CORRUPTION PREVENTION AND DETERRENCE THROUGH STRATEGIC HUMAN RESOURCE MANAGEMENT APPROACH

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ABSTRACT

Transparency International has issued the corruption ranks for 2015 and Indonesia sits in 107 positions of 174 investigated countries. The efforts to eradicate corruption have been done through legal approach, but the corruption index is still high. Hence, other alternatives, such as, strategic human resource management approach needs to prevent and deter corruption. The strategic human resource management is used to control motivation, condition, opportunity, and realization of corruption actions that as the 'square' factors of corruption action. The research objective should make lower the corruption rank of Indonesia. This research uses explorative quantitative survey method, meanwhile, descriptive and regression analyses are used in data analysis. The operational definition of dependent variable is the prevention and deterrence of corruption (Y), whereas, the independent variables are Organizational Culture (X1), Competencies (X2), Leadership (X3), and Internal Control (X4). The population of this research is 25 peoples also the total sample, they are employees at the Joglo village office of West Jakarta City. The result of this research is the model of corruption prevention and deterrence which Organizational Culture as the most strategic factors.

Keywords: prevent and deterr, corruption, organizational culture, competencies, leadership, internal control/ monitoring.

1. INTRODUCTION

Corruption Eradication Commission (KPK) in their report in 2015 has conducted 5 times caught in the act operations, 84 research activities, 99 investigation activities, and 91 prosecutions, and 33 executions of the court decisions. The KPK has also managed to rescue IDR 198,000,000 of the state's money from being corrupted Attorney General of The Republic Indonesia in its explanation by Sudiyanto Agus Pratomo (2015) states that the Attorney General has managed to save the state's fund of IDR 434,948,404,656 and has managed to save the state's money in the civil and state administration by IDR 520,005,000,000, and has investigated 1,511 cases, and prosecuted 1,172 cases. In strengthening the corruption eradication efforts, the President has issued the Presidential Instruction No. 9 of 2014 on Improvement of Internal Management System Quality and Improvement of Reliability of Internal Management Function and Presidential Instruction No. 192 of 2014 on BPKP to increase their capacity and the synergy of inspectorate. Law enforcement institutions, such as Police Department, Attorney, Audit Board of the Republic of Indonesia (BPK), Supreme Court, are encouraged to increase their capacity and synergy in eradication of corruption.

Corruption is not only a problem in Indonesia, but also almost in all part of their world, both in public and private sectors. As an illustration of a corruption in a business institution, Association of Certified Fraud Examine or ACFE (2012) put forward the summary of their findings on corruption and the extent of loss caused by it: 1) misappropriation or asset stealing in cash or non-cash, presentation of financial statement, and other scheme of corruption; 2) corruption in the work place due to the weak control system, threats for small companies; 3) Billing scheme, corruption that uses the billing process, the riskiest type of corruption in the world; 4) those that are often becomes the victims of corruption are by bank and non-bank financial institutions, public administration and government, and manufacturer; 5) the higher the position of the corruptor the bigger the loss of the company because: the owner/executive officer corrupts

about USD 573,000; manager USD 180,000, and employees USD 60,000; 6) the longer the serving time of a corruptor, the bigger the loss caused by that corruption; 7) the biggest proportion of corruptor (77%) are employees in 6 divisions or departments: accounting, operational, marketing, executives, customer's service, and purchase; 8) in general the first time corruptor are often those with clean background, 87% of the corruptors have never committed corruption before, and 84% have never been punished or fired due to corruption.

The efforts to eradicate and deter corruption in Indonesia have been done by various institutions that emphasized more on the legal actions and this has improved Indonesian position within the rank of corruption index issued by Transparency International in 2015, which was from position 114 to 107 out of 174 investigated countries. However, this improvement is still far below other Asian countries like, the Philippines, Thailand, Malaysia, and Singapore that sits in the 30s position. In this 2016, corruptions are often committed by those from the public and private institutions. This indicates that the approach to eradicate corruption have to be done not only through repressive approach but also through preventive measures, such as, through strategic human resource management approach. Wheelen (2006: 12) states that the strategic factors of internal environment are structure, culture, and resources as the main focuses of strategic human resource management approach to manage motivation, condition, opportunity, and realization of corruption actions. This is in line with Turner, Mock, and Srivastava (2003) who states that corruption will happened due to motivation, condition, possibilities, and realization.

The long-term objectives of corruption's prevention and deterrence through strategic human resource management approach is to curb the level of corruption, hence, the level of corruption in Indonesia will be at least similar with those of Singapore and Malaysia, in the 30s rank issued by TI. The specific objective of this research is to develop a healthy and effective internal environment of an institution, thus it can suppress corruption level to its lowest point. The loss due to corruption in Indonesia is getting higher and higher. Hence, the efforts to resolve the corruption in Indonesia are becoming more and more important. Therefore, this research on prevention and deterrence of corruption through strategic human resource management approach with the main focuses of organizational culture, competencies, leadership, and internal control as a total solution toward corruption becomes necessary. Indonesia will be free of corruption if the government, from its lowest level to its national level is able to prevent and deter corruption, including the Joglo Village office of Kembangan Sub-district, City of West Jakarta.

