INTEGRATION OF PUBLIC ADMINISTRATION AND GOVERNANCE THEORY TO COMBAT CORRUPTION IN INDONESIA

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Abstract. Corruption remains a significant challenge in Indonesia, as it undermines public trust and hampers effective governance. This study aims to assess the effectiveness of public administration in combating corruption, focusing on transparency, accountability, collaborative governance, and anti-corruption culture. Using a qualitative approach and case study methodology, insights from 22 key experts and secondary data were synthesised to identify systemic challenges and propose solutions. The findings reveal that complex bureaucratic structures, weak accountability mechanisms, and limited community involvement perpetuate corruption. This study highlights the transformative potential of e-government systems, citizen participation, and robust oversight in reducing corruption. An anti-corruption model integrating four theoretical frameworks – Public Administration, Accountability, Collaborative Governance, and Corruption – is proposed to promote transparency, foster integrity, and strengthen institutional capacity. The model emphasises technology adoption, community involvement, and ethical reform to build a sustainable anti-corruption culture. Recommendations include enhancing the independence of supervisory bodies, increasing public access to information, and fostering stakeholder collaboration to ensure clean and effective governance. While this study provides valuable insights, its qualitative nature limits its generalis ability, and further research incorporating quantitative approaches is recommended.

Introduction

Public administration is transforming into a more responsive, transparent, and technology-driven model. This shift prioritises both efficiency and the quality of service and community engagement. In the digital age, governments are increasingly adopting information and communication technologies, implementing e-government concepts that facilitate citizen interaction, complaint submissions, and access to information (Tiach and Abdellatif, 2023; Baummar, 2024). Furthermore, there is a movement from traditional bureaucratic approaches toward service-oriented models emphasising citizen satisfaction and participation.

Collaborative models are becoming more prevalent, involving various stakeholders in decision-making processes crucial for the legitimacy and effectiveness of policies (Mosley and Wong, 2020). Big data is vital for understanding community needs and predicting trends (Bellocchio, 2018).

However, complex and opaque bureaucratic structures can create opportunities for corruption. Experts advocate for enhanced transparency, strict oversight, and robust law enforcement to mitigate this issue (Koeswayo et al., 2024). Community involvement in monitoring public administration and leveraging information technology is essential to combat corruption, ensuring that the government operates transparently and is accountable in budget management and public services (Burgis, 2020). Effective public administration can be a bulwark against corruption, minimising risks by adhering to transparency, accountability, and robust oversight principles. Conversely, rampant corruption threatens the integrity of public administration, creating a complex cycle that is difficult to break (Nemec et al., 2022).

Achieving clean governance requires commitment from the government, society, and the private sector. Developed countries often adopt integrated approaches to combat corruption, characterised by strict regulations, independent oversight bodies, transparent information, and the use of technology to enhance accountability and public participation (Rotberg, 2019; Zimelis, 2020). They actively collaborate through organisations like Transparency International and bilateral agreements for information exchange, emphasising transparency, accountability, and public involvement. Successful examples include Sweden, known for its transparent system and secure reporting mechanisms (Kassen, 2022); Singapore, with its independent Corrupt Practices Investigation Bureau (Wal, 2021); and Germany, where public officials are required to disclose their financial in-

terests. These nations demonstrate the significance of a comprehensive strategy in tackling corruption (Camplani, 2021).

Corruption in Indonesia involves several key sectors, which includes mining, such as PT. Pertamina Persero, banking (Bank Century), energy, and state financial institutions (e.g., Bank Indonesia, or the Central Bank). Corruption in the mining sector, such as the tin mining case in Bangka Belitung province, has resulted in state losses of USD 18.157 million due to the abuse of permits and opaque management of natural resources[1]. The banking sector has also been involved in major cases such as Bank Century and Bank Indonesia Liquidity Assistance, which have further burdened the economy due to the misappropriation of public funds.

In the energy sector, PT. Pertamina Persero has been involved in a corruption scandal that caused state losses of up to USD 12. 977 million, including other cases that resulted in losses of approximately USD 1.7 billion[2]. The state financial sector, particularly in Pension Insurance Savings State-owned Enterprise (PT. Taspen), has also been involved in fictitious investments, leading to state losses of USD 66.67 million[3].

The widespread corruption in Indonesia can be attributed to several key factors: a complex and non-transparent bureaucratic system, which creates loopholes for abuse of power; a patronage culture and political money, which leads to harmful political practices; the influence of key economic sectors, such as strategic sectors with a major impact on Indonesia's economy; and weaknesses in oversight and law enforcement (Yustiani et al., 2017). Despite the presence of institutions like the Corruption Eradication Commission (CEC), oversight of these key sectors remains weak, and the lack of accountability and transparency in many sectors, particularly in the management of public funds and natural resources, allows corruption to thrive. For example, the fictitious investment case involving PT. Taspen illustrates the weak oversight of state fund management.

