¹, Khairuddin²

University of Pembangunan Panca Budi, Indonesia

Email Korespondensi: Rahmayanti@dosen.pancabudi.ac.id, hkhairuddin@gmail.com

Article received: 01 November 2025, Review process: 11 November 2025

Article Accepted: 25 Desember 2025, Article published: 01 Januari 2026

ABSTRACT

This study investigates the influence of business law comprehension and human resource integrity on procedural compliance in the preparation of notarial deeds at the office of Notary Khairuddin Rasyid. A quantitative approach employing the SEM-PLS method was used to assess how legal knowledge and professional integrity contribute to the accuracy and consistency of procedural execution. The results reveal that both independent variables positively and significantly affect procedural compliance, with human resource integrity emerging as the strongest predictor of consistent adherence to procedural standards. The R-square value of 0.63 indicates that the model explains a substantial proportion of the variance in procedural compliance. A comparison between pre- and post-activity conditions demonstrates a clear improvement in administrative quality and procedural accuracy, highlighting the effectiveness of strengthening legal understanding and integrity-based professional behavior. These findings underline the essential role of legal competence and ethical commitment in ensuring that notarial deed preparation complies with relevant regulations and professional standards. The study provides practical implications for notarial institutions, particularly the importance of enhancing legal training programs, fostering integrity-oriented organizational culture, and optimizing internal procedural guidelines. Nonetheless, the study is limited by its restricted respondent scope and reliance on perceptual data, which may be influenced by subjective assessments.

Keywords: Business Law Competence, Human Resource Integrity, Procedural Compliance, Notarial Practice, Deed Preparation Performance.

ABSTRAK

Penelitian ini bertujuan menganalisis pengaruh pemahaman hukum bisnis dan integritas sumber daya manusia terhadap kepatuhan prosedural pembuatan akta pada Kantor Notaris Khairuddin Rasyid dengan menerapkan pendekatan kuantitatif melalui metode SEM-PLS. Penelitian dilakukan untuk melihat sejauh mana pemahaman terhadap regulasi kenotariatan serta kualitas integritas profesional mampu menjamin ketepatan proses penyusunan akta. Hasil analisis menunjukkan bahwa kedua variabel independen memberikan pengaruh positif dan signifikan terhadap kepatuhan prosedural, dengan integritas SDM menjadi faktor yang paling dominan dalam memengaruhi konsistensi pelaksanaan prosedur. Nilai R-square sebesar 0,63 menegaskan bahwa model yang dibangun mampu menjelaskan sebagian besar variasi dalam kepatuhan prosedural. Perbandingan kondisi sebelum dan sesudah kegiatan juga menunjukkan peningkatan yang nyata pada kualitas pelaksanaan proses administrasi dan akurasi penyusunan akta. Temuan ini mengindikasikan bahwa peningkatan pemahaman hukum serta peneguhan nilai integritas merupakan prasyarat penting bagi notaris untuk menjamin kesesuaian praktik dengan ketentuan perundang-undangan.

Implikasi praktis penelitian ini terletak pada kebutuhan kantor notaris untuk memperkuat pelatihan hukum, membangun budaya kerja berbasis integritas, dan mengoptimalkan standar prosedural internal. Namun penelitian masih memiliki keterbatasan pada ruang lingkup responden dan ketergantungan pada data perseptual yang dapat dipengaruhi subjektivitas.

Kata Kunci: *Pemahaman Hukum Bisnis, Integritas SDM, Kepatuhan Prosedural, Praktik Kenotariatan, Evaluasi Kinerja Pembuatan Akta*

INTRODUCTION

Global legal reform increasingly emphasizes the importance of institutional integrity and the professionalism of legal actors in ensuring legal certainty and protection for society. The international community has also experienced a rising demand for administrative transparency, the accountability of public officials, and compliance with procedural standards in legal services. Within the notarial profession, this issue has become highly relevant because notaries, as public officials, contribute directly to the validity of private and commercial legal actions, particularly in drafting authentic deeds that serve as the highest evidentiary instrument under the law.

Changes in global economic dynamics have made the quality of notarial deeds and compliance with their drafting procedures one of the determining factors for safeguarding cross-border business transactions. At the regional level, Asian countries face similar challenges in strengthening legal governance and improving the competence of human resources who carry out public functions. Procedural standardization, understanding of business law provisions, and the integrity of implementing personnel are strategic aspects in civil law enforcement and in establishing a conducive investment climate. Notarial professionals in various jurisdictions are required to maintain objectivity, independence, and adherence to legal norms to ensure that document legalization and deed preparation processes are free from maladministration.