2. LITERATURE REVIEW

Corruption Prevention and Deterrence

Poerwadarminta (1996), states in Indonesian Language dictionary that corruption is bad action such as swindling of money, accepting bribery, etc. The law No. 3 of 1971 on March 29th, 1972 states that one who is punished with corruption criminal action is: (1) those that against the law has committed an action to enrich oneself or others, or an economic institution or an institution, which directly and indirectly harm the state's or the state's economy, or is known or suspected that those actions harm the state's finance or the state's economy; 2) with the objective of enriching one's self or others or an institution, abuse of authority, opportunity or facility that bestowed upon one's due to his/her position that directly or indirectly harm the state's finance or the state's economy; (3) committed the crime as proscribed in article 209, 210, 387, 388, 415, 416, 417, 418, 419, 420, 423, and 435 of Indonesian Criminal Code; (4) giving gifts or promise to a government employee as stipulated in article 2 of the Law mentioned above by considering the authority attached to his positions or by the gift bearer or promise is considered to be attached to his position; (5) without a sound reason, in a very short time has received a gift or promise given to him as mentioned in article 418,419, and 420 Indonesian Criminal Code and does not report that gift or promise to the authority; (6) conduct a trial or an agreement of criminal actions mentioned in number (1), (2), (3), (4), (5) above. The government employee mentioned in article 2 of this Law also encompasses the people who receive salary or wage from state's fund or local fund or receive salary from an institution/legal institution that receives financial aid from the government, or other legal institution that uses the capital and aids from the state of community. Therefore, the criminal act of corruption as mentioned in Law No. 3 of 1972 for The State Organization as the object of the research, however, it is expected that the concept of corruption's prevention and deterrence using the strategic human resource management approach in Joglo village office of Kembangan Sub-district can be made as reference other government agencies, and for private agencies could adapts to the this concept too, because the most of literature for private organization.

Corruption is one of the worst factors in the society that has been carried for a long time. Currently, in our democratic-dominated environment, the advance of information and technology, have not only change the types and ways of doing corruptions, but also invent some new ways of doing corruption that has never been known (Mackevičius, Bartaška,2003; Mackevičius, 2012). The corruptors have been trying to find ways to make corruption more efficient, and using more sophisticated methods that are found through investigation of internal and external environment, investigation of accounting system and internal control by analyzing the financial condition and the result of the business operation, and evaluation of various factors.

Cressey (1973) stated that corruption happens due to pressure, motivation, and realization. Pressure to do corruption can be identified with internal motivation of that person.. the pressure to commit corruption can be found in three forms: the pressure to purchase something in order to increase the life style, the pressure made by the superior or company management to gain money from the company even though the money belongs to the company, and external pressure. Therefore, various pressures to commit corruption can be from debt/liability to pay, greediness, a challenge to gamble or willingness to fight the system, dissatisfaction toward the salary, and the likeness of it. In the literature, all variables are defined as motivation to commit corruption. The second element of the corruption triangle is situation that made corruption possible to happen. Turner, Mock, Srivastava (2003) stated that if one has a motivation, but does not commit corruption if there is no possibility for him or her to act on that motivation to commit corruption. If a motivation arise and the opportunity exist in forms of existence of big value transaction and complicated transaction, bad internal control, irregularity of audit and soon, then it will encourage a corruption to happen. It is the researchers believe that possibility is generally influenced by the lack of asset control of a company, lack of procedure and accounting, and if motivation and possibility to commit corruption are fulfilled, and when one's feel able to realize the corruption, then the corruption will be committed. Duffield, Grabosky (2001) stated that the need for analyzing the organizational culture as a whole in an effort to prevent and deter corruption.

According to Albrecht et al. (2011), an effort to break the corruption triangle will give an assessment on the direct relationship between ability to commit corruption of an employee and ability of the company to deter it. Bressler & Bressler(2007), stated that the corruption triangle is not sufficiently detail because it is lacking of capability element, hence, they propose a transformed triangle of corruption into a square of corruption. Not everyone who has motivation, opportunities, and realization decide to commit corruption because there is an element of capability to commit corruption or to store it. According to Albrecht, Williams, Wernz (1995), this capability element is important because of the scale of the long-term corruption. Only those with extreme capacity that will be smart enough to understand the available internal control to identify its weakness and use the result of his analysis in planning the realization of a corruption act. The elements of this corruption square are motivation, condition, capability, and realization. All of these elements are strongly tied to the internal control.

Based on the above description, what it means by corruption's prevention and deterrence is efforts to prevent the effort to enrich oneself or others by violating the regulation that are encouraged by motivation, condition, probability, and realization of the corruption action.

Organizational Culture.

Robin and Judge (2007: 511), stated that the main characters in organizational culture are:
1) Innovation and willingness to take a risk.
   The employees character level to innovate and their courage to take a risk.
2) Attention toward details.
   The employees character level in implementing their tasks correctly, analyzing the tasks and paying detail attention in implementing their tasks.
3) Orientation toward outcomes
   The level of management focus toward outcomes than the process or means used to produce the expected outcomes.
4) People oriented.
   The attention level that management on decision making weather the impact ot outcome toward the employees as mamabers of orgaqnization.
5) Team Oriented.
   The level of priority in organizing the work activities in team rather than individually
6) Aggressiveness.
   The Level of employees' aggressiveness and competitiveness in implementing their tasks rather than merely accomplishing the tasks
7) Stability.