Based on these various cases, handling corruption in Indonesia is a complex challenge that requires attention from the government, society, and international organisations. Despite efforts like establishing the CEC in 2003, which investigates and prosecutes cases independently, the agency has faced political threats and attempts to weaken its power (Umam et al., 2018). New regulations, including the Law on the CEC and bureaucratic reforms, aim to enhance transparency and accountability. Public involvement is encouraged, along with protections for whistleblowers (Okafor et al., 2020). Nonetheless, the entrenched culture of corruption and political pressures remain significant hurdles. To achieve clean and accountable governance, a strong commitment from all stakeholders is vital for

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[1] Reuters (2025) Indonesian prosecutors name five tin mining firms acused of illegal mining. URL: https://www.reuters.com/world/asia-pacific/indonesian-prosecutors-name-five-tin-mining-firms-accused-illegal-mining-2025-01-02/

[2] Kompas (2025) Is it true that the state loss in the Pertamina case reached IDR 1 quadrillion? URL: https://www.kompas.id/artikel/betulkah-kerugian-negara-dalam-kasus-pertamina-capai-rp-1-kuadriliun

[3] Voice of Indonesia (2025) KPK Explores Abuse of Directors' Authority When PT Taspen's Fictitious Investment Corruption Occurs. URL: https://voi.id/en/news/467524

sustainable social and economic development in Indonesia. Various corruption cases in Indonesia have raised the corruption index as presented in Figure 1 which shows Indonesia's Corruption Perception Index (CPI) Score, which remains high.
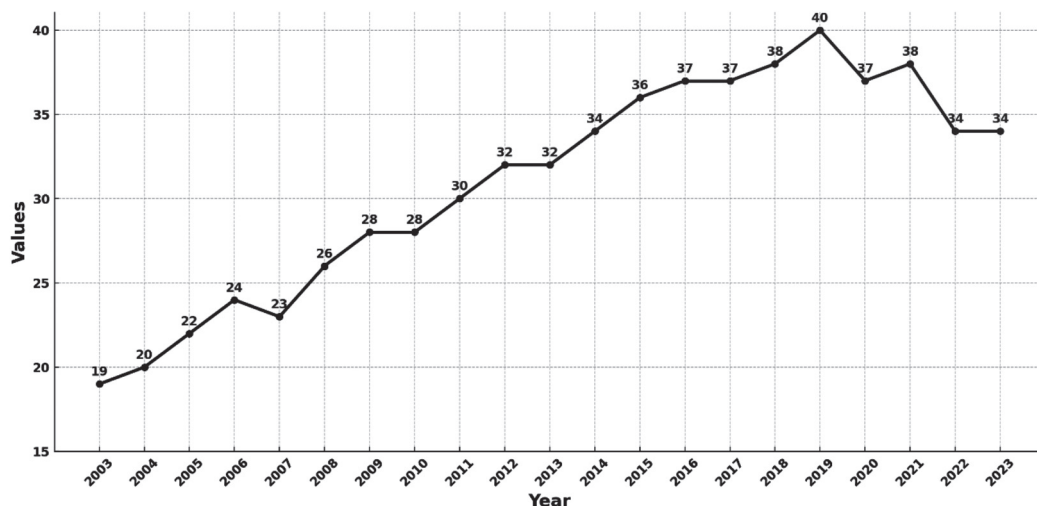

Figure 1. **Indonesia's CPI score (2003–2023)**

Source: Valérian (2024).

This study aims to analyse the effectiveness of public administration in preventing corruption. The research focuses on transparency, accountability, and oversight, while exploring the role of technology in promoting public participation and addressing the challenges faced by the CEC. The hypothesis of this study is that the fight against corruption in Indonesia will be more effective with an approach that considers the dynamics of politics, patronage culture, and the role of key economic sectors, along with strategic adjustments tailored to the social, political, and economic context of Indonesia. Ultimately, this research seeks to develop an anti-corruption model through a public administration framework, incorporating four variables and seven indicators to enhance the performance of the CEC.

Research method

In order to investigate the pervasive corruption issue in Indonesia, this study employed a qualitative research methodology using a case study approach (Takona, 2023). This method is particularly effective for capturing nuanced perspectives on anti-corruption efforts, relying on in-depth interviews with anti-corruption experts, including practitioners from the CEC. A qualitative approach was chosen to explore complex cases where quantitative data is not available, and corruption cases are very difficult and biased when carried out with a quantitative approach (Hermansyah et al., 2024). The research identified

22 key experts who could elucidate the challenges and successes of anti-corruption initiatives. These experts included academics in public administration, representatives from civil society organisations, legal professionals, and CEC practitioners.

Engaging these diverse stakeholders yielded various perspectives, blending theoretical frameworks with practical experiences. In-depth interviews were the primary data collection method, allowing for flexible, interactive dialogues (DeJonckheere and Vaughn, 2019). This format fostered an environment conducive to sharing detailed narratives about their experiences with corruption and anti-corruption efforts. The interviews were semi-structured, employing open-ended questions to explore topics beyond predetermined responses (Dolczewski, 2022). This flexibility was crucial for adapting to the conversation's flow and delving deeper into significant issues.

By synthesising the insights of these experts and practitioners, the research provided a comprehensive understanding of the current state of anti-corruption measures in Indonesia. Findings illuminated the effectiveness of existing strategies, identified barriers to progress, and highlight potential areas for improvement. Ultimately, this qualitative study aimed to enhance Indonesia's anti-corruption discourse, offering actionable insights to strengthen the nation's efforts in combatting corruption and fostering a culture of integrity across governance and society. The step-by-step methodology will guide this investigation effectively.