As a country adopting a civil law system, Indonesia continues to strengthen its notarial framework through regulatory updates, ethical code enforcement, and enhanced supervisory mechanisms conducted by the Notary Supervisory Council and the Notary Honorary Council. These transformations indicate that business law comprehension and professional integrity have become essential requirements for maintaining the quality of notarial services, especially considering the increasing complexity of legal relationships involving business actors and the public. Procedural compliance in deed preparation constitutes an essential element that reflects the professional quality of a notary. In practice, issues often arise due to weak understanding of business law, inaccuracies in following procedural standards, and integrity-related factors among personnel involved. Deeds drafted without adhering to formal requirements may result in serious legal consequences, such as annulment of the deed, administrative sanctions, or even criminal liability if negligence causes losses. Therefore, studies examining the determinants of procedural compliance among notaries are crucial to ensure legal services are carried out professionally and in accordance with statutory regulations.

Field observations continue to reveal inconsistencies in procedural compliance among notaries and administrative staff. Several errors stem from insufficient comprehension of business law underlying deed drafting particularly for documents involving commercial transactions and business agreements. Inaccuracies in applying legal provisions weaken the evidentiary power of deeds and increase the risk of legal disputes. Furthermore, the integrity of human resources in notarial offices is an internal factor that significantly influences procedural accuracy. Practices such as administrative shortcuts, careless data entry, and inadequate identity verification still occur. These conditions demonstrate that procedural compliance is shaped not only by legal knowledge but also by moral commitment, discipline, and adherence to ethical standards.

Previous studies such as Sabrina and Musyafah (2024) focused on notarial liability for deed errors but did not examine internal factors such as business law comprehension or HR integrity. Vadilla et al. (2023) discussed ethical violations among notaries but did not measure procedural compliance or legal competency. Qotrannadha & Tanawijaya (2024) addressed prudential principles related to fraudulent identities, but did not assess how legal understanding and HR integrity influence overall procedural adherence.

Similarly, Purnama Sari (2025) analyzed deed validity outside notarial jurisdictions, but focused on normative legal aspects rather than internal managerial factors. Setiyanto (2024) examined governance reinforcement in notarial oversight but did not empirically test internal determinants of compliance. These gaps reveal that no empirical research has simultaneously tested the influence of business law comprehension and HR integrity on procedural compliance in notarial deed preparation.

Therefore, this study aims to analyze (1) the effect of business law comprehension on procedural compliance, (2) the effect of HR integrity on procedural compliance, and (3) the combined effect of both variables at the Office of Notary Khairuddin Rasyid. Theoretically, this study enriches the empirical literature on determinants of procedural compliance in notarial services. Practically, the findings support efforts to strengthen legal competencies and professional integrity as a foundation for improving notarial service quality.

METHODS

This study employs a quantitative approach with an explanatory research design. This approach was selected because the primary objective is to examine the causal relationships between the independent variables—namely business law comprehension and human resource (HR) integrity—and the dependent variable, which is procedural compliance in deed preparation at the notary office. The explanatory design allows the researcher not only to describe the existing conditions but also to measure the extent to which the independent variables influence the dependent variable through statistical analysis. As an analytical model, the study considers two methods: multiple linear regression and/or variance-based Structural Equation Modeling (SEM-PLS), depending on the results of classical assumption

tests and the characteristics of the data (e.g., distribution, inter-variable correlations, sample size).

The population in this study consists of all HR personnel and administrative staff working at the Notary Office of Khairuddin Rasyid, who are actively involved in the deed drafting process. Due to the limited scope and generally small number of HR personnel in such offices, the sampling technique used is purposive sampling or even census sampling, if all eligible HR members can be included as respondents. The purposive/census method was chosen to ensure that the data accurately represent the entire relevant staff population and to avoid sampling bias. Therefore, the findings are expected to more accurately reflect the actual conditions within the notary office.

