

Bureaucratic Reforms for Human Resource Improvement in the Corruption Crime Directorate of the Criminal Investigation Agency of Indonesian National Police (Bareskrim Polri)

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Abstract

This research aims to analyze the implementation of bureaucratic reform at the Directorate of Corruption (Dittipidkor) of the Criminal Investigation Agency of Indonesian National Police (Bareskrim Polri) and formulate strategies to improve the quality of human resources (HR) through bureaucratic reform. The research method used is descriptive qualitative with data collection techniques through observation, interviews, and documentation studies. The results showed that the implementation of bureaucratic reform in Dittipidkor has been carried out by aligning the organizational structure, governance, and HR management by the direction of the Police's bureaucratic reform policy, but there are still aspects that need to be optimized such as simplifying workflows, implementing information systems, and increasing investigator competence. The recommended strategies for improving the quality of human resources include improving the competency-based recruitment system, strengthening education and training, implementing a merit-based promotion system, improving remuneration and welfare, and optimizing supervision and enforcement of the code of ethics. Implementation of these strategies needs to be supported by leadership commitment, effective change management, and synergy with internal and external stakeholders.

Keywords: Bureau Reform, Criminal Investigation Agency of Indonesian National Police (Bareskrim Polri), Directorate of Corruption (Dittipidkor), Human Resource Quality.

1. Introduction

Human resources (HR) are key to an organization's success. HR is the primary driver in determining the achievement of organizational goals (Hasibuan, 2019). Therefore, effective and efficient HR management is essential to ensure that the rights and responsibilities of each party within the organization are fulfilled. As the organization's scale increases, the complexity of HR management also grows due to the diversity of backgrounds and interests of individuals within it (Arep & Tanjung, 2003).

The Indonesian National Police (Polri), as one of the government institutions, also faces challenges in human resource management, especially in the current era of reform (Nurwicaksono et al., 2023). The Polri bureaucracy must provide professional, transparent, accountable, and free from corruption, collusion, and nepotism (also refers to KKN) public services (Ministry of State Apparatus Empowerment and Bureaucratic Reform, 2019). To



achieve this, bureaucratic reform centered on developing the quality of human resources must be implemented.

One of the units within the Indonesian National Police that has been highlighted in bureaucratic reform is the Directorate of Corruption Crimes (Dittipidkor) of the Criminal Investigation Agency of Indonesian National Police (Bareskrim Polri). Directorate of Corruption Crimes (Dittipidkor) main task is to conduct investigations and prosecute corruption crimes (Kapolri, 2019). However, implementing these tasks still needs to be improved by adequate quality and quantity of human resources. Based on the data, case resolution in Dittipidkor still needs to be optimal, with backlogs of cases exceeding their expiration period (Mustika & Suwandi, 2022). This is partly due to dualism in job responsibilities caused by insufficient staffing.

The improvement of Dittipidkor's performance must be balanced with efforts to enhance the competency of human resources through bureaucratic reform. Implementing bureaucratic reform is expected to improve the human resource management system, from recruitment and placement to competency-based career development (Ministry of State Apparatus Empowerment and Bureaucratic Reform, 2019). Competent, integrity-driven, and professional human resources are needed for Dittipidkor to optimally carry out its tasks and functions in enforcing anti-corruption laws.

Based on the background above, this research aims to analyze bureaucratic reform strategies for improving human resource quality within the Directorate of Corruption Crime at the Indonesian National Police. Specifically, this study will identify the current implementation of police bureaucratic reform in Dittipidkor and formulate strategies that can be applied to enhance human resource aspects. The research results are expected to provide practical contributions to the Indonesian National Police, particularly Dittipidkor, in achieving professional and integrity-driven human resources through bureaucratic reform. Academically, this research can also enrich literature related to human resource management in the public sector.

2. Literature Review

2.1. Theory of Human Resource Management

Human resource management (HRM) is a field of science that studies the management of people in organizations to achieve set goals effectively and efficiently. Hasibuan (2019) defines HRM as “the science and art of managing the relationship and role of the workforce so that it effectively and efficiently helps realize the goals of the company, employees, and society.” Meanwhile, Armstrong (2009) states that HRM covers all aspects of how people work and are managed in organizations, including HR planning, performance management, learning, and development.

HRM functions generally include planning, organizing, directing, controlling, procurement, development, compensation, integrating, maintaining, disciplining, and dismissing (Hasibuan, 2019). Each of these functions needs to be carried out in an integrated manner so that HR management can run optimally. Rivai and Sagala (2004) also emphasize that HRM is one of the fields of general management which includes aspects of planning, organizing, implementing, and controlling.