The level of organization's attention toward a growing activity rather than maintain the status quo.
Each character is in a sequence from the lowest level to the highest level. Tintami et all. (2012: 13) stated that the organizational culture is basic philosophy of an organization on belief, norms, and values as the core characters on how to do things in organization. Laudon and Laudon (2012: 100) stated that each organization has basic assumption that will be followed by their members on the objectives and the product of their organization. Organizational culture consists of a set of assumptions on what product to produce, how to produce it, and where and for whom it is created.
From several opinions above, it can be concluded that organizational culture is philosophy and basic assumption of an organization on the belief, norms, and common values as the core of an organization, management, and all members as a whole on: innovation capacity and willingness to take risk; appropriate implementation of the tasks, analyzing, and

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detail attention to the implementation of the task; focus on outcomes rather than the means and process to reach the outcomes; decision making by paying attention to the impact of outcomes on employees; organization of activities in teams rather than individually; aggressiveness and competition of employees in carrying out the tasks rather than merely do the tasks; conduct activities to grow and not to maintain the status quo
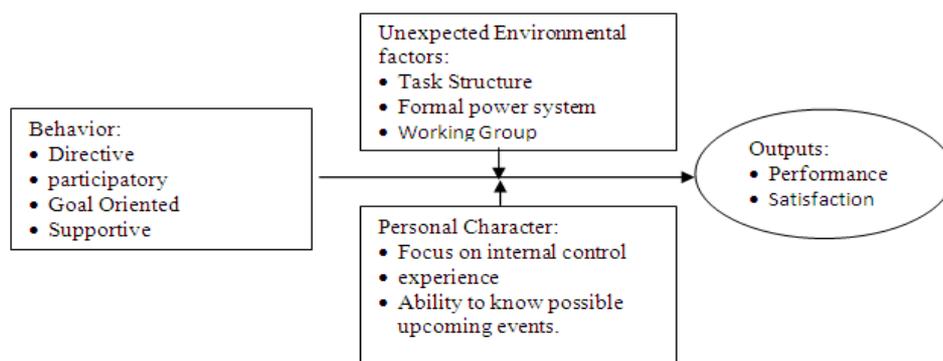
Competencies

Noe (2015: 14), stated that professional human resource competencies are: implementing the principles of human resource management to contribute to the success of the business; manage interaction between the customers and other stakeholders, in which, each has their own interests hence, able to provide services that contribute to the success of the organization; able to able to bring worthy ideas and input for the employees and leaders that are currently within a hard situation; have initiative to directly help the organization activities; give effective feedback; work effectively with different people and in different culture; integrated the core values, honest, responsible; able to interpret the information, hence, are able to give recommendation related to return on investment and its impact toward the organization as basis for sound business decision making; understand the business, organization, and industry function matrix. Shermon (2011: 11) stated that competency is one's characteristics that enable him or her to produce best performance on the tasks given to him/her. Competency means two things: one's ability to have good performance on his/her field; something that one has and needed to have effective performance. State's Employees' Agency (PERKA BKN No 8 of 2013, Letter D), stated that technical competency is ability of each government employee to work that consists of the knowledge aspect, skill aspect, and work attitude aspect that are needed in implementation of his/her job's tasks. Working knowledge is the government employee's knowledge on facts, information, skill that are obtained through education and trainings, both theoretically and practically, and things known by the government employees related to his/her jobs and awareness of government employee that are obtained through facts or situation in work context. Working skill is the government employee's skill to implement the tasks based on the job demands that consists of: 1) individual task skill; 2) skill to manage a number of different tasks in a job (task management skill); 3) skill to respond and manage different events/problems (contingency management skill); 4) specific skill needed to carry out certain jobs as demanded by the job environment (job/ role environment skill); 5) skill to adapt in implementing the job in certain work places (transfer skills). Work attitude is the government employee's behavior that insists on the emotion and feeling aspect, such as interest, attitude, appreciation, and adjustment toward job.

Based on the descriptions above, competency is an ability to implement the human resource management principles to contribute toward the success of the business; manage interaction between customers and other stakeholders, in which, each has their own interests, hence, able to provide services to the success of organization; able to put in worthy opinion for the employees and leaders who have problems and hard situations; has initiative to directly assists the organization activities; gives effective feedback; work effectively in different culture and people; integrate the core values of honesty and responsibility; able to translate information hence, able to give recommendation on return on investment and its impact on organization as the basis for business decision making; understand the matrix of business function, organization and industry; give best performance on the task given to him or her.