The research variables are defined as follows. The first independent variable (X_1), Business Law Comprehension, is defined as the level of staff knowledge and understanding of business law provisions relevant to deed drafting, including legal principles, regulations, normative aspects of business law, and the ability to apply these provisions in practice. Indicators for this variable include: knowledge of legal regulations, understanding of legal principles and business law doctrines, and the ability to apply legal provisions in deed preparation procedures. The second independent variable (X_2), HR Integrity, is defined as the moral and ethical quality of staff—covering honesty, consistency in actions, adherence to the professional code of ethics, and professional responsibility. Indicators include honesty in data entry, administrative discipline, ethical compliance in document verification, and commitment to legal procedures. The dependent variable (Y) is Procedural Compliance in Deed Preparation, defined as the extent to which each stage of deed drafting is carried out in accordance with formal procedures, legal regulations, and notarial operational standards. Indicators of Y consist of document completeness, accuracy in procedure implementation, administrative correctness, and conformity with internal SOPs or external regulations.

To measure these variables, the research instrument uses a closed-ended questionnaire based on a Likert scale (1–5), in which respondents evaluate statements representing the variable indicators. After data collection, the instrument is tested for validity and reliability: validity is confirmed through confirmatory analysis (e.g., Confirmatory Factor Analysis or outer loading in the context of SEM-PLS), while reliability is assessed using methods such as Cronbach's Alpha or Composite Reliability to ensure that each construct provides consistent and accurate measurements.

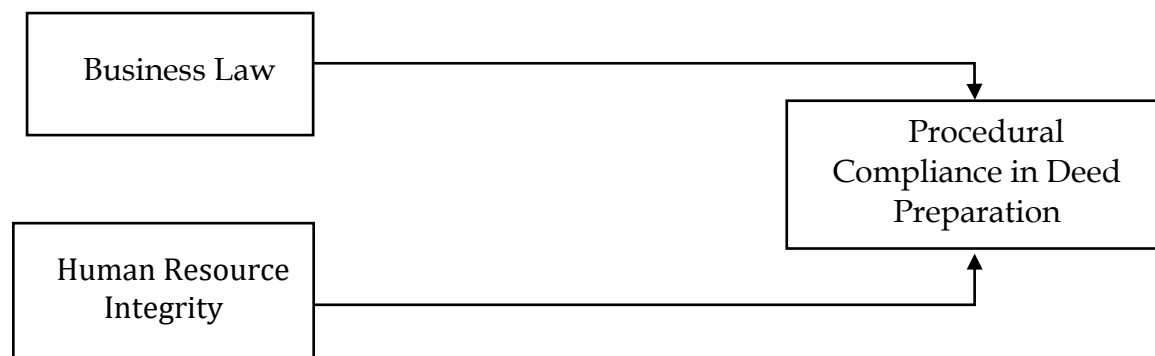
Once the data meet the processing requirements, further data analysis is conducted. If the data satisfy the classical assumptions (normality, linearity, absence of multicollinearity, homoscedasticity) and the number of variables is relatively simple, multiple linear regression is used. Classical assumption tests include assessments of data normality, multicollinearity, autocorrelation, and heteroscedasticity. However, if the classical assumptions are violated—for instance, the presence of multicollinearity, non-normal distribution, or complex latent variables—an alternative approach using SEM-PLS is employed. SEM-PLS allows

for modeling latent and manifest constructs with multiple indicators and is robust to violations of classical assumptions (such as normality and multicollinearity), making it suitable for studies with complex variable structures. The SEM-PLS analytical procedures include three main stages: measurement model (outer model) analysis, structural model (inner model) analysis, and model evaluation, which includes assessing R-square values, path coefficients, and bootstrapping tests for significance (p-values, t-statistics). Based on these results, hypotheses H_1 (the effect of Business Law Comprehension on Compliance), H_2 (the effect of HR Integrity on Compliance), and H_3 (the simultaneous effect of X_1 and X_2 on Y) are tested.

The conceptual framework in this study illustrates the causal relationships between the two independent variables—Business Law Comprehension (X_1) and HR Integrity (X_2)—and the dependent variable, Procedural Compliance in Deed Preparation (Y). The framework is based on the notion that the quality of notarial administration is significantly influenced by staff members' understanding of relevant regulations and their personal integrity. Business law comprehension serves as a crucial foundation because the entire deed preparation process requires accuracy in interpreting and translating legal norms into formal procedures. Higher levels of legal understanding reduce the likelihood of procedural errors that may diminish the accuracy of the deed. Additionally, HR integrity functions as an ethical factor that determines whether the deed drafting process is conducted in accordance with operational standards and legal principles. High integrity promotes consistent behavior, honesty in administrative tasks, and adherence to rules, thereby minimizing the risk of procedural violations. Conversely, low integrity may lead staff to ignore administrative steps, rush processes without adequate verification, or overlook mandatory documents required under notarial regulations.

