Implementation of Anti-Bribery Management System ISO 37001 : 2016 in the Government

Susila

Universitas Al Ghifari Bandung.
susilaunfari@gmail.com

Abstract. The culture of corruption is an illegal act that often occurs in the public service sector. The occurrence of bribery and gratification is a type of corruption that often occurs in government agencies, both at the central and regional levels. This can lower the integrity and trustworthiness of an organization or institution in the eyes of the public. The implementation of System Anti Bribery Management based on ISO 37001:2016 is one way to prevent, detect, and address bribery practices. This study uses qualitative methods with a descriptive analytical approach. The results of the study indicate that the implementation of an anti-bribery culture in the central or regional government public service sector can be established if there is an awareness within each individual to always feel that they are being monitored in carrying out all activities, especially public services. Another factor is the commitment of leaders as role models for an anti-bribery culture, which is essential in creating a workplace environment that is both ethical and free from corruption. Leaders who consistently uphold anti-bribery behavior will set an example for all members of the organization and encourage them to do the same. An anti-bribery culture will be successful if leaders are committed to implementing a zero-tolerance policy toward bribery practices.

Keywords: bribery, government, corruption, manajement system, public

Introduction

Bribery according to SNI ISO 37001 is defined as the act of offering, promising, giving, receiving, or requesting any form of undue advantage, whether financial or non-financial, directly or indirectly, in violation of applicable laws. Since 1998, Indonesia has been tackling systemic and endemic corruption, including bribery, as part of its reform agenda. Bribery in government institutions is often driven by several factors, including a lack of oversight, weak meritocracy systems, and low awareness of the importance of integrity.

Based on Figure 1, the Corruption Perception Index (CPI) data in Indonesia in 2019 increased to 40 from the previous 38.
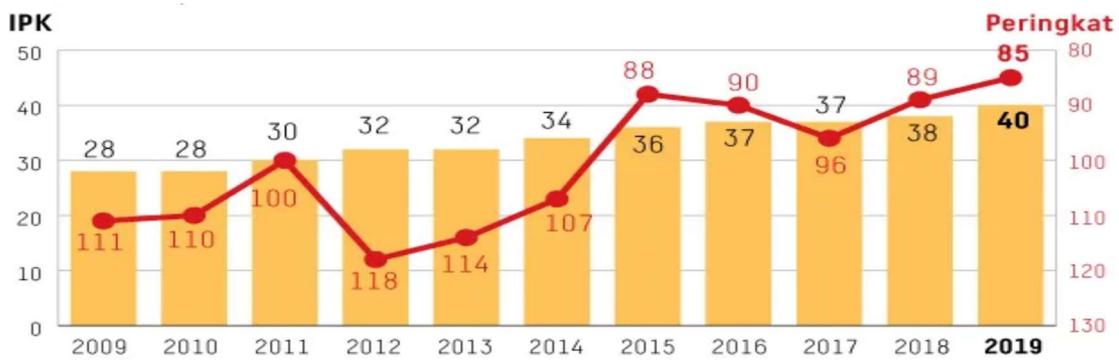

Figure 1. Corruption Perception Index (CPI) Diagram (Source: KPK 2020)

Based on the number of corruption cases in Indonesia, cases of gratification and bribery rank second after corruption cases in the procurement of goods and services, as shown in Figure 2.
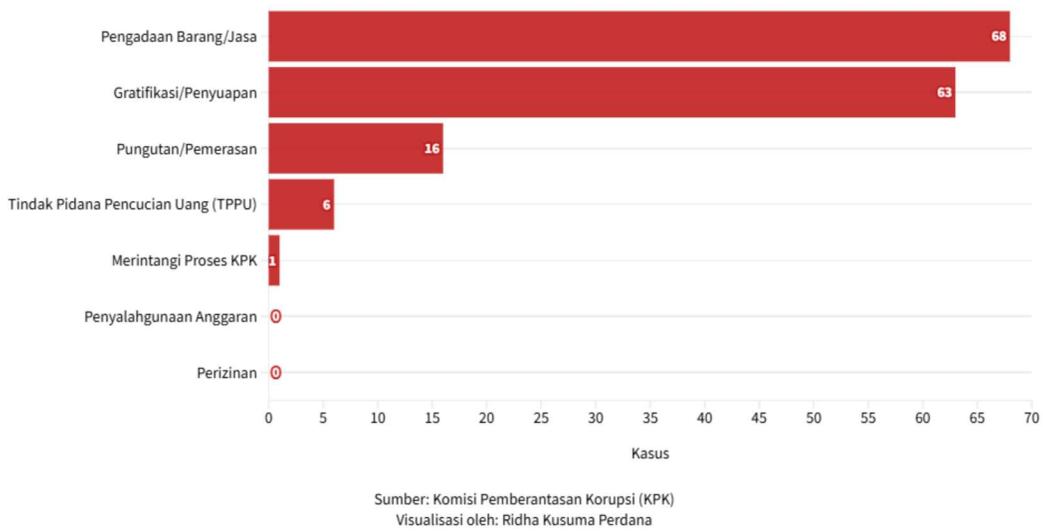