Table 1

Informant

No	Informant	Institution/Organisation	Number of informants
1	Public Policy Expert	Academics/University, Practitioners	3
2	Anti-Corruption Expert	Academics/University, Practitioners	3
3	Constitutional Law Expert	Academics/University, Practitioners	3
4	Political Parties	Justice and Welfare Party, Democrat Party, Indonesian Solidarity Party	3
5	NGOs	Anti-Corruption Movement Indonesia, Anti-Corruption Movement	2
6	CEC	CEC	3
7	People's Representative Council	Members of the People's Representative Council and Regional People's Representative Assembly	3
8	Police Experts	Indonesian Police	2

Source: Completed by the authors (here-and-after, if otherwise specified).
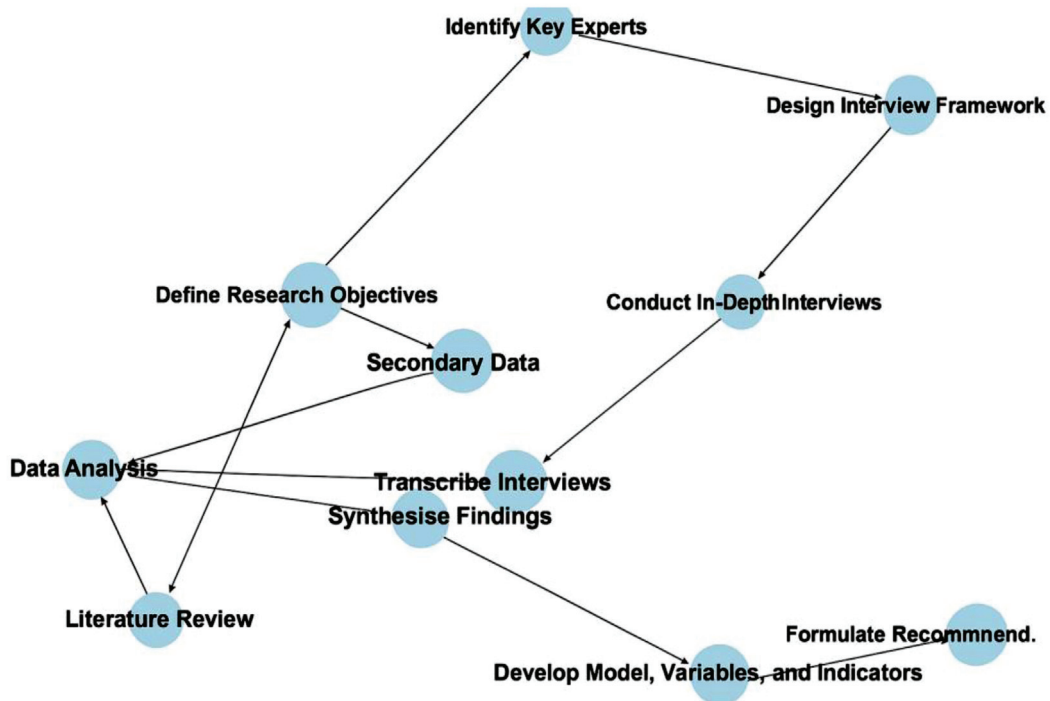
*Figure 2. **Research Process Flow Diagram***

Results and Discussion

The results of this study are presented in two sub-sections: a) the results of in-depth interviews with experts, and b) the results from secondary data searches and various information obtained from the Central Bureau of Statistics, CEC, newspapers, and scientific articles.

Structured Interview Results

This section synthesises insights from in-depth interviews with experts, academics, and CEC data regarding corruption cases and their analysis. These findings collectively highlight the main challenges and strategies for eradicating corruption in Indonesia. These challenges include systemic inefficiencies, disorganised bureaucratic structures, and major corruption cases with far-reaching implications. Insights are categorised into the following aspects:

a. Public administration

This segment explores the implementation of e-government systems, whistle-blower protections, and Indonesia's bureaucratic complexities.

E-government implementation

A public administration expert emphasised the transformative role of e-government systems in fostering transparency and accessibility:

"The implementation of e-government will greatly facilitate public access to information that was previously hard to reach. For instance, the public can monitor budgets, procurement of goods and services, and government policies through a transparent digital platform. The CEC needs to provide a platform for the public to report allegations of corruption, with guarantees of legal protection for whistleblowers to avoid intimidation or retaliation. This is crucial for enhancing public trust in the corruption reporting and eradication processes".

Streamlining bureaucracy

An anti-corruption lecturer noted the inherent risks in Indonesia's complex bureaucratic structure:

"Complex bureaucracy often creates loopholes for power abuse. Thus, a more transparent organisational structure is necessary, and the e-government system can help simplify this complexity".

Institutional coordination

A People's Representative Council member stressed the need for inter-agency collaboration:

"Coordination between institutions is key to the success of anti-corruption efforts. Regular meetings can ensure that the policies implemented by the CEC, police, and prosecutors are aligned and not overlapping. Furthermore, close cooperation with international organisations can be beneficial. These organisations can provide technical support and share best practices from other countries. By learning from international experiences, Indonesia can adapt solutions that have proven effective".

Policy evaluation

A public policy expert highlighted the importance of measurable outcomes:

"The CEC needs to develop clear performance indicators to evaluate the success of anti-corruption policies effectively. Public perception surveys are also crucial as they provide insights into how the public views the CEC's efforts. The main challenge is collecting valid, representative data while ensuring transparency in the evaluation process".

b. Accountability

This section addresses the CEC's oversight mechanisms, audit processes, and legal reforms.

Oversight and audits

A public law expert underscored the importance of the CEC's independent authority:

"The CEC plays an essential role as an oversight mechanism independent of other government institutions. With the authority to conduct audits and investigations, the CEC can identify gaps that could be exploited for corrupt practices. A periodic reporting system requiring public officials to explain their policies will strengthen accountability, making it easier for the public to assess integrity in policy implementation".

Legal reforms

The Political Parties emphasised the need to modernise the Anti-Corruption Law:

"The current Anti-Corruption Law is outdated and needs revision to address modern challenges, including political and economic interventions".

c. Collaboration

This segment focuses on engaging diverse stakeholders in anti-corruption efforts.

Stakeholder involvement

A public policy expert noted the value of multi-stakeholder engagement:

"The CEC acts as a bridge between the government and the public. By involving diverse stakeholders, the CEC gains a broader perspective on corruption issues and potential solutions".