The main objective of HRM is to increase the contribution of human resources to the achievement of organizational goals. More specifically, Notoatmodjo (2003) outlines four operational objectives of HRM, namely: (1) community goals, to fulfil the social responsibility of the organization; (2) organizational goals, to recognize the role of HRM in contributing to

the utilization of the organization; (3) functional goals, to maintain the contribution of parts in the organization to carry out tasks optimally; and (4) personal goals, to help employees achieve personal goals to increase individual contributions.

In the context of bureaucratic reform in the public sector, the application of HRM theory is very relevant. This is because the essence of bureaucratic reform is to make fundamental reforms and changes to the system of government administration, especially regarding the HR aspects of the apparatus (Ministry of Administrative Reform and Bureaucratic Reform, 2019). One of the areas of change that is the focus of bureaucratic reform is the structuring of the apparatus' HR management system.

The implementation of HRM theory in realizing the objectives of bureaucratic reform can be seen in several ways. First, in the planning aspect, job analysis, workload analysis, and employee needs planning are needed by the vision, mission, and strategy of the organization (Ministry of Administrative Reform and Bureaucratic Reform, 2019). Second, in terms of procurement, there needs to be a transparent, objective, and competency-based recruitment and selection system. Third, for development, a systematic education and training program is needed according to competency standards. Fourth, in terms of maintenance, a performance-based remuneration system and occupational health and safety insurance are needed. Finally, on the aspect of dismissal, there needs to be a decent and sustainable retirement system.

By implementing these HRM functions appropriately, it is hoped that bureaucratic reform can produce an HR apparatus that is professional, competent, and has integrity. This is in line with the objectives of bureaucratic reform in creating a clean, effective, democratic and trusted bureaucracy (Ministry of Administrative Reform and Bureaucratic Reform, 2019). Ultimately, quality human resources will be key to realizing good governance and excellent public services.

In the context of Directorate of Corruption (Dittipidkor) of the Criminal Investigation Agency of Indonesian National Police (Bareskrim Polri), the application of HRM theory through bureaucratic reform is expected to improve various problems related to HR aspects. As revealed by Mustika and Suwandi (2022), the main problem faced by Dittipidkor at this time is the limited quantity and quality of personnel. This has an impact on the non-optimal performance in solving corruption cases. Therefore, bureaucratic reform in the HR sector needs to focus on the recruitment system, placement, training, and competency development of Dittipidkor personnel.

Based on the description above, it is clear that HRM theory has a close relationship with bureaucratic reform efforts to improve the quality of human resources in the public sector. The application of HRM functions in a comprehensive and integrated manner is expected to be a solution to HR problems that have hampered the performance of government organizations. In this case, Directorate of Corruption (Dittipidkor) of the Criminal Investigation Agency of Indonesian National Police (Bareskrim Polri) also needs to align the HR management system with the direction of bureaucratic reform in order to realize professional, competent, and integrity personnel to support optimal law enforcement.

2.2. Previous Research

Ashshiddiqi et al. (2021) conducted a study entitled "Entrepreneurial Government Strategy in Implementing Bureaucratic Reform". This study aims to analyze the entrepreneurial government strategy in bureaucratic reform in Kotakulon Village, South Sumedang District, Sumedang Regency. The method used is a descriptive qualitative approach. The results showed that several dimensions of the entrepreneurial government strategy had been realized by Kotakulon Village. However, obstacles in the reform process are still felt. Relevance: This research has similarities in terms of discussing bureaucratic reform

in government institutions. The difference lies in the focus of the strategy studied, namely entrepreneurial government, as well as the research location.

Said et al. (2023) examined “Analysis of the Implementation of Bureaucratic Reform Strategies in Local Government Institutions: Study on the Regional Secretariat of North Luwu Regency”. The purpose of this study was to examine the implementation of the bureaucratic reform strategy in the Regional Secretariat of North Luwu Regency which is still not optimal. The method used is qualitative with data collection techniques through observation, documentation study and interviews. The results showed that the implementation of bureaucratic reform has not been effective, especially in nine areas of change such as structuring the HR management system. Relevance: This research is in line in terms of discussing bureaucratic reform strategies in local government institutions. The difference is in the locus and focus of the research.