Leadership

Robbins and Judge (2007:356), proposed the theory of attitude in leadership: smarts; sociable; confident; honest; reliable and responsible; able to clearly communicate ideas; full of spirits; and have good morale. Robert House in Robbins and Judge (2007:269) proposes the theory of path-goal leadership as shown in Figure 1 below:

Figure 1: Path-Goal Leadership
(Source: Robert House in Robbin and Judge (2007:267)

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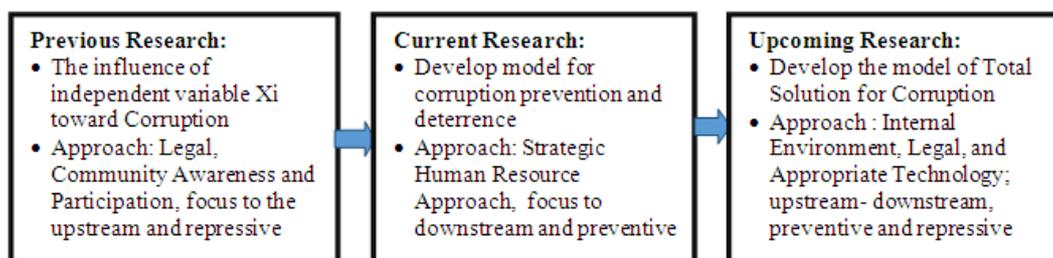
Leadership with behavior: 1) directing for bigger satisfaction achievement, bigger respect on structure and better planning than letting doubt or stress to happen; 2) developing participation of each member through involvement in decision making and target setting; 3) increasing the expectation and employees' efforts in achieving optimum performance when tasks are not yet clearly structured; 4) encourage the employees to gain optimal performance and satisfaction in implementing their tasks; 5) focus on internal control hence, the employees are more satisfy with the participatory pattern; 6)shaped by various supporting experience; 7) have ability to find out possibility that may happen in the future, hence, able to effectively anticipate it. Yukl (2010:319) proposes the guideline to develop employees motivation and participation, such as: 1) state the vision and mission clearly and interestingly; 2) explain how to achieve the vision and mission; 3) act secretly and optimistically; 4) show persistence and faith toward the employees; 5) emphasizing important values through symbols and drastic actions; 6) lead by example; 7) delegates authority to the deserved employees to achieve vision and mission.

From several statement above, it is clear what is meant by leadership is one who is smart, easy to socialize, self-confident; honest; reliable and responsible; encourage the employees/member to achieve optimum performance and satisfaction; able to clearly state the ideas; full of spirits; has good morals; focus on internal control; able to know the possibility that may happen and anticipative.

Internal Control.

Siagian (2005: 355) states that in order for a control to be effective, the benefits as follow have to be considered: 1) appropriate contribution of the employees for the organization; 2) nurturing professionalism; 3) encourage all employees to increase their knowledge and skills; 4) clarity of tasks, authority, and responsibility; 5) uniformity and consistency of policies; 6) preventing crisis by increasing ability and being proactive in anticipating problems; 7) obedience to law and regulations; 8) increasing efficiency, effectiveness, and work productivity; 9) creating a working climate that are technically ready and mentally ready to accept change; 10) latest, accurate, reliable, secure, accessible information system. In addition, Werther and Davis (2006: 561) stated that internal control is conducted to: 1) identifying who responsible for every activities; 2) setting the objective of activities that becomes the focus of the control; 3) review of policy and procedure used to achieve the target; 4) prepare report, on target recommendation, policy and procedure; 5) develop action plan to improve objective, policy, and procedure; 6) follow up the action plan as solution to the problems found during the internal control. Werther and Davis (2006: 565) proposed approaches for internal control: 1) *comparative approach,* which is comparing between employees and division; 2) *outside authority approach,* which is an approach based on the expert suggestion or result of a published research compared to a currently evaluated program or activity; 3) statistical approach is a statistical note on internal control findings toward an evaluated program or activity; 4)*compliance approach* that is an approach on a compliance toward a company policy, regulation or procedure, 5) *MBO approach* that is comparing the real achieved output with the set objective, bad performance is noted and reported. On the other hand, Albrecht and Zimbelman (2009: 140) stated the weaknesses of internal control lays on the lack of: tasks division; physical protection; independent investigator to prove wrong or right; delegation of authority; documentation and recording; current control system; accounting system that is the current information system both auto and manual that are not able do early detection of corruption.

From several views above, it can be concluded that internal control is: identification of whose responsible for each activities; setting the objective of the activity as part of the control; reviewing the policy and procedure used to achieve the objective of activity; providing a right on target report, procedure, and recommendation; following up an action plan to improve objective, policy, and procedure; following up the action plan as solution to the problem found. The roadmap of total solution for corruption action can be seen in the following Figure 2.

Previous Research:
- The influence of independent variable Xi toward Corruption
- Approach: Legal, Community Awareness and Participation, focus to the upstream and repressive

Current Research:
- Develop model for corruption prevention and deterrence
- Approach: Strategic Human Resource Approach, focus to downstream and preventive

Upcoming Research:
- Develop the model of Total Solution for Corruption
- Approach : Internal Environment, Legal, and Appropriate Technology; upstream- downstream, preventive and repressive

Gambar 2. Road Map of research for Total Solution for Corruption

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3. RESEARCH METHOD

Research Design and Type

This research is designed as quantitative research, a research based on positivism philosophy as it is based on a scientific method that has met the scientific requirements, concrete, empiric and objective, measurable, rational and systematic (Sugiyono: 2014). To test the research hypothesis, this research uses causal research in its dependent and independent variables.