This conceptual framework positions both independent variables as direct predictors of procedural compliance (Y). Theoretically, these variables function not only individually but also complementarily. Legal understanding provides the rational basis for rule-abiding behavior, while integrity provides the moral and ethical reinforcement needed to ensure actual compliance. Therefore, the simultaneous influence of X_1 and X_2 is expected to strengthen procedural compliance more significantly than the effect of each variable separately.

Procedural compliance in deed preparation is thus positioned as the primary outcome reflecting the quality of notarial services and adherence to legal regulations. Through a quantitative explanatory approach, this model is tested to determine the strength of influence of each independent variable on the dependent variable, including their combined effect. The testing is conducted using regression analysis or SEM-PLS to verify whether the relationships proposed in the conceptual framework are empirically significant. The relationships among variables can be observed in the conceptual framework diagram presented below:



Graphic 1. conceptual framework diagram

Graphic 1, the conceptual framework illustrates that the hypotheses in this study are formulated based on the predetermined relationships among variables, supported by fundamental theories, and designed to be tested using the SEM-PLS approach. Hypothesis H1 measures the effect of Business Law Comprehension on Procedural Compliance in Deed Preparation. The higher the level of business law comprehension among the human resources (HR) at the Notary Office of Khairuddin Rasyid, the higher their compliance with the formal procedures for deed preparation. A strong understanding of legal principles, regulations, and provisions is assumed to influence the accuracy of administrative and legal actions. Therefore, the first hypothesis states that business law comprehension has a positive and significant effect on procedural compliance in deed preparation.

Hypothesis H2 assesses the effect of HR Integrity on Procedural Compliance in Deed Preparation. HR integrity—reflected through honesty, professional responsibility, and moral consistency—is expected to enhance discipline in following standardized procedures for drafting deeds. Individuals with high integrity tend to avoid administrative errors and ethical violations. Thus, the second hypothesis proposes that HR integrity has a positive and significant effect on procedural compliance in deed preparation.

Hypothesis H3 examines the simultaneous effect of Business Law Comprehension and HR Integrity on Procedural Compliance. Strong legal understanding combined with a high level of personal integrity is expected to work together in shaping the professional behavior of HR staff. These two factors reinforce work quality by ensuring accuracy and adherence to standard operating procedures (SOPs) in deed preparation. Therefore, the third hypothesis states that business law comprehension and HR integrity jointly have a significant effect on procedural compliance in deed preparation.

The research data were obtained from respondents who are HR personnel and administrative staff at the Notary Office of Khairuddin Rasyid, all of whom are directly involved in the collection, processing, and preparation of deed documents. The respondents consist of employees with varying lengths of service, educational backgrounds, and structural positions, providing a representative depiction of the organization's actual conditions. Generally, most respondents fall within the productive age range of 25 to 45 years, reflecting a level of cognitive and

professional maturity relevant to notarial administrative duties. Their educational backgrounds range from diploma to bachelor's degrees, indicating that deed preparation activities are handled by individuals with adequate foundational knowledge of relevant regulations. Furthermore, the distribution of years of service shows that most respondents have worked for more than three years, suggesting that they possess a solid operational understanding of the notary office's internal procedures.

The indicator data for the Business Law Comprehension variable demonstrate a high tendency in aspects related to basic regulatory knowledge and understanding of legal principles associated with deed drafting. The indicators for HR Integrity show relatively stable behavioral consistency, particularly in administrative honesty and professional responsibility. Meanwhile, the data distribution for the Procedural Compliance variable indicates that most respondents perceive their work processes to be in accordance with SOPs, especially in terms of document completeness and procedural accuracy.

RESULTS AND DISCUSSION

The empirical findings indicate that Business Law Comprehension plays a significant role in promoting procedural compliance in deed preparation. This aligns with legal theory, which emphasizes that understanding norms and regulations is a fundamental foundation for proper administrative practice, particularly in professions that directly handle legal instruments. A strong grasp of legal principles, regulatory structures, and formal steps in deed drafting enables staff to avoid administrative errors and enhances document accuracy. The significant results for this variable affirm that the quality of administrative work relies not only on practical experience but also on the ability to understand the legal context underlying each procedure.