Government support

A Police expert emphasised the importance of high-level political commitment:

"Government support, especially from the president, is vital. Without it, anti-corruption efforts can easily face political disruptions".

d. Corruption and cultural change

This section explores fostering an anti-corruption culture, ethical reforms, and the societal impact of corruption.

Integrity and ethical governance

A former CEC member stressed the role of ethics in combating corruption:

"The promotion of integrity and an anti-corruption culture requires ongoing efforts at all levels. The government and CEC must encourage ethical values and transparency in daily life. A clear code of ethics for public officials is essential, with strict sanctions for violations to convey that corruption will not be tolerated".

Financial impact

An Anti-Corruption Movement Indonesia NGO expert highlighted the economic consequences of corruption:

"The financial losses due to corruption in Indonesia exceed 44 billion USD, severely affecting public trust. The CEC faces significant challenges, including political pressure and a deeply ingrained culture of corruption. Strengthening ethical values within organisations is vital".

Public education and training

A member of the Regional People's Representative commented on the role of education in fostering transparency:

"Public education campaigns are critical for raising awareness about the dangers of corruption. When informed, the public is more likely to report corrupt practices. Training for officials, emphasising ethics and integrity, fosters a culture of clean governance. However, a lack of ethics and morality among law enforce-

ment remains a significant obstacle, necessitating reform through education and public awareness".

The results of the interviews reveal that combating corruption in Indonesia requires a comprehensive and systematic approach. The use of technology through e-government systems is essential to enhance transparency and facilitate public access to information while providing a secure reporting platform for whistleblowers. Close collaboration between institutions such as the CEC, police, prosecutors, and partnerships with international organisations is crucial to ensuring that anti-corruption policies are aligned and effective.

Strong accountability mechanisms including independent oversight, periodic audits, and policy evaluations based on performance indicators to measure the success of anti-corruption efforts, are another critical focus. Additionally, the involvement of civil society, the private sector, and academia offers diverse perspectives in formulating solutions. Building an anti-corruption culture by promoting ethical values and integrity at all levels, along with strict enforcement of codes of conduct, is also vital.

Public education and training for officials, emphasising good governance and integrity, should be prioritised to drive sustainable reform. High-level political support, particularly from the president, is essential to overcoming deep-rooted challenges such as political interference and entrenched corruption. By implementing these strategies, the CEC can strengthen its role as the cornerstone of Indonesia's fight against corruption.

From the interview results, the model description is as follows.

*Figure 3. **System model for anti-corruption strategy with interconnection***

Largest corruption cases in Indonesia

Based on data from the CEC, the 15 largest corruption cases involving companies and individuals from 1998 to 2024 have profoundly impacted Indonesia (Zahra, 2023). These cases have not only caused staggering financial losses but have also adversely affected society and the environment. One of the most notable scandals is the PT Timah, in which alleged corruption in tin commodity trading led to significant state losses (Pandoman, 2024; Santiago, 2023). These cases demonstrate the urgent need for robust anti-corruption measures to restore public trust and protect national financial resources. The total losses due to these cases amount to 7.88% of total state revenue, indicating a pressing need for effective governance reforms.

Table 2

Total corruption loss 1998–2024 *(millions of US dollars)*

No	Case	Year	Financial Loss
1	PT. Timah	2024	18,157.00
2	PT. Pertamina (Persero)	2018–2023	12,977.90
3	Bank Indonesia Liquidity Assistance (BLBI)	1998	9,226.67
4	Land Grabbing in Riau Province	2003	5,253.33
5	Illegal Condensate Processing	2009–2011	2,716.86
6	PT. TransPacific Petrokimia Indotama	1998–2008	2,520.00
7	PT. Asabri Corruption	2011–2019	1,518.67
8	CPO Export License Corruption	2022	1,223.33
9	PT. Jiwasraya	2018	1,120.00
10	Bank Century Corruption	2008	880.80
11	CRJ1000 and ATR 72600 Aircraft Procurement	2011	609.00
12	BTS Tower Project	2020–2022	535.33
13	Pelindo II	2010–2018	400.00
14	e-ID Project	2014	153.33
15	PT. Taspen	2019	66.67
16	Tax Officer Corruption	2023	6.31
	Total		*57,365.30*

Source: Indonesia Business Post, 2024.

Table 2 highlights the scale reflecting significant corruption cases in Indonesia, indicating total losses of around $57,365 million. This Table reflects the extensive damage caused by entrenched corrupt practices across various sectors, including state-owned enterprises and banking institutions like Bank In-

donesia Liquidity Assistance and Bank Century. The diversity of affected sectors underscores a systemic issue within public administration characterised by inadequate oversight mechanisms. The repercussions of these corrupt practices extend beyond financial losses; they impact critical sectors essential for society. Funds intended for infrastructure, education, and healthcare have been misappropriated, worsening issues of poverty and inequality in Indonesia. It fosters a cycle of distrust among the public towards institutions designed to serve their interests. Given this situation, reforming practices within public administration is imperative. Stricter anti-corruption measures must be implemented alongside enhanced transparency and accountability within government institutions. Community involvement is crucial; citizens should be encouraged to participate in governance processes, report suspected corruption, and demand accountability from public officials. This table serves as statistical data and reflects Indonesia's challenges in combating corruption, emphasising the need for a comprehensive approach to restore public trust in institutions.