Operational Definition of Variables

Corruption Prevention and Deterrence Variable (Y), corruption prevention and deterrence are efforts to prevent the self or other enrichment that are against the regulation. Corruption exists when there are motivation, opportunity, capability and realization of the corruption acts. The conceptual definition in this research on corruption prevention and deterrence is preventing to enrich one and others by controlling the motivation, opportunities, capability, and realization.

Organizational culture variable (X1), the conceptual definition of organizational culture is the philosophy and basic assumption of the organization on their belief, norms, and values as the core characters of the organization, management and members of that particular organization as a whole on: (1) ability to innovate and willingness to take risk; implement the task appropriately, analyze and paying detail attention in implementation of the tasks; focus on the outcomes rather than the process; (2) make decision by considering the impact of outcome on the employees, organize activities in team rather than individual; (3) employees' aggressiveness and competitiveness in tasks implementation; (4) do the activities to grow and not to maintain the status quo.

Competencies Variable (X2), the conceptual definition of competencies are: 1) ability to implement human resource management principles to contribute toward the success of business; 2) manage interaction between customers and stakeholders, where each has their own interests in order to provide the services for the success of the organization; 3) contribute with sound input for employees and leaders that are currently experiencing problems; 4) have initiative and directly help the organization's activities: give effective feedback; work effectively with different culture and groups of people; 5) integrate the core values, honest, and responsible.

Leadership Variable (X3), the conceptual definition of leadership is one who is: smart, easy to socialize; confident; honest; trusted and responsible; encourage the members to perform and gain optimal satisfaction; state the ideas clearly; full of spirits; good morale; focus on internal control; knowing what might happen and anticipate it.

Internal Control Variable (X4), internal control is defined as: identifying who is responsible for each activities; set goals of the activity that becomes the focus of the internal control; review the policy and procedure used to achieve the goal of the activity; prepare report, recommendation and procedure that are right on target; develop the improvement plan to improve the objective, policy, and procedure; follow up the action plan as part of solving the problems that are found as the result of internal control.

Variables and Research Indicators

The variables consist of corruption prevention and deterrence (Y) as dependent variable, whereas, the independent variables are organizational culture (X1), competencies (X2), leadership (X3), internal control (X4). These variables are stated in the following formula:

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \text{\EUR}$$

Each variable has indicators that can be seen in Table 1 below.

Table 1. Research Variables and Indicators

No	Variable	Questionnaire Indicator	Scale
1	Corruption prevention and deterrence (Y)	1) Control motivation to do corruption is an effective way to prevent and deter corruption (Motivation) 2) Control condition, hence there will be no chance for one to conduct corruption is an effective way to prevent and deter corruption (Possibility) 3) A system that makes it hard to conduct a corruption is an	Ordinal 1 to 5

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		effective way to prevent and deter corruption (Capacity). 4) Level of difficulty one has to face to realize corruption is an effective way to prevent and deter corruption (realization).	
2	Organizational Culture (X1)	1) Do the job right, 2) Analyze and pay detail attention in doing the tasks; 3) Produce outcomes in accounttable way and process. 4) Make decision by considering the impact of outcome toward employees; 5) Organize activities in teams rather than individuals;	Ordinal 1 to 5
3	Competencies (X2)	1) Ability to implement human resource management principles to contribute to the success of business; 2) Manage interaction with customers and stakeholders where each has their own interest, hence, able to provide services that support the success of the organization; 3) Able to contribute sound opinion for employees and leaders that are currently experiencing problems; 4) Has initiative and directly help the organization's activities; 5) Integrate the core values, honest, and responsible.	Ordinal 1 to5
4	Leadership (X3)	1) A leader who love to socialize can prevent corruption; 2) Trusted and responsible leader can prevent corruption; 3) Leader who can clearly articulate his/her opinion can prevent corruption; 4) Leader who is focus on internal control can prevent corruption; 5) Leader who knows what might happen and anticipate it can prevent corruption.	Ordinal 1 to 5
5	Internal Control (X4)	1) Identify who responsible for every activities can prevent corruption; 2) Set objective of activity that becomes focus of internal control can prevent corruption 3) Review policy and procedure used to achieve objective of activity can prevent corruption. 4) Prepare right on target report, recommendation, and policy can prevent corruption. 5) Develop action plan to improve objective can prevent corruption	Ordinal 1 to 5

Research Population and Sample
The population of this research is the employees at Joglo Village office, Sub-district of Kembangan, West Jakarta City. The number of population in this research is 25 people that consist of officers and employees that directly involved with the day to day operation of Joglo village office.

Type and Source of Data
The data in this resource are primary data. The primary data are data collected directly from the first source. In this research, the primary data are obtained through questionnaire. Questionnaire is data collection method by distributing list of questions to the respondents with the expectation will respond to that list of questions. In this research, the questionnaire is distributed to all the officers and employees in Joglo village office. This method is also called as total sampling or census.