Sumber: Komisi Pemberantasan Korupsi (KPK)
Visualisasi oleh: Ridha Kusuma Perdana

Figure 2. Diagram of Corruption Cases in Various Sectors (Source: KPK 2020)

Several factors that enable abuse of authority and corrupt practices, including bribery, at various levels and sectors of government can be attributed to internal and external factors. Internal factors can include weak internal and external oversight of decision-making processes and task implementation in government agencies, recruitment, promotion, and employee transfer systems that are not merit-based, and a lack of transparency in these processes, which can trigger bribery, a culture of bureaucratic corruption, socioeconomic inequality, a lack of legal awareness, and a thirst for power and position. (Angga et al., 2024). Several external factors include business pressures, unstable political conditions, the role of the media and civil society. Bribery within an institution or organization undermines the integrity of that institution, creates injustice, and can hinder development. Bribery not only harms the country, but also damages morals and ethics in society. Understanding the background of bribery is the first step in preventing and eradicating corruption in government institutions. Figure 3 shows that the number of corruption cases in ministries ranks highest. Figure 3 shows that the number of corruption cases in ministries ranks highest.
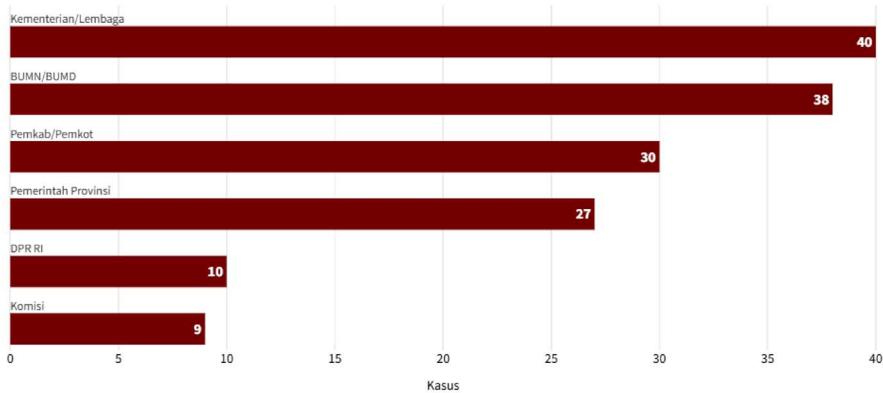

Figure 3. Diagram of Corruption Cases in Various Institutions (Source: KPK 2020)

In this era of digital and social media growth, tackling bribery requires an integrated approach that leverages technology for prevention, detection, and enforcement (Apriani E, et al. 2025). Bribery needs to be tackled through increased transparency, the use of data analysis, strengthening of laws, and active community

2

participation. The use of technology to detect bribery is carried out to identify suspicious patterns in financial transactions and other activities that have the potential for corruption. The availability of channels such as online reporting platforms that are easily accessible and secure for the public to report suspected corruption. Preventing bribery in the digital age can be done through social media.