Declining public perception of CEC's performance

Based on a survey conducted by Kompasiana-news on July 22–24, 2024 involving 1,200 respondents selected randomly using the stratified systematic sampling method in 38 provinces in Indonesia, data collection was carried out through face-to-face interviews. The margin of error for the survey is approximately 2.83%, with a confidence level of 95%, under conditions of simple random sampling. The results reveal public perceptions of several state institutions as of June 2024. The Indonesian National Armed Forces received the highest positive image rating from the public, with 89.8% of respondents expressing a favorable opinion. Following the Army, the National Police was viewed positively by 73.1% of respondents, followed by the Regional Representative Council at 68.6%, the Prosecutor's Office at 68.1%, and the Supreme Court at 64.8%. The declining perception of the CEC has become a significant concern, reflecting growing skepticism about its effectiveness and integrity among the public (Wahyu, 2024).

Interestingly, Figure 2 illustrates that while law enforcement institutions such as the Prosecutor's Office and the Supreme Court received positive ratings (68.1% and 64.8%, respectively), the level of trust in the CEC is only 56.1%. It reflects a significant challenge for the CEC, particularly in a political environment that often undermines anti-corruption efforts. The low image of the CEC may be attributed to various factors, including attempts to delegitimise the institution and perceptions that it needs to be more effective in addressing major cases. The survey results indicate that although some state institutions enjoy a positive image, challenges remain for law enforcement, especially concerning corruption. The public expects greater transparency and accountability from all institutions, particularly the CEC, to enhance its credibility as an anti-corruption body. It underscores the urgent need to strengthen the integrity and effectiveness of state institutions to meet public expectations and foster better governance.

A survey by Ipsos Global in August 2024 highlights that corruption ranks among the top concerns for people worldwide this year. The "What Worries the

World?" report indicates that corruption is a significant issue troubling Indonesian citizens, with 58% of respondents identifying it as an essential problem (Ipsos, 2024). This figure is significantly higher than that of other surveyed countries, such as South Africa and Malaysia, which reported rates of 44%. It reflects the public's deep dissatisfaction and concern regarding corruption practices that disrupt economic stability and undermine trust in the government.

The high level of anxiety also indicates that the Indonesian public feels that corruption significantly affects the quality of life, public services, and social welfare. This deep concern can be linked to several high-profile corruption cases in the media, often involving public officials and government institutions. Increasing public awareness of corruption issues could drive greater demands for transparency, accountability, and structural reforms in public administration. In response to these concerns, the government must take concrete steps to combat corruption and restore public trust. Otherwise, this dissatisfaction may lead to social and political instability, hindering long-term economic development.

Analysis

One of the key drivers of corruption in Indonesia is the overly complex and opaque bureaucratic structure. Riddled with nontransparent procedures, public administration processes provide fertile ground for corrupt practices. Public officials often exploit this complexity to expedite processes or grant favours, ultimately harming the community. Indonesia's multiparty system, with 18 parties contesting the 2024 elections, significantly shapes governance and decision-making, including at the CEC. The nation's expansive administrative system includes 34 ministries in 2024, projected to grow to 44 by 2025, alongside 38 provinces, 98 cities, 416 regencies, 7,277 subdistricts, and 83,763 villages. Each level of this decentralised system operates with its budget and bureaucratic intricacies. Weak coordination and oversight within this sprawling structure have resulted in budget lobbying, creating systemic opportunities for corruption and undermining effective governance.

The gap between theory and practice

Understanding the gap between the four theories – Public Administration, Accountability, Collaborative Governance, and Corruption – within the context of corruption in Indonesia requires analysing their interactions and the challenges they pose in implementing anti-corruption policies. Public Administration theory emphasises sound administrative practices to reduce corruption (Hoa and Thanh, 2023). However, Indonesia's bureaucratic structure is often complex and opaque, enabling power abuse (Monteiro and Adler, 2021). While advancements in e-government offer potential, issues related to implementation and accessibility persist, limiting their effectiveness.

Accountability theory stresses the responsibility of public officials to answer for their actions. Despite the presence of mechanisms like the CEC, political interference and a culture tolerant of corruption undermine these efforts

(Manan et al., 2023). Oversight institutions often lack the power to enforce accountability under political pressure.

Collaborative Governance theory highlights the importance of stakeholder participation. In Indonesia, community involvement in governance remains weak, leaving citizens feeling excluded, which diminishes policy legitimacy and exacerbates corruption risks. Meanwhile, Corruption theory explores systemic and individual corruption, with deeply embedded social norms sustaining these practices

Wulandari et al. (2024) noted that addressing this requires cultural shifts and changes in public perceptions, which remain significant challenges. Bridging the gap between theory and practice demands stronger public administration structures, effective accountability, inclusive stakeholder engagement, and a robust anti-corruption culture. Examining the intersections of these theories with practical realities provides a foundation for formulating more effective anti-corruption strategies tailored to Indonesia's context.

A comprehensive and sustainable approach within public administration is essential to combat corruption in Indonesia. Strengthening anti-corruption institutions, such as the CEC, is crucial. Unwavering support from both the government and society is required to uphold the independence and authority of these institutions. Enhancing their capacity through adequate training and resources is vital for their effective operation. Continued bureaucratic reform must also be prioritised, focussing on transparency and accountability. For example, implementing an open e-procurement system can allow citizens to monitor bidding processes, reducing opportunities for corruption and increasing public trust.

Elevating anti-corruption education at all societal levels is key to fostering a culture of integrity. Introducing ethics and integrity education in schools will shape the younger generation's understanding of the importance of clean governance (Juwita, 2023). Beyond formal education, public awareness campaigns should engage communities to build collective resistance against corruption.

The application of information technology is critical for improving public administration transparency and efficiency. Digital platforms can enhance public access to services and minimise corruption opportunities (Rothermich et al., 2022). A secure digital reporting system enables citizens to report suspected corruption safely and anonymously, while stronger legal protections for whistleblowers ensure they can act without fear of retaliation (Vian et al., 2022).