Technique of Analyzing the Data.
The data in this research are analyzed descriptively and using multiple regression analysis. Hair et al (2010) stated that regression analysis is a general statistic used to analyze the correlation between one dependent variable and some independent variables.

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4. RESEARCH FINDINGS AND DISCUSSION

General Description

The general description of the characteristic of the respondents and correlation of the variables and indicators used in this research are presented in descriptive form in Table 2 below. The respondents in this research are all the employees in Joglo village office of Kembangan sub-district, city of West Jakarta with the total 25 population as the total sample.

Table 2.   Characteristics of Respondents

N0	Characteristics	Number	Percentage (%)
1	Sex		
	Male	19	76
	Female	6	24
2	Age (Years)		
	20 – 30	3	12
	30 – 40	11	44
	40 – 50	3	12
	➢ 50	8	32
3	Education		
	Postgraduate(S2)	1	4
	Bachelor (S1)	11	44
	Diploma III	6	24
	High School	7	28
4	Length of work		
	< 5 Y	3	12
	5 – 10 Y	5	20
	10 – 20 Y	8	32
	20 – 30 Y	9	36

Respondents' Qualification

The position of all respondents are: chief of village; secretary of the chief of village; head of governance and security unit; head of economic empowerment and community's welfare unit; head of facilities and infrastructure, and environment unit; head of licensing unit; head of registry unit; community guidance; military officer placed at the village office; head of emploies; task force unit; staf employer; operator.

The Corruption Prevention and Deterrence . The analysis of corruption prevention and deterrence as dependence variable is described in Table 3.

Table 3. Descriptive Statistics of Corruption Prevention and Deterrence

	N	Range	Minimum	Maximum	Sum	Mean		Std. Deviation	Variance
	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic	Statistic
CTK Q1	25	3.00	2.00	5.00	107.00	4.2800	.13565	.67823	.460
CTK Q2	25	3.00	2.00	5.00	109.00	4.3600	.15144	.75719	.573
CTK Q3	25	3.00	2.00	5.00	99.00	3.9600	.17776	.88882	.790
CTK Q4	25	3.00	2.00	5.00	98.00	3.9200	.18184	.90921	.827
Valid N (list wise)	25								

The data in Table 3 shows the total 25 respondents with the minimal value of 2 and maximum value of 5. Motivation indicator has the value of 107 and the average value of 4.28 and standard deviation of 0.67. Possibility indicator scores 109, with the average of 4.36 and the deviation standard of 0.76. Meanwhile, the capability indicator scores 99 with the average of 3.96 and the deviation standard of 0.89. In addition, the realization indicator scores 98 with the average of

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3.92 and the deviation standard of 0.91. All indicators have average around 4, hence, the respondents are in agreement with the indicators of corruption prevention and deterrence.

Table 4. Descriptive Statistics of Organizational Culture

	N	Range	Minimum	Maximum	Sum	Mean		Std. Deviation	Variance
	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic	Statistic
BO Q1	25	3.00	2.00	5.00	103.00	4.1200	.15620	.78102	.610
BO Q2	25	2.00	3.00	5.00	102.00	4.0800	.12806	.64031	.410
BO Q3	25	2.00	3.00	5.00	101.00	4.0400	.14697	.73485	.540
BO Q4	25	3.00	2.00	5.00	100.00	4.0000	.16330	.81650	.667
BO Q5	25	3.00	2.00	5.00	96.00	3.8400	.16000	.80000	.640
Valid N (list wise)	25								

Organizational Culture. The descriptive analysis of organizational culture as independent variable X1 is seen in Table 4 below. That shows of 25 respondents with the minimum value of 2 and three and the maximum value of 5. The indicator of BOQ1 (do the tasks on time) scores 103 with the average score of 4.12 and the deviation standard of 0.78. The BOQ2 (analyze and pay detail attention in doing the tasks) indicator scores 102 with the average score of 4.08 and the deviation standard of 0.64. Mean while, the indicator BOQ3 (produces product and services through accountable means and processes) scores 101 with the average score of 4.04 and the standard deviation of 0l73. In addition, indicator BOQ4 (make decision by considering the impact toward the employees) scores 100 with the average score of 4.00 and the deviation standard of 0.82. Lastly, the indicator BOQ5 (organizing the activities in teams rather than individually) scores 96 with the average score of 3.84 and the deviation standard of 0.80. All indicators have the average score of almost 4, therefore, respondents are in agreement with the indicators of corruption prevention and deterrence.

Competency. The descriptive analysis of Competency as independent variable X2 is shown in Table 5. The data shows the respond from 25 respondents with the minimum scores of 2, 3, and 4 and the maximum score of 5. The Indicator CompQ1, ability to implement human resource management principles to contribute toward the success of business, scores 99 with the average value of 3.98 and the deviation standard of 0.53. Next, the indicator CompQ2, manage interaction among customers and stakeholders to provide services that support the success of organization, scores 95 with the average scores of 3.80 and the deviation standard of 0.64. Further, Indicator CompQ3, able to contribute opinion for employees and leaders that are currently facing problems to produce products and services through account table means and process, scores 94 with the average score of 3.76 and the deviation standard of 0.88. In addition, indicator KompQ4, have initiative and directly help the organization, scores 94 with the average score of 3.76 and the deviation standard of 0.88. Lastly, indicator KompQ5, integrate the core values, honest, responsible, scores 113 with the average score of 4.52 and the deviation standard of 0.50. All indicators have the average score of 4, therefore, the respondents agree with the indicators of corruption prevention and deterrence.