This study also discusses the role of society and technology in the digital age in preventing bribery practices in government institutions in the public laboratory testing sector. In practice, the implementation of electronic-based public services or e-government has not been able to prevent corruption. In addition, there are still users of internet-based public services who do not experience difficulties or do not understand how to access them, so they are exploited by unscrupulous individuals for corrupt practices. Users' lack of knowledge about the app has led to a resurgence of face-to-face interactions between applicants and public service providers, opening the door to corruption and illegal fees. In facing the complexity of corruption challenges in the digital age, anti-corruption strategies are undergoing fundamental transformation. The continuous development of information technology provides new opportunities to improve transparency and accountability, but also brings new challenges that need to be addressed. In this digital age, online platforms play an important role in bringing corruption cases to light. Social media and dedicated anti-corruption websites enable the public to report suspected corruption quickly and easily. Information can be disseminated more effectively, prompting a swift response from law enforcement and anti-corruption institutions.

However, on the other hand, technology also presents new challenges, such as some countries facing technological infrastructure limitations that can be a major obstacle to adopting advanced solutions. In addition, cybersecurity challenges are also a serious issue, as corrupt actors tend to use cyber expertise to steal data and sabotage anti-corruption efforts. Significant investment in cybersecurity and the availability of trained experts are needed to combat these threats. Public awareness and education about the potential for cybercrime also need to be improved so that people can be more vigilant and involved in protecting public data. In addressing this, cross-sector collaboration is crucial. The government must take the lead in establishing regulations that are adaptive and effective in response to technological developments. The public needs to be empowered with knowledge and awareness of the risks of corruption in the digital age, and actively involved in monitoring and reporting corrupt practices (Bunga, M., et al. 2019).

Methodology

Data analysis was conducted using descriptive qualitative methods with prescriptive techniques, namely analyzing and then providing recommendations or alternative solutions to corruption issues through the optimization of digital technology and referring to the guidelines of the ISO 37001:2016 Anti-Bribery Management System. In addition to a qualitative approach, this study was conducted using an empirical approach, which discusses facts that exist in society, and a sociological approach to law. The sociological approach to law is an approach that looks at the reality of laws within society. The sociological approach to law is an approach used to examine legal aspects in social interactions within society. As a case study in this study related to laboratory testing services in the central government environment. The main duties and functions of public laboratory testing services in the central government include various activities aimed at providing accurate, fast, and reliable testing services to the public, government agencies, and private parties. This study uses secondary data from literature studies, namely research conducted solely on the basis of written works, including research results that have been published and those that have not yet been published. Literature study, collecting data through existing libraries related to research issues. This study uses secondary data, namely books, journals, articles, and so on. The data obtained was collected, analyzed, and summarized to draw conclusions about the literature study.

The implementation of an Anti-Bribery Management System in public laboratory testing services at the Ministry aims to prevent and eradicate corruption and bribery, in line with the principles of good governance. which refers to the international standard ISO 37001:2016, helps organizations prevent, detect, and respond to bribery practices through appropriate policies, procedures, and controls (Endarningtyas, Anis Chariri, 2022).

Results and Discussion

Implementation of Anti-Bribery Management Systems within the Ministry of Public Works

The Anti-Bribery Management System within the Ministry of Public Works aims to prevent fraud in various areas of public service. The implementation of the Anti-Bribery Management System involves partners or business associates by requiring them to implement the Anti-Bribery Management System and sign an

integrity pact. The form of implementation is known as the principle of 4 No's**:** No Bribery, No Kickback, No Gift, and No Luxurious Lifestyle (Yandri, L.I., dkk. 2023).

Technical agencies that provide laboratory testing services under the Ministry of Public Works also implement the ISO 37001:2016 Anti-Bribery Management System to achieve good governance in the infrastructure sector. The implementation of ISO 37001:2016 can maintain the credibility of institutions and increase public trust and that of other stakeholders. The implementation of the Anti-Bribery Management System within the Technical Office of the Ministry of Public Works is in line with the implementation of integrity zones towards Corruption-Free Zones (WBK) and Clean and Serving Bureaucracy Zones (WBBM). In addition to referring to ISO 37001:2016, the implementation of the Anti-Bribery Management System within the Technical Center of the Ministry of Public Works also refers to other regulations, namely Peraturan Presiden No. 54 Tahun 2016 tentang Strategi Nasional Pencegahan Korupsi dan Instruksi Menteri PUPR No. 4/IN/M/2022 tentang Strategi Pencegahan Risiko Penyimpangan dalam Proses Pengadaan Barang/Jasa. The implementation of the Anti-Bribery Management System covers several key aspects, namely:

– Instructions from the Minister of Public Works

The implementation of the Anti-Bribery Management System is mandated by the Minister of Public Works, demonstrating the ministry's top leadership's commitment to preventing corruption.