Facilitating active citizen participation in governance is equally essential. Public consultations, discussion forums, and social media can serve as platforms for citizen engagement. Collaboration among the government, law enforcement, and the public can foster collective efforts to address corruption. Joint initiatives, such as public education programs and awareness campaigns, are vital in building trust and enhancing collective action against corruption (Kusumawati et al., 2020). By implementing these strategies, Indonesia's public administration can create a cleaner, more accountable, and trustworthy governance system. Achieving this requires a shared commitment from all stakeholders to prioritise integrity, transparency, and collaborative governance.

Anti-corruption model with a public administration approach

An effective anti-corruption model grounded in public administration integrates four key theories – public administration, accountability, collaborative governance, and corruption theory. This integration provides a comprehensive framework to tackle corruption from multiple dimensions.

Theoretical foundations of the model

The public administration theory emphasises establishing transparent and efficient administrative structures to reduce corruption. Simplifying bureaucratic complexities and improving access to information allows citizens to monitor government activities and budget expenditures more effectively (Meijer et al., 2021). For example, digital platforms that provide real-time access to procurement data can reduce opportunities for corrupt practices (Máchová et al., 2018). The accountability theory is central to ensuring that public officials are answerable for their actions. Robust accountability mechanisms, such as mandatory audits and performance reviews, compel officials to act responsibly and ethically (Pilon and Brouard, 2023). This approach fosters greater public trust while reducing the likelihood of corruption.

The integration of the theory of collaborative governance enhances public participation in the decision-making process. Effective communication channels and collaborative forums between the government, society, and stakeholders ensure that policies reflect public aspirations and increase their legitimacy (Amsler, 2016). These platforms also create a sense of shared responsibility in governance, reducing the potential for corrupt practices.

This aligns with Tiach and Abdellatif (2023) who state that public administration is now transforming into a more responsive, transparent, and technology-based model. This process prioritises efficiency in public services and improves citizen engagement in decision-making. With the advancement of information technology, the implementation of e-government becomes crucial in enhancing interaction between the government and citizens. This technology allows for more transparent public interactions, speeds up policy processing, and facilitates public complaints.

Furthermore, Baummar (2024) observes a shift from traditional bureaucracy to a service-oriented model, marking a significant transition in public administration. The service-based approach focuses on citizen satisfaction, requiring a more flexible and responsive system to their needs. This also leads to more intensive collaboration between the government and the private sector in delivering public services. In this context, Bellocchio (2018) highlights the importance of utilising big data to understand public needs and predict trends and preferences. Big data enables governments to design policies that are more relevant and responsive to societal changes, improving public service delivery more effectively. Koeswayo et al. (2024) explain that complex and opaque bureaucracy creates gaps for corruption, undermining public administration integrity.

Zimelis (2020) mentions that developed countries adopt a comprehensive approach to fighting corruption, with independent oversight and strict regulations. Success in Sweden, Singapore, and Germany relies on transparency,

accountability, and public involvement. Camplani (2021) emphasises the importance of international cooperation in enforcing anti-corruption laws, with organisations like Transparency International providing platforms for sharing information and best practices globally.

Understanding the theory of corruption offers insights into systemic and cultural factors that allow corruption to occur. Identifying these root causes enables policymakers to address the underlying issues and develop targeted interventions (Mentzer, 2023). By synthesising these four theories, this model aims to build a transparent, accountable, participatory, and corruption-resistant public administration system. This integrated approach ensures that anti-corruption policies are effective, sustainable, and aligned with the needs of society.

Anti-Corruption model design

Enhancing transparency and access to information is a critical first step in combating corruption. A user-friendly e-government system is essential to provide citizens with transparent access to budget expenditures and policy information. Additionally, a secure platform for reporting suspected corruption and robust whistleblower protections ensure citizens feel safe in highlighting irregularities.

Accountability mechanisms must be fortified. Establishing independent oversight bodies with auditing and investigative authority ensures public officials are held accountable. Regular reporting requirements for officials to justify their decisions and policies will further enhance transparency and public trust.

Active stakeholder involvement is pivotal. Creating advisory councils that include representatives from civil society, the private sector, and academia ensures diverse perspectives in policy formulation. Public forums for discussing corruption issues and anti-corruption strategies allow communities to contribute directly to solutions (Dixit, 2018). Public education and awareness campaigns also play a critical role in addressing corruption. These campaigns should focus on educating citizens about the risks and impacts of corruption while providing public officials with training on ethics, integrity, and governance.

Monitoring and evaluation are integral to the model's success. Developing performance indicators to assess anti-corruption policies and conducting public perception surveys help measure progress and identify areas for improvement (Zamaletdinov et al., 2016). Annual reports that analyse successes, challenges, and recommendations for improvement further enhance transparency.

Promoting a culture of integrity is fundamental. Establishing clear codes of ethics and implementing strict sanctions for violations enforce discipline and accountability among public officials. Building integrity at all levels of government fosters an environment where corruption cannot thrive (Syah and Malik, 2021). Effective implementation relies on strong coordination among agencies. Regular inter-agency meetings ensure consistent policy application, while partnerships with international organisations provide technical support and best practices (Rusin et al., 2021). By leveraging the strengths of each theoretical framework, the proposed model creates a transparent, accountable, and collaborative public administration system to combat corruption sustainably. Table 2 is a menu of actions and activity programs to facilitate the work of the CEC in combating corruption.