Table 5. Descriptive Statistics Competencies

	N	Range	Minimum	Maximum	Sum	Mean		Std. Deviation	Variance
	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic	Statistic
Komp Q1	25	2.00	3.00	5.00	99.00	3.9600	.10770	.53852	.290
Komp Q2	25	2.00	3.00	5.00	95.00	3.8000	.12910	.64550	.417
Komp Q3	25	3.00	2.00	5.00	94.00	3.7600	.17588	.87939	.773
Komp Q4	25	3.00	2.00	5.00	94.00	3.7600	.17588	.87939	.773
Komp Q5	25	1.00	4.00	5.00	113.00	4.5200	.10198	.50990	.260

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Table 5. Descriptive Statistics Competencies

	N	Range	Minimum	Maximum	Sum	Mean		Std. Deviation	Variance
	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic	Statistic
Komp Q1	25	2.00	3.00	5.00	99.00	3.9600	.10770	.53852	.290
Komp Q2	25	2.00	3.00	5.00	95.00	3.8000	.12910	.64550	.417
Komp Q3	25	3.00	2.00	5.00	94.00	3.7600	.17588	.87939	.773
Komp Q4	25	3.00	2.00	5.00	94.00	3.7600	.17588	.87939	.773
Komp Q5	25	1.00	4.00	5.00	113.00	4.5200	.10198	.50990	.260
Valid N (list wise)	25								

Leadership. The descriptive analysis of Leadership as independent variable X3 is shown in Table 6 below. The Table 6 above shows that respond from 25 respondents with the minimum scores of 2, and 4 and the maximum score of 5. Leadership indicator KepemQ1, leaders who love to socialize, scores 81 with the average score of 3.24 and the deviation standard of 1.05. Next, leadership indicator KepemQ2, trusted and responsible leader, scores 101 and the average score of 4.04 and the deviation standard of 0.89. Further, leadership indicator KepemQ3, leader that is able to clearly state the opinion, scores 93 with the average score of 3.72 and the deviation standard of 0.89. In addition, leadership indicator KepemQ4, leader who focuses on internal control, scores 108 with the average score of 4.32 and the deviation standard of 0.63. Lastly, leadership indicator KepemQ5, leader who know what might happen and anticipate it, scores 93 with the average score of 3.72 and the deviation standard of 1.14. Four indicators have average score of about 4, therefore, respondents agree that these are the appropriate indicators for corruption prevention and deterrence. And one indicator with the average score of 3.24, leader who love to socialize, according to respondents is moderately an indicator for corruption prevention and deterrence.

Table 6. Descriptive Statistics of Leadership

	N	**Range**	Minimum	Maximum	Sum	Mean		Std. Deviation	Variance
	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic	Statistic
KepemQ1	25	3.00	2.00	5.00	81.00	3.2400	.21040	1.05198	1.107
KepemQ2	25	3.00	2.00	5.00	101.00	4.0400	.17776	.88882	.790
KepemQ3	25	3.00	2.00	5.00	93.00	3.7200	.17814	.89069	.793
KepemQ4	25	2.00	3.00	5.00	108.00	4.3200	.12543	.62716	.393
KepemQ5	25	3.00	2.00	5.00	93.00	3.7200	.22745	1.13725	1.293
Valid N (list wise)	25								

The Control of Internal. The descriptive analysis of internal control as independent variable X4 is shown in Table 7 below. It shows that the respond from 25 respondents with the minimum scores of 2, 3, and 4 and the maximum score of 5. Indicator WsnalQ1, identify who responsible for each activities, scores 100 with the average score of 4 and the deviation standard of 0.71. Next, the WsnalQ2 indicator set the objective of activities as the focus of internal control, scores 101 with the average score of 4.04 and the deviation standard of 0.54. Further, WsnalQ3 indicator, review of policy and procedure used to achieve objective of activities, scores 102 with the average score of 4.08 and the deviation standard of 0.49. In addition, WsnalQ4 indicator, prepare on target report, recommendation, policy and procedure, scores 104 with the average score of 4.16 and the deviation standard of 0.63. Lastly, the WsnalQ5 indicator, develop action plant to improve objective, scores 100 with the average score of 4.00 and the deviation standard of 0.64. Four indicators have average score of almost 4 and therefore, it means that respondents agree, those are the indicators of corruption prevention and deterrence.