– Training and Socialization

Training and socialization were provided to all employees to improve their understanding and awareness of the importance of the Anti-Bribery Management System in carrying out their duties and functions.

– External Audit

Conducting external audits by independent parties to assess the effectiveness of the implementation of the Anti-Bribery Management System and ensure compliance with the ISO 37001:2016 standard.

– Documentation

Preparation of Anti-Bribery Management System documentation, including policies, procedures, and guidelines for implementing the Anti-Bribery Management System within the Ministry of Public Works.

– Strengthening a Culture of Integrity

– Stakeholder Engagement:

Engaging all stakeholders, including partners, in the implementation of the Anti-Bribery Management System, by establishing clear requirements and sanctions related to bribery practices.

The implementation of the Anti-Bribery Management System is based on the identification of several internal and external issues related to several allegations of bribery occurring in public laboratory testing services, as shown in Table 1..

Table 1. Identification of Internal and External Issues in Anti-Bribery Management Systems

No.	Relevant Factors and Issues	Source		Impact on Organizations	Response Taken
		Internal	External		
1	The need to improve the effectiveness of bureaucratic reform	v	v	Decline in organizational performance; Organizational culture has not changed significantly; Low commitment and integrity of officials; Poor public services; Slow adoption and development of innovation, both in services and technology; Decline in public and stakeholder trust	Implementing Integrity Zones
2	Improving the effectiveness of gratification control and the Whistleblowing System (WBS)	v	v	Potential to increase the risk of corruption and collusion, corruption, and nepotism; Potential to undermine integrity and public trust; Work culture becomes unhealthy	Publication of SOPs on Gratification Control and SOPs on Whistleblowing System (WBS); Strengthening socialization and education; Optimization of the gratification control system

No					
5					Strengthening and protection of whistleblowers Regular monitoring and evaluation
3	Compliance with the Code of Ethics for Employees of the Ministry of Public Works	v		Potential to increase the risk of integrity violations Potential to reduce public and stakeholder trust Disruption of work culture and organizational effectiveness	Implementation of Regulation of the Minister of Public Works and Public Housing Number 07/PRT/M/2017 of 2017 concerning the Code of Ethics and Code of Conduct for Employees of the Ministry of Public Works and Public Housing. Optimization of socialization and internalization of the code of ethics Enforcement of sanctions in a firm and consistent manner Strengthening of internal supervision Provision of a secure complaint channel
4	Completeness and timeliness of LHKPN reporting	v		Potential for administrative and disciplinary sanctions Negative notes in performance appraisals Potential for a decline in public trust and institutional credibility	Implementation of KPK Regulation No. 07 of 2016 concerning Procedures for Registration, Announcement, and Examination of State Officials' Assets Strengthening socialization and education Regular internal monitoring and evaluation Implementation of strict and consistent sanctions
5	The need to improve employees' understanding of Core Values BerAKHLAK	v		Potential to reduce the quality of public services Potential to reduce employee performance and ethics Causes obstacles to synergy and innovation Potential risk of stagnation in human resource development	Implementation of rewards and punishments for all employees Optimizing the dissemination and internalization of BerAKHLAK values Conducting training and education related to ASN BerAKHLAK values Integrating BerAKHLAK core values into the performance appraisal system and the granting of rewards or sanctions Encouraging open and collaborative communication among employees
6	Potential for violations or fraud in the procurement process for goods and services	v	v	Potential for financial losses to the state Potential for a decline in the quality of goods and services Decline in public and stakeholder confidence Disruption of public services	Publication of SOPs on Security and SOPs on Feasibility Tests Strengthening supervision and enforcement of regulations Transparency and accountability in the procurement process Optimization of socialization and education on procurement ethics