Table 3

Variables and indicators for the model of eradicating corruption using a public administration approach

No	Variable	Indicator	Description
1	Public Administration Theory	Increasing Transparency and Access to Information	– Implementation of e-government systems to facilitate public access to information.
			– Providing a platform for the public to report suspected corruption with protection for whistleblowers.
		Implementation and Coordination	– Holding regular meetings between institutions to ensure good coordination in policy implementation.
			– Strengthening relationships with international institutions to obtain the best technical support in anti-corruption practices.
		Monitoring and Evaluation	– Developing clear performance indicators for policy evaluation.
			– Conducting regular public perception surveys on corruption.
			– Preparing annual reports analysing progress, challenges, and recommendations for improvement.
2	Accountability Theory	Accountability Mechanism	– Establishing an independent supervisory agency with the authority to conduct audits and investigations.
			– Developing a periodic reporting system that requires public officials to explain the policies and decisions taken.
3	Collaborative Theory	Stakeholder Engagement	– Establishing a consultative council involving representatives from civil society, the private sector, and academia in policy formulation.
			– Holding public forums for discussion and input on corruption issues and anti-corruption policies.
			– Strong support is primarily from the government (president), without political intervention from any party.
			– Collaboration with law enforcement, police, the Supreme Court, and the Attorney General with a clear division of duties.
4	Corruption Theory	Anti-Corruption Culture	– Encouraging a culture of integrity at all levels of government and society by upholding ethical values and transparency.
			– Developing a clear code of ethics for all public officials and implementing sanctions for violators.
		Education and Public Awareness	– Conducting educational campaigns to increase public awareness about the risks and impacts of corruption.
			– Providing training for public officials on ethics, integrity, and good governance.

Table 3 reveals that combating corruption requires a comprehensive approach that encompasses key aspects of public administration. One of the main steps is increasing transparency, which is crucial for fighting corruption. Open governance in decision-making, budget allocation, and public services reduces the risk of corruption by enabling citizen oversight. E-government systems, by digitising services and providing data access, improve administrative efficiency and minimise opportunities for abuse.

Coordination among institutions is also essential, with regular meetings and strengthened relationships with international organisations to support anti-corruption practices. Policy monitoring must be carried out by developing clear performance indicators and conducting public perception surveys on corruption (Cahyani et al., 2023).

Conversely, when these institutions are weak, corruption can flourish unchecked. Also, weak institutions allow corruption to thrive. Organisational culture within government agencies significantly influences corruption risks. A culture emphasising integrity and professionalism reduces corruption while tolerating unethical practices exacerbates it. Community involvement in public administration is equally important. Citizen participation in oversight and decision-making enhances transparency, bridges the gap between government and society, and reinforces accountability (Suphattanakul, 2018).

Finally, Figure 5 below combines Figures 3 and Table 3 to produce a model of the Public Administration Approach to Eradicating Corruption.
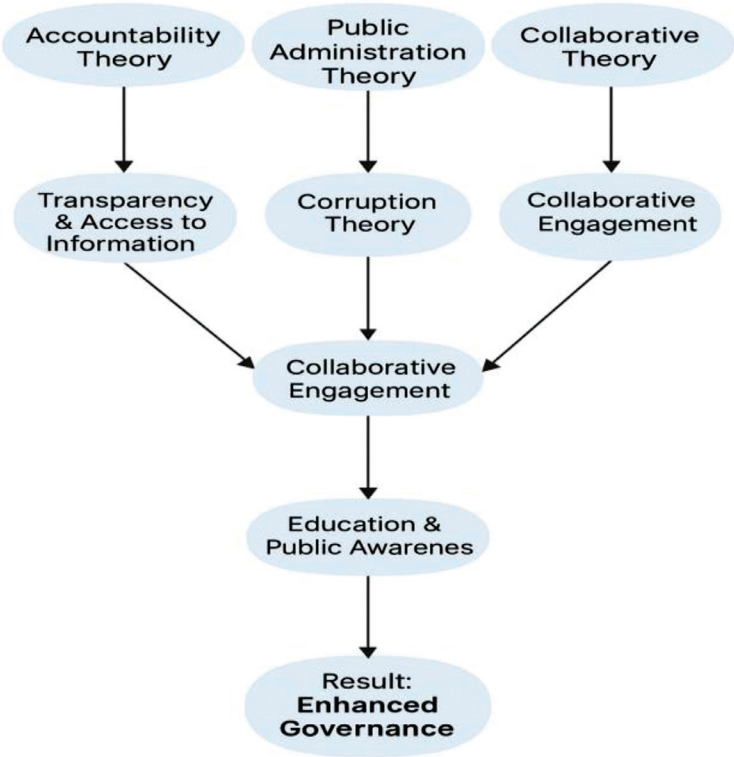

Figure 4. **Integrated anti-corruption framework**

The model in Figure 4 highlights the importance of transparency, accountability, and collaboration in effectively combatting corruption. In Indonesia, the implementation of e-procurement plays a significant role in making public procurement transparent. Data on procurement is accessible to the public, increasing accountability and reducing the risk of corruption. However, despite progress, oversight of the system needs to be enhanced, especially in regions with limited infrastructure. The integrated anti-corruption framework presented in Figure 4 emphasizes the core principles of transparency, accountability, collaboration, and education as key mechanisms to achieve enhanced governance. While the framework provides a conceptual structure, its practical application in the Indonesian context can be observed through the following eight fundamental steps. These steps are aligned with the elements of the framework and reflect ongoing efforts in policy, oversight, digital governance, and cultural reform aimed at combating corruption systematically and sustainably.

1) *E-procurement implementation*

   E-procurement directly supports transparency by providing the public with greater access to procurement data. This system strengthens accountability and reduces opportunities for corrupt practices, aligning with the model that emphasises openness in budget management and government projects.