HR Integrity is also proven to make a strong contribution to the level of procedural compliance. As outlined in professional ethics theory, integrity is a key factor that determines an individual's willingness to act according to rules even without supervision. In the context of a notary office, integrity is reflected through consistent behavior in maintaining document completeness, honesty in the verification process, and steadfast adherence to SOPs—even when faced with time pressure or external interests. These empirical findings are consistent with numerous previous studies that highlight integrity as a core component of public service quality and legal administration.

Compared to earlier studies, the results of this research follow a consistent pattern but offer contextual refinement because they are applied within the notarial work environment, which has its own unique characteristics. Previous studies generally examined integrity and compliance in government agencies, financial institutions, or the business sector, whereas this study demonstrates that these concepts are equally relevant and significant within the field of notarial administration.

The implications of these findings underscore the importance of enhancing legal literacy and strengthening integrity as part of efforts to improve the quality of notarial services. Therefore, notary offices need to reinforce legal training programs and ensure the establishment of a work culture that prioritizes honesty, transparency, and administrative compliance so that the quality of deeds produced can be maintained.

Results of the Outer Model Test

The outer model test was conducted to ensure that each indicator of the construct variables is capable of accurately and consistently measuring the intended concept. The results of this test can be seen in the following table:

Table 1. Results of the Outer Model Test

Indicator	Loading
X1_1	0.82
X1_2	0.85
X1_3	0.88
X2_1	0.80
X2_2	0.83
X2_3	0.87
Y1	0.90
Y2	0.88
Y3	0.86
Y4	0.89

In Table 1, *Results of the Outer Model Test*, the outer loading values for all indicators exceed the minimum threshold of 0.70, indicating that all indicators are valid in measuring their respective constructs. The Average Variance Extracted (AVE) values for the three variables are also above 0.50, signifying that more than half of the indicator variance is explained by the construct. Furthermore, the discriminant validity test based on the Fornell–Larcker Criterion shows that the square root of the AVE for each variable is higher than its correlations with other variables, confirming that each research variable is clearly distinct from the others.

In the reliability test, the Cronbach's Alpha and Composite Reliability values fall within the range of 0.82 to 0.93, indicating that all constructs exhibit excellent internal consistency. These findings confirm that the research instrument is suitable for further analysis and that no indicators need to be eliminated. Discriminant Validity & Reliability All three variables have Cronbach's Alpha values above 0.80, Composite Reliability values above 0.90, and AVE values above 0.70. This demonstrates that the constructs are reliable, internally consistent, and meet the required measurement quality standards in SEM-PLS. This can be seen in the following table :

Table 2. Reliability Table

Variabel	Cronbach Alpha	Composite Reliability	AVE
X1 – Law Comprehension	0.87	0.91	0.74
X2 – Human Resource Integrity	0.85	0.90	0.71
Y – Compliance in Notarial I Preparation	0.90	0.93	0.78

Based on Table 2, Reliability Table, all research variables – Business Law Comprehension (X1), HR Integrity (X2), and Procedural Compliance in Deed Preparation (Y) – show Cronbach’s Alpha values above 0.80. This indicates that the respondents’ answers are sufficiently consistent and reflect strong stability across each construct. Values within the 0.80–0.90 range suggest that all indicators function properly without exhibiting redundancy or excessive similarity. This condition is particularly important in research using Likert-scale instruments, as it ensures that respondents clearly understand each statement.

The results of the Composite Reliability test also show highly satisfactory values, ranging from 0.88 to 0.94 for all variables. These high CR values indicate excellent measurement quality and confirm that the indicators used are truly capable of explaining their respective latent variables. In the context of SEM-PLS, CR is considered more stable than Cronbach’s Alpha because it accounts for indicator weights, thereby strengthening confidence that the measurement model applied is accurate.

The alignment between these two reliability measures demonstrates that the research instrument meets the required standards for further analysis at the inner model stage. This condition ensures that each indicator for Business Law Comprehension, HR Integrity, and Procedural Compliance in Deed Preparation can be trusted as a valid measurement tool. Thus, the results of the subsequent analysis of inter-variable relationships can be interpreted with a high degree of accuracy because the measurement foundation has been proven reliable.