No	Issue			Impact	Mitigation
					Application of strict sanctions
7	Potential for violations or fraud in service activities	v	v	Potential to undermine public and stakeholder confidence Potential to undermine institutional performance and reputation Risk of administrative and legal sanctions Fostering an unhealthy work culture	Publication of SOPs on Public Complaints, Gratuities, and the Whistleblowing System (WBS) Strengthening and optimizing the dissemination of SOPs and integrity pacts Optimizing the use of digital applications Optimizing anti-gratuity dissemination and education Strengthening supervision and complaint systems
8	Not all employees and partners within the institution are aware of and understand the Anti-Bribery Management System ISO 37001:2016.	v	v	Potential to increase the risk of fraud and ethical violations Potential to decrease organizational performance Potential to decrease the level of trust among the public and stakeholders	Awareness of ISO 37001:2016 Optimization of periodic socialization and training Optimization of internalization of integrity and ethical values Monitoring and evaluation of employee understanding Strengthening internal supervision and enforcement of strict sanctions
9	The improper use of state assets needs to be anticipated by accelerating the process of labeling fixed assets and securing assets adequately.	v		The occurrence of encroachment and improper use of state fixed assets	Raise awareness of the importance of compliance and commitment to anti-bribery management system policies.

Based on Table 1, identifying internal and external issues in anti-bribery management systems is an important step in ensuring the effectiveness of such systems in preventing and addressing bribery practices. Internal issues relate to factors originating within the organization that may affect the implementation and effectiveness of the Anti-Bribery Management System.

Lack of comprehensive understanding of the Anti-Bribery Management System and related standards among all employees. Limited resources: Limited human resources, both in terms of numbers and competencies, can hinder the implementation of Anti-Bribery Management System . An organizational culture that does not fully support anti-bribery principles can be an obstacle to the effectiveness of an Anti-Bribery Management System. Inadequate or suboptimal use of management information systems, as well as obstacles to system integration, can become internal issues.

The potential for bribery in the procurement of goods and services, as well as in supervision and guidance activities, needs to be identified and addressed. External issues relate to factors outside the organization that may affect the implementation and effectiveness of the Anti-Bribery Management System. Some examples of external issues are regulations and legislation, overlapping or unclear regulations related to anti-bribery can be a challenge. Pressure from external parties, such as pressure from third parties to take actions that violate anti-bribery principles. Rapid changes in technology and business practices can create new bribery risks that need to be anticipated. Fluctuating social and economic conditions can affect the level of bribery risk within an organization. By identifying these issues, organizations can better understand their organizational context and environment, design appropriate Anti-Bribery Management System policies and procedures, develop action plans to address bribery risks, and continuously monitor and evaluate the effectiveness of their Anti-Bribery Management System. Identifying internal and external issues is the foundation for organizations to build a strong and sustainable anti-bribery culture.

The success of implementing an Anti-Bribery Management System is influenced by several key factors, including strong commitment and leadership, a good understanding of the Anti-Bribery Management System, thorough planning, adequate support, effective implementation, and continuous performance