2) *CEC collaboration with international institutions*

   Collaboration between the CEC and international organisations such as Transparency International and United Nations Office on Drugs and Crime (UNODC) strengthens anti-corruption efforts. These partnerships enable Indonesia to adopt best practices from countries with strong and corruption-free legal systems, reinforcing oversight and effective collaboration.

3) *Natural resource management*

   Transparency and strict oversight in the management of natural resources, such as mining and fisheries, are vital to fostering a strong anti-corruption culture. Collaboration between the government, private sector, and society enhances accountability and ensures the high-integrity management of strategic sectors.

4) *Transparency and information access via e-government*

   The implementation of e-government allows greater public access to critical data, such as state budgets and government projects. This transparency enables public oversight of policies and administrative processes while supporting accountability among public officials in decision-making.

5) *Accountability mechanisms*

   Strengthening oversight bodies like CEC and Financial and Development Supervisory Agency and implementing a reporting system that requires public officials to explain their decisions, will improve accountability in governance. This directly ties into the theory of accountability, emphasising the need for public officials to be held responsible for their actions.

6) *Collaboration with stakeholders*

   Involving civil society, the private sector, and academia in formulating anti-corruption policies ensures that the policies are more inclusive and aligned with public needs. This strengthens collaboration across various sectors to create more effective policies and enhance the legitimacy of those policies.

7) *Anti-corruption culture and public education*

Building an anti-corruption culture through public awareness campaigns and training for public officials on ethics and integrity is essential to instill values of transparency and accountability. This reduces tolerance for unethical practices in government.

8) *Achieving better governance*

The comprehensive application of this model will lead to better governance, reduced corruption, and increased public trust in government. It serves as a framework to foster sustainable social and economic development in Indonesia.

By implementing these eight steps – transparency, accountability, collaboration, and an anti-corruption culture – working together as outlined in the model, Indonesia can achieve better governance outcomes, as illustrated in Figure 5 below.
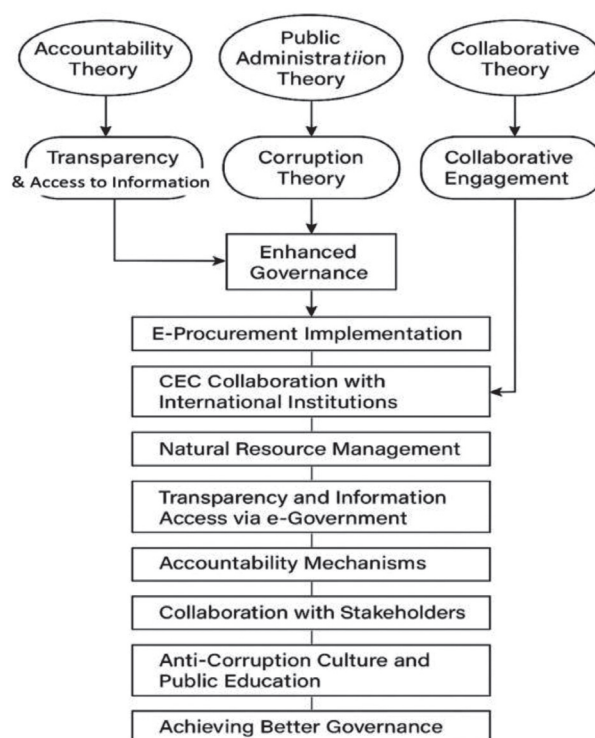

Figure 5. **Integrated anti-corruption framework with eight strategic implementation steps**

The hypothesis of the study has been proven: combatting corruption in Indonesia will be more effective with an approach that considers political dynamics, patronage culture, and the role of key economic sectors, with strategies tailored to Indonesia's social, political, and economic context. This research reflects the complex political dynamics in Indonesia, where the diversity of political parties, with different ideologies and mass bases, often influences policy and decision-making. Additionally, the strong patronage culture, involving reciprocal relationships between politicians and their constituents, plays a significant role in political dynamics, where politicians offer benefits in exchange for political support.

The influence of key economic sectors, such as natural resources and banking, is often linked to corruption and rent-seeking practices, where the relationship between the government, business, and the private sector creates opportunities for abuse of power and corruption. By integrating these factors, the study highlights the real challenges in combatting corruption in Indonesia.

Conclusion

This study emphasises the need for a comprehensive approach to combatting corruption in Indonesia, with a focus on transparency, accountability, collaboration, and cultural transformation. The study shows that the implementation of e-government and e-procurement systems plays an important role in transparent public procurement of goods and services and reducing the risk of corruption. The study highlights the need for better supervision, especially at the central level and regions (provinces, cities, districts) with limited infrastructure. The study also underlines the importance of collaboration between national institutions such as the Corruption Eradication Commission (CEC) and international organisations such as Transparency International in several developed countries to adopt global best practices in anti-corruption.

In addition, effective governance depends on transparent and accountable management of natural resources, such as mining which is prone to corruption, and strengthening public trust through active citizen participation. The shift from a bureaucratic approach to a service-oriented approach, including the use of big data to tailor policies and services to public needs, further enhances the effectiveness of public administration.

Finally, this study provides recommendations that handling corruption in Indonesia requires integration of political, social, and economic dynamics, taking into account strategies tailored to the local context. This study emphasizes the important recommendation that effectively eradicating corruption in Indonesia requires a strong commitment from the government, civil society, and international partners to promote sustainable governance and a culture of integrity.

Limitations

This research is limited by a qualitative approach that relies on expert opinions and secondary data. These findings may not fully represent the diverse experiences of corruption in various regions in Indonesia. Moreover, these studies focus primarily on institutional and systemic factors and emphasise dynamics at the policy-making level and less on the grassroots and informal networks that facilitate corruption.

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