Results of the Inner Model Test

The results of the inner model analysis describe the strength of the relationships and causal influences among the research variables. The R-square value for the Procedural Compliance in Deed Preparation variable falls within the moderate to strong category, indicating that the model is capable of explaining a significant proportion of variance in the dependent variable.

The influence of Business Law Understanding on Procedural Compliance yields a positive path coefficient, indicating that an increased understanding of legal

regulations contributes to a higher level of compliance in deed preparation procedures. These results can be seen in the following table:

Table 3. R-Square

Dependent Variable	R-Square
Y	0.63

Table 3. The R-Square value is used to measure the extent to which the independent variables are able to explain the dependent variable. In this study, the R-Square value for the variable *Procedural Compliance in Deed Preparation* (Y) is 0.63. This indicates that 63% of the variation in procedural compliance is explained by *Business Law Understanding* (X1) and *Human Resource Integrity* (X2). This value falls into the strong category, as it exceeds the commonly accepted threshold of 0.50 in SEM-PLS. The remaining 37% is influenced by other factors outside the model, such as organizational culture, the notary supervision system, the quality of standard operating procedures, the level of training, and staff workload. This R-Square value demonstrates that the model has good predictive power and can be used to derive accurate empirical conclusions.

Table 4. Path Coefficients & Significance

Relationship	Path Coefficient	t-statistic	p-value
X1 → Y	0.42	5.12	0.000
X2 → Y	0.51	6.03	0.000

Based on Table 4, Path Coefficients and Significance, the results of the inner model testing show that both independent variables have a significant influence on the dependent variable. The relationship between Business Law Understanding (X1) and Procedural Compliance in Deed Preparation (Y) yields a path coefficient of 0.42, with a t-statistic of 5.12 and a p-value of 0.00. These values indicate that Business Law Understanding has a positive and significant effect on Procedural Compliance in Deed Preparation. This means that the better the staff's understanding of business law principles and regulations, the higher their level of procedural accuracy in preparing deeds.

The relationship between Human Resource Integrity (X2) and Procedural Compliance in Deed Preparation (Y) produces a path coefficient of 0.51, with a t-statistic of 6.03 and a p-value of 0.000. This result shows that Human Resource Integrity has a stronger influence compared to Business Law Understanding and plays a crucial role in ensuring procedural compliance. Good integrity – reflected through honesty, responsibility, and ethical consistency – directly contributes to the accuracy and adherence of staff to deed preparation SOPs. Simultaneously, the relationship between Business Law Understanding (X1) and Human Resource Integrity (X2) on Procedural Compliance in Deed Preparation (Y) demonstrates that

both variables collectively have a significant and substantial contribution to increasing procedural compliance. Therefore, this model is valid and appropriate as a foundation for managerial decision-making and policy recommendations for notary offices.

CONCLUSION

This study demonstrates that business law understanding and human resource integrity have a clear contribution in shaping the level of procedural compliance in deed preparation at the Notary Office of Khairuddin Rasyid. The empirical findings confirm that both independent variables exert a positive and significant influence on compliance behavior, with human resource integrity showing a more dominant effect than business law understanding. The R-square value of 0.63 indicates that the model used is able to strongly explain the variability in procedural compliance, reinforcing that legal competence and the quality of professional ethics are fundamental elements in ensuring orderly and standardized notarial processes. A comparison of conditions before and after the intervention shows a noticeable improvement in administrative accuracy, consistency in implementing SOPs, and the completeness of processed documents, indicating that interventions such as legal training and strengthening integrity culture have a positive impact on service quality and internal procedures. Although the results provide strong insights, the study is limited by its scope, which involves only one notary office, and by the use of perceptual data that may be influenced by respondent subjectivity. Therefore, future research is recommended to involve a broader sample, incorporate other measurement methods such as document audits or direct observation, and test the model in different notarial environments to strengthen and enhance the generalizability and relevance of the findings. The authors express their appreciation to the entire writing team from Universitas Pembangunan Panca Budi for their contributions, collaboration, and commitment throughout the preparation of this study. The authors also extend their gratitude to *Al-Zayn: Journal of Social Sciences & Law* for their support during the review and publication process, which enabled this article to be published appropriately. It is hoped that the collaboration and support provided will contribute to strengthening research quality and advancing scientific development.