evaluation. Leaders must demonstrate a strong commitment to the Anti-Bribery Management System, establish clear anti-bribery policies, and ensure sufficient resources for implementation. Leaders must set an example in the application of the Anti-Bribery Management System, disseminate policies throughout the organization, and ensure that all levels of employees understand and comply with these policies on an ongoing basis. Leaders must demonstrate strong commitment Building an anti-bribery organizational culture is key. This involves raising awareness, understanding, and implementing clean and ethical business practices. SNI ISO 37001:2016 Anti-Bribery Management System requires that one of the important factors determining the success of establishing, maintaining, and reviewing anti-bribery policies that prohibit bribery, in accordance with the applicable anti-bribery laws and regulations of the organization, provides a framework for establishing, reviewing, and achieving anti-bribery objectives, enhancing awareness, and committing to the continuous improvement of the Anti-Bribery Management System. The importance of the role of an organization's leadership in the successful implementation of SNI ISO 37001:2016 Anti-Bribery Management System is outlined in a clause that specifically addresses the role of leadership, namely clause 5. There are three main roles that leaders must fulfill to comply with SNI ISO 37001:2016 Anti-Bribery Management System, namely (i) leadership and commitment (clause 5.1); (ii) anti-bribery policy (clause 5.2); and (iii) roles, responsibilities, and authorities within the organization (clause 5.3). Leadership in SNI ISO 37001:2016 also needs to be realized through the roles, responsibilities, and authorities of the organization, which include the implementation of and compliance with the Anti-Bribery Management System, communicated internally and comprehensively to every level of the organization, and fully implemented in every department or function within the organization in accordance with clause 5.3. Furthermore, leadership in delegated decision-making requires the necessary control over the decision-making process, including the appropriate level of authority of decision-makers and freedom from actual or potential conflicts of interest. Management must ensure that this process is reviewed periodically as part of its role and responsibility for the implementation of and compliance with the Anti-Bribery Management System. The division of roles and responsibilities of leaders in SNI ISO 37001:2016 Anti-Bribery Management System is intended to ensure that leaders play an active role in supervising and ensuring the proper implementation of Anti-Bribery Management System in their organizations. There are several things that also need to be considered regarding the role of leaders that must be fulfilled in SNI ISO 37001:2016 Anti-Bribery Management System. First, with regard to the mechanism for reporting alleged bribery, leaders must ensure that whistleblowers are protected from retaliation by the reported party or other parties who are harmed by the report, as long as the report is proven and accountable. Protection should also be provided to personnel who refuse to perform their duties due to pressure or coercion from other parties to engage in bribery or other actions that are not permitted by company rules. This relates to clause 8.9 on raising awareness. Leaders should also set an example and serve as role models for all their subordinates to continue upholding integrity. Leaders should also regularly communicate and remind everyone in their organization about the code of ethics, integrity, and so on. Furthermore, in line with the review by top management and the board of directors, leaders should also ensure that the implementation of SNI ISO 37001:2016 Anti-Bribery Management System within the organization is carried out effectively in all aspects. Key aspects to consider include the adequacy of human resources, the competence of human resources, alignment between the SNI ISO 37001:2016 Anti-Bribery Management System policy and the organization's objectives, vision, and mission, increasing awareness among all members of the organization regarding the SNI ISO 37001:2016 Anti-Bribery Management System, and others.

The Role of Society
The community plays an important role in the implementation of anti-corruption measures. This role includes preventing, reporting, and rejecting acts of bribery, as well as actively participating in anti-corruption movement.
The legal basis for the community to participate in the prevention and eradication of corruption is actually regulated in Article 108 paragraphs 1 and 3 of Law Number 8 of 1981 concerning the Criminal Procedure Code (KUHP), namely:

1) Anyone who experiences, witnesses, observes, and/or becomes a victim of a criminal act has the right to file a report or complaint with investigators and/or detectives, either verbally or in writing;
2) Every civil servant who, in the course of performing their duties, becomes aware of an incident that constitutes a criminal offense must immediately report it to the investigator or detective.

Several forms of complaint channels for acts of gratification or bribery are shown in Figures 4, 5, and 6.
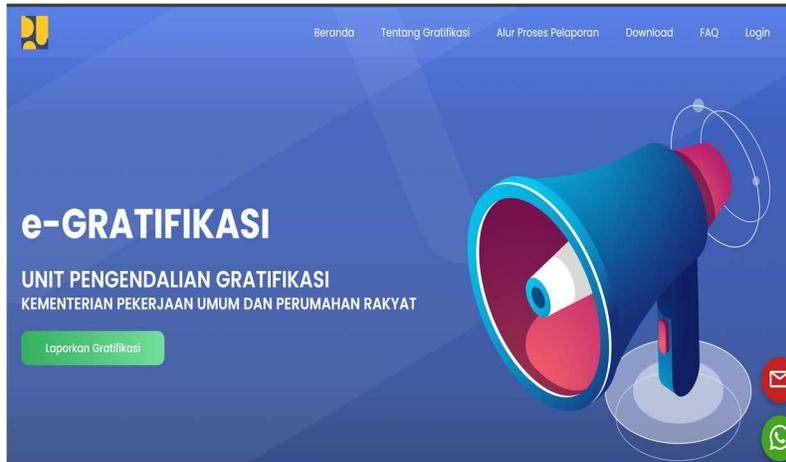

Figure 4. E-Gratification Complaint Channel (Source: Ministry of Public Works)