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Table 7. Descriptive Statistics of Internal Control

	N	Range	Minimum	Maximum	Sum	Mean		Std. Deviation	Variance
	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic	Statistic
WsnalQ1	25	3.00	2.00	5.00	100.00	4.0000	.14142	.70711	.500
WsnalQ2	25	2.00	3.00	5.00	101.00	4.0400	.10770	.53852	.290
WsnalQ3	25	2.00	3.00	5.00	102.00	4.0800	.09866	.49329	.243
WsnalQ4	25	1.00	4.00	5.00	104.00	4.1600	.07483	.37417	.140
WsnalQ5	25	2.00	3.00	5.00	100.00	4.0000	.12910	.64550	.417
Valid N (list wise)	25								

Determinant Analysis

Table 8. Model Summary [b]

Std. Error of the Estimate	R	R Square	Adjusted R Square		R Square Change	F Change	df1	df2	Sig. F Change	Durbin-Watson
					Change Statistics					
1.61512	.748[a]	.559	.471		.559	6.332	4	20	.002	1.385

a. Predictors: (Constant), WASINTERNAL, KOMPETENSI, KEPEMIMPINAN, BUDORGANISASI

b. Dependent Variable: C/TKORUPSI

1) R Sq = 0,559 this means that the independent variables, X1, X2, X3, X4 in this research are able to describe the dependent variable Y.

2) F Change 6, 332 is bigger than F table

This analysis shows that the produced model through SPSS calculation is acceptable.

Regression

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	4,940	3.383		1,460	.160
ORG. CULTURE (X1)	.608	.194	.817	3,136	.005
COMPETENCIES(X2)	-.155	.159	-.194	-.978	.340
LEADERSHIP(X3)	-.058	.128	-.099	-.455	.654
INTERNAL CONTROL (X4)	.176	.214	.163	.826	.419

Regression Equation Model:

$$Y = 4,94 + 6,08X1 - 0,155X2 - 0,058X3 + 0,176X4 + e$$

1) β_0 Value, is a constant in regression equation, the regression analysis of 4.94, t count = 1.46 with the significance value of sig = 0.160 > 0.05, therefore, is not significant but it's not neglect able in regression equation model because Sig. F Change = 0.02 < 0.05.

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2) β_1 value, that is the regression coefficient of X1, the regression analysis result 0.608, t count = 3. 136, with the value of sig 0.05 = similar to the significant value, Sig. F Change = 0.02 < 0.05 therefore, the influence of organizational culture toward the corruption prevention and deterrence is significant and it's not neglect table in regression equation model. The value of   regression coefficients factor is positive and the biggest, therefore, the influence sensitivity of organization culture toward the corruption prevention and deterrence is the biggest and as the most strategic factors.

3) β_2 value that is the regression coefficient of X2, the regression analysis result - 0,155, t count -0,978, with the value of sig 0.340> 0.05, therefore, the influence of competencies toward corruption prevention and deterrence is not significant, but it's not neglect table in regression equation model because Sig. F Change = 0.02 < 0.05. The competency is the important factor for organization but it's negative value so it should be controlled by professionalism responsibility

4) β_3 value, that is the regression coefficient of X3, the result of regression analysis -0,058, t count -0,455, the sig value 0.654 > 0,05, therefore, the influence of leadership toward corruption prevention and deterrence is not significant, but it's not neglect able in regression equation model because Sig. F Change = 0.02 < 0.05. The leadership is the factor that importan for organization but negative value so it should to develop the leadership system that the leader has not uncontrollable and not centralistic domination.

5) β_4 value that is the regression coefficient of X4, the result of regression analysis is 0.176, t count 0.826, with the sig value 0.419 > 0,05, therefore, the influence of internal control toward corruption prevention and deterrence is not significant, but it's not neglect able in regression equation model because Sig. F Change = 0.02 < 0.05. Internal control is the important factor for organization but it's negative value so it should to develop early warning system of internal control, not only historical monitoring analysis as usual.

4. CONCLUSION AND RECOMMENDATION

Conclusion

1) Organizational culture significantly influences the corruption prevention and deterrence and has the biggest influence among independent variables, hence, it has to be prioritized and as the most strategic factor in preventing and deterring corruption.

2) Competency has negative influence on corruption prevention and deterrence, but insignificant, hence, it should not be a priority in preventing and deterring corruption. The competency is the important factor for the organization but it must be controlled to order to positive impact on corruption prevention and deterrence

3) Leadership has negative but insignificant influence toward corruption prevention and deterrence, hence, should not be a priority in preventing and deterring corruption. The leadership is the important factor for the organization but centralization and domination of authority of the leader as the leadership concept has negative impact on corruption prevention and deterrence so we have to develop check and balances and delegation of authority.

4) Internal control has positive but insignificant influence toward corruption prevention and deterrence so it should not be a priority in building corruption prevention and deterrence. The internal control is the important factor for organization but the orientation of the internal control more historical control so it's important to develop the early detection concept.

Recommendation

1) Joglo village office of Kembangan Sub-district city of West Jakarta in building a clean and respectable governance has to pay significant attention to organizational culture.

2) Internal control has positive influence with the sig value of 0.419 this may seem insignificant in the significance level of 41.9% or still has the reliability level of 58.1%. it implies that internal control has the positive influence in preventing and deterring corruption. Thus, it is recommended that internal control is to be paid attention as well in the efforts to prevent and deter corruption with implementation of early detection control concept.

3) Organization should be recommended that no centralization and domination of authority of the leader and whitout uncontrollable leader.

4) Organization should be recommended to develop professionalism responsibility and good corporate governance.

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