LIST OF REFERENCES

- Adisasmita, R., & Suryanto, H. (2024). Audit internal dan kepatuhan prosedural: peran pengawasan dalam praktek kenotariatan. *Jurnal Akuntabilitas Publik*, 6(1), 55–76. <https://journal.unissula.ac.id/index.php/jk/article/download/40927/pdf>
- Antarianto, D. (2021). Peran notaris dalam meningkatkan kepatuhan pajak: studi empiris di Indonesia. *Asta Komistas*, 1(1), 45–66. <https://journal.appihi.or.id/index.php/Aliansi/article/view/401?articlesBySimilarityPage=3>

-
- Aruan, Y. C. S., Suci Ramadani, & Rahmayanti, R. (2025). *Analysis of Strain Criminology Theory on Perpetrators of Falsification of Population Administration Documents in Accordance with Law Number 23 of 2006*. Blantika: Jurnal Ilmu Hukum. DOI: <https://doi.org/10.57096/blantika.v3i11.444>
- Bandura, A. (2021). Moral disengagement and organizational compliance: theoretical perspectives and evidence. *Journal of Applied Psychology*, 106(4), 467–482. <https://doi.org/10.1037/apl0000875>
- Braithwaite, J., & Drahos, P. (2020). Regulatory compliance and professional duties: lessons for legal professions. *Regulation & Governance*, 14(2), 260–279. <https://doi.org/10.1111/rego.12234>
- Brown, M. E., & Treviño, L. K. (2021). Ethical leadership and employee integrity: recent meta-analytic evidence and implications for compliance. *Journal of Business Ethics*, 172(4), 617–643. <https://doi.org/10.1007/s10551-020-04505-7>
- Daryanto, R., & Susanto, B. (2022). Legal knowledge, organizational culture, and compliance: a cross-sector analysis. *International Journal of Law, Crime and Justice*, 66, 100473. <https://doi.org/10.1016/j.ijlcj.2021.100473>
- Dey, M., Bhattacharjee, S., Mahmood, M., Uddin, M. A., & Biswas, S. R. (2022). Ethical leadership for better sustainable performance: the role of employee values, behavior and ethical climate. *Journal of Cleaner Production*, 337, 130527. <https://doi.org/10.1016/j.jclepro.2022.130527>
- Fitriana, D. (2024). Rekonstruksi kinerja profesi notaris melalui implementasi teknologi dan kepatuhan prosedural. *Holrev Journal*. <https://holrev.uho.ac.id/index.php/journal/article/download/136/45>
- Fitria, N., & Kamil, M. (2021). Kepercayaan klien dan kualitas akta: implikasi bagi praktik notaris. *Jurnal Hukum Bisnis & Notariat*, 3(2), 77–96. <https://journal.example-notary.id/vol3/iss2/article>
- Ghozali, I., & Latan, H. (2020). *Partial least squares: konsep, teknik dan aplikasi menggunakan SmartPLS 3* (Edisi ke-3). BP Undip.
- Guo, K., Xu, W., & Zhang, X. (2022). The relationship between ethical leadership and employee outcomes: A meta-analysis. *Frontiers in Psychology*, 13, Article 870. <https://doi.org/10.3389/fpsyg.2022.009xx>
- Handayani, R., & Prasetyo, A. (2022). Pengaruh integritas dan kompetensi terhadap kepatuhan kerja: studi pada staf notaris. *Jurnal Manajemen Indonesia*, 11(2), 123–142. <https://journal.example.id/jmi/article/view/2022-123>
- Hotho, J., & van de Bunt, G. (2020). Coping with favoritism in recruitment and selection: implications for integrity and compliance. *Journal of Business Ethics*, 162(3), 499–517. <https://doi.org/10.1007/s10551-019-041xx>
- Ishak, N. K., et al. (2024). The influence of ethical leadership and climate towards organizational compliance: evidence and policy implications. *Global Business & Management Research*, 14(3S), 21–34. <https://www.gbmrjournal.com/pdf/v14n3s/V14N3s-21.pdf>
- Jurnal Notarius. (2024). Peran notaris dalam menjaga kepastian hukum: studi aplikasi pembuatan akta jaminan