Based on Figure 4, the e-gratification system (https://gol.itjen.pu.go.id/) helps shape a positive image of the ministry, creates an environment of integrity, and supports the realization of good governance. The e-gratification system enables electronic reporting and management of gratuities, making them more transparent and easier to monitor. With this system, the Ministry of Public Works can more effectively monitor and control the practice of gratuities in the workplace. The e-gratification system helps prevent corruption by minimizing opportunities for the giving and receiving of gratification that does not comply with regulations. By implementing this system, the Ministry of Public Works demonstrates its commitment to eradicating corruption and creating a positive image in the eyes of the public. Understanding and implementing the e-gratification system can improve employee integrity and awareness of the importance of ethics in the workplace. This system supports the implementation of good governance principles within the Ministry of Public Works. Employees who violate gratification regulations, including failing to report the receipt or giving of gratification related to their position, may be subject to sanctions in accordance with the law.

Figure 5. Whistleblowing System Complaint Channel (Source: Ministry of Public Works)

Figure 5 shows the Whistleblowing System complaint channel. The purpose of the Whistleblowing System is to handle internal reports of violations, provide solutions and resolutions to internal reports of violations, and protect whistleblowers in terms of their identity and the substance of the violation.

Figure 6. SP4N-LAPOR Complaint Channel (Source: Ministry of Public Works)

Figure 6 shows the SP4N-LAPOR complaint channel. SP4N-LAPOR stands for the National Public Service Complaint Management System (SP4N) – Online Public Aspiration and Complaint Service (LAPOR), which was launched as a nationally integrated service for the public to submit all their aspirations and complaints.

The role of the public in preventing and eradicating corruption is further clarified by Law No. 31 of 1999 in conjunction with Law No. 20 of 2001 on the Eradication of Corruption, Article 41(2) states that public participation in the eradication of corruption can be realized in the form of:

a) The right to seek, obtain, and provide information regarding suspected acts of corruption;

b) he right to obtain assistance in seeking, obtaining, and providing information regarding suspected acts of corruption to law enforcement officials handling corruption cases;

c) The right to responsibly convey suggestions and opinions to law enforcement officials handling corruption cases;

d) The right to receive a response to questions regarding reports submitted to law enforcement officials within a maximum period of 30 (thirty) days;

e) The right to obtain legal protection in the event of: Exercising their rights as referred to in points a, b, and c; and being requested to appear in the investigation, examination, and court proceedings as a reporting witness, witness, or expert witness, in accordance with the provisions of the applicable laws and regulations

Some roles that the community can play in preventing bribery:

a) Increasing anti-corruption awareness and education
The public must have a good understanding of the dangers of corruption and its impact on social and economic life. Anti-corruption education can begin early through schools, families, and communities so that values of integrity and honesty are instilled from childhood.

b) Reporting corrupt practices
The public has the right and obligation to report suspected corruption to the relevant authorities, such as the Corruption Eradication Commission, the Ombudsman, or other law enforcement agencies. Reports from the public enable corruption to be detected and followed up more quickly.

c) Overseeing public financial management
Active participation in monitoring the use of public budgets, whether at the village, regional, or national level, is very important. The community can play a role in monitoring development projects, ensuring that budgets are used according to plan, and preventing misappropriation of funds.

d) Rejecting and not engaging in corrupt practices
Corruption is not only committed by high-ranking officials, but can also occur in everyday life, such as bribery, gratification, or abuse of authority. The public must reject all forms of corruption and not give others the opportunity to commit illegal acts.

e) Supporting and participating in the anti-corruption movement
The public can join organizations or communities that are involved in fighting corruption. Activities such as anti-corruption campaigns, seminars, and public discussions can raise awareness and strengthen the shared commitment to fighting corruption.

f) Using your voting rights wisely

In every general election, the public must elect leaders who have a clean track record and are committed to eradicating corruption. Do not be tempted by money politics or unrealistic promises, as this could open the door to corruption in the future.

g) Promoting transparency and accountability.

Conclusion

The public service sector is indeed vulnerable to bribery practices. The public often faces complicated services, high costs, and long completion times, which can encourage bribery practices. The Anti-Bribery Management System is very important to implement in institutions or agencies to help prevent, detect, and mitigate the risk of bribery. The Anti-Bribery Management System enhances an organization's credibility, reputation, and stakeholder trust. Additionally, the Anti-Bribery Management System supports the implementation of good governance and fosters a healthy business environment.

The public service sector is indeed vulnerable to bribery practices. The public often faces complicated services, high costs, and long completion times, which can encourage bribery practices.

Service standards are parameters used as guidelines for service delivery and benchmarks for assessing service quality as an obligation and commitment of service providers to the public in order to achieve high-quality, fast, easy, affordable, and orderly service. An important aspect of the success of establishing an Anti-Bribery Management System is the commitment of leaders as role models. The role of leadership in the implementation of the Anti-Bribery Management System is crucial. Leaders must set an example (role model) by demonstrating a high level of commitment and integrity to anti-bribery policies. Leaders are responsible for establishing, communicating, and ensuring the implementation of the Anti-Bribery Management System throughout the organization. The use of technology has great potential in combating bribery practices, but its implementation in the public sector still faces various obstacles. One of the most significant challenges is resistance from bureaucrats who feel threatened by the transparency of digital systems. Technology, with its automation and openness, tends to narrow the space for misconduct.

The public has an important role to play in preventing bribery. This role includes actively reporting corrupt practices, refusing to engage in bribery, and promoting transparency and accountability in various sectors. In addition, anti-corruption education and oversight of public finances are also important aspects of public participation. In the digital age, complaint channels play a crucial role in anti-bribery efforts because they enable the public to actively participate in preventing and eradicating corruption. Through complaint channels, the public can report suspected corruption, collusion, and nepotism, including bribery, that occur in various sectors, both government and private.

Acknowledgments

References

Angga, dkk (2024), Sistem Manajemen Anti-Penyuapan ISO 37001:2016 dan Pencegahan Praktik Korupsi di Sektor Pelayanan Publik, Jurnal Antikorupsi, 6 (2) 187-208 e-ISSN/p-ISSN: 2615-7977/2477-118X DOI: 10.32697/integritas.v6i2.684 ©Komisi Pemberantasan Korupsi;

Apriani E, dkk (2025), Digitalisasi Sebagai Solusi untuk Mengurangi Korupsi di Sektor Pelayanan Publik, Jurnal Ilmu Hukum dan Administrasi Negara Volume.3, Nomor.2 Mei 2025 e-ISSN: 2987-7113; p-ISSN: 2987-9124, Hal 153-163 DOI : https://doi.org/10.55606/eksekusi.v3i2.1851 *Available online at:* https://journal-stiayappimakassar.ac.id/index.php/Eksekusi;

Bunga, M., dkk (2019), Urgensi Peran Serta Masyarakat dalam Upaya Pencegahan dan Pemberrantasan Tindak Pidana Korupsi, Law Reform, Volume 15, Nomor 1, Tahun 2019;

Endarningtyas, Anis Chariri (2022), Apakah Sistem Pelaporan Pelanggaran Efektif Mencegah Korupsi ?, Jurnal Akuntansi Multiparadigma, 2022, 13(1), 74-84

Instruksi Menteri PUPR No. 4/IN/M/2022 tentang Strategi Pencegahan Risiko Penyimpangan dalam Proses Pengadaan Barang/Jasa;

Kementerian Pekerjaan Umum, Dokumen ISO 37001 : 2016 Sistem Manajemen Anti Penyuapan;

Komisi Pemberantasan Korupsi (2020), Laporan Statistik Pemberantasan Korupsi

Peraturan Presiden No. 54 Tahun 2016 tentang Strategi Nasional Pencegahan Korupsi;

Undang-Undang Nomor 8 Tahun 1981 Tentang Kitab Undang-Undang Hukum Acara Pidana (KUHP);

Undang- undang No. 31 Tahun 1999 jo Undang-Undang No. 20 Tahun 2001 tentang Pemberantasan Tindak Pidana Korupsi;

Yandri, L.I., dkk (2023), Upaya Pencegahan Korupsi pada Sektor Pelayanan Publik, MENARA *Ilmu* Vol. XVII No.01 Januari 2023;