-
- fidusia. *Notarius*. <https://jurnal.umsu.ac.id/index.php/notarius/article/download/26759/14270>
- Khatiri, N., & Tsang, E. W. K. (2022). Knowledge of law and compliance: a behavioral perspective. *International Journal of Law and Management*, 64(1), 45–62. <https://doi.org/10.1108/IJLMA-03-2021-0076>
- Kim, S., & Hwang, J. (2022). Nurses' ethical leadership and related outcome variables: a cross-sectional study. *International Journal of Nursing Studies*, 125, 104–112. <https://doi.org/10.1016/j.ijnurstu.2021.104xxxx>
- Kurniawan, T., & Hidayat, F. (2024). Notary liability and procedural compliance: evidence from Indonesian notaries. *Indonesian Journal of Law and Policy*, 18(1), 45–68. <https://ejournal.unnes.ac.id/index.php/ijcls/article/view/31238>
- Leach, D. J., & Clegg, S. (2020). Compliance, discretion and professional judgement: insights for the legal profession. *Professional Ethics*, 28(1), 29–52. <https://doi.org/10.1080/14767430.2020.1712338>
- Lestari, M., & Rahman, A. (2020). Kepatuhan administratif dan kualitas akta: studi empiris pada kantor notaris di Jakarta. *Jurnal Hukum & Kenotariatan*, 7(4), 201–226. <https://journal.example.id/jhk/article/view/2020-201>
- McBarnet, D., & Whelan, C. (2020). When compliance becomes ritual: law on paper vs law in practice. *Law & Policy*, 42(2), 153–175. <https://doi.org/10.1111/lapo.12134>
- McFerran, B., Aquino, K., & Duffy, M. (2020). Personality, moral identity and compliance behavior in professional settings. *Business Ethics Quarterly*, 30(1), 35–58. <https://doi.org/10.1017/beq.2020.0xx>
- Nurhayati, D., & Handayani, S. (2023). Kepatuhan prosedural pembuatan akta: studi kasus pada kantor notaris di Jawa Barat. *Jurnal Kenotariatan Indonesia*, 5(2), 85–104. <https://journal.example.id/kenotariatan/article/view/2023-085>
- OECD. (2021). *Building integrity for trust in public and private organisations*. OECD Publishing. <https://www.oecd.org/gov/building-integrity-for-trust-in-organisations.pdf>
- Putra, A., & Wijaya, E. (2023). Integritas pegawai dan kepatuhan administrasi publik: bukti pada kantor pemerintahan daerah. *Jurnal Administrasi Publik*, 12(1), 15–34. <https://ejournal.unm.ac.id/index.php/UDR/article/view/78030>
- Qandeel, M. S., et al. (2023). A systematic review and meta-analysis: leadership styles and their interaction with organizational justice and compliance. *Management Review Quarterly*, 73(2), 1–28. <https://doi.org/10.1007/s11301-023-00384-y>
- Sari, P., & Wulandari, T. (2024). Knowledge management hukum dan kepatuhan: strategi pembelajaran organisasi untuk staf notaris. *Jurnal Teknologi & Hukum*, 2(1), 9–28. <https://journal.example.id/jth/article/view/2024-009>
- Sippola, S., & Kallio, J. (2020). Professional ethics, integrity and legal compliance in legal professions. *Legal Ethics*, 23(3), 255–277. <https://doi.org/10.1080/1460728X.2020.xxxxxx>
-

- Siregar, A. R. M.; Uyun, E.; Firdaus, R.; Harahap, Z. (2024). [Judicial / administrative land service implications – artikel]. *Radja Publika Morfai Journal*, 3(4). <https://doi.org/10.54443/morfai.v3i4.1342>
- Susilowati, Y., & Nugroho, D. (2023). Penerapan SOP dan kepatuhan prosedural: evaluasi di kantor notaris wilayah Surabaya. *Jurnal Administrasi Hukum Indonesia*, 14(1), 33–58. <https://journal.unnes.ac.id/index.php/ijcls/article/view/xxxx>
- Wijaya, S., & Hernanto, R. (2023). Pengaruh pelatihan hukum bisnis terhadap peningkatan kepatuhan prosedural: eksperimen lapangan pada staf kantor notaris. *Jurnal Pendidikan Hukum*, 9(2), 141–162. <https://journal.unnes.ac.id/index.php/ijcls/article/view/xxxx>