Junus et al. (2022) conducted a study entitled “Analysis of Bureaucratic Reform in Improving the Competence of Human Resources of State Civil Apparatus in Buntulia District, Pohuwato Regency”. This study aims to analyze the concept of bureaucratic reform in improving the competence of human resources of the apparatus. The method used is descriptive qualitative. The results showed that the concept of bureaucratic reform has not been implemented optimally, which can be seen from the institutional aspects, HR capacity, understanding of technology, reward and punishment, and improvement of ethics and morals. Relevance: This research is closely related to the topic discussed, namely bureaucratic reform to improve the human resources of the apparatus. The difference is in the subject and location of the research.

Akbar et al. (2021) examined “Bureaucratic Reform in Indonesia, A Literature Review”. This research presents a review of the latest literature on bureaucratic reform in Indonesia for the period 1998-2020. The results of the study focus on the lack of detail about the process and outcomes of change and the gap between theory and practice. It proposes a research agenda that focuses on the complex nature of bureaucratic reform by building theoretical bridges and conducting more in-depth empirical and comparative studies. Relevance: This research discusses bureaucratic reform comprehensively, providing relevant context. The difference is that this is a literature review, not a field study.

Kusuma et al. (2022) examined “Bureaucratic Reform in the Aspects of Efficiency and Transparency in the Bureaucratic Services of the Batu City Government”. This research discusses bureaucratic reform in Batu City which has been regulated in Batu Mayor Regulation Number 58 of 2020 as an effort to improve the bureaucratic system. The results showed that the efficiency of administrative services in Batu City is still far from effective because of the lack of maximum utilization of an integrated system to speed up the licensing process. Relevance: This research is related to bureaucratic reform in local government. The difference lies in the focus of the reform aspects studied, namely service efficiency and transparency.

The five previous studies provide an overview of the development of research in the field of bureaucratic reform, especially in Indonesia. Although there are differences in terms of locus, focus, and research methods, in general, the five studies show that the implementation of bureaucratic reform still faces various challenges and is not yet optimal. The human resources aspect is one of the issues that is often highlighted as the key to the success of bureaucratic reform. Therefore, research on bureaucratic reform strategies in improving the quality of human resources, as proposed in this thesis proposal, has high relevance and urgency. The results of the research are expected to contribute to the development of the concept and practice of bureaucratic reform, especially in the HR management aspect of the apparatus.

3. Methods

This research uses a qualitative approach with descriptive analysis. The qualitative approach was chosen because researchers wanted to study in depth the bureaucratic reform strategy for improving human resources at the Directorate of Corruption (Dittipidkor) of the Criminal Investigation Agency of Indonesian National Police (Bareskrim Polri). Descriptive analysis research seeks to tell problem-solving based on data, present data, analyze, and interpret (Narbuko & Achmadi, 2013). The facts found in the field will be described and then analyzed using theory to answer the research problem formulation.

The research was conducted at Directorate of Corruption (Dittipidkor) of the Criminal Investigation Agency of Indonesian National Police (Bareskrim Polri) which is located at Jalan Trunojoyo Number 3, Kebayoran Baru, South Jakarta. The research time began in December 2023 until completion. The place and actors as the social situation of the research were determined by considering the suitability of the research substance (Sugiyono, 2013).

Qualitative research data sources are mainly words and actions, the rest are additional data such as documents (Moleong, 2016). The data sources of this research are divided into two:

a. Primary Data

Data is collected directly by researchers through interviews with informants who understand the research topic (Silalahi, 2006). Informants were selected based on their mastery and understanding of bureaucratic reform in Directorate of Corruption (Dittipidkor).

b. Secondary Data

Data obtained from other sources that have been collected, such as documentation, books, journals, and articles relevant to the research topic (Silalahi, 2006).

Data collection uses three techniques:

c. Observation

Observing, observing, and recording systematically things related to the implementation of bureaucratic reform in Directorate of Corruption (Dittipidkor) (Suharsaputra, 2012). Observation is carried out in a participatory or non-participatory manner according to data needs.

d. Interview

A conversation with a specific purpose between the researcher as an interviewer and the informant to obtain in-depth data (Moleong, 2016). Interviews were conducted in a semi-structured manner using guidelines that could be developed as needed.

e. Documentation

Data collection by collecting documents, records, photos, and other relevant sources available at the research location to support the results of observations and interviews (Sugiyono, 2013).

Data validity in qualitative research refers to whether research findings accurately reflect the situation and are supported by evidence (Sugiyono, 2013). This research uses triangulation techniques to obtain valid data. Triangulation is done by checking data from various sources, data collection techniques, and research time (Sugiyono, 2013).

4. Results and Discussion

4.1. Current Implementation of Police Bureaucratic Reform at the Directorate of Corruption (Dittipidkor) of the Criminal Investigation Agency of Indonesian National Police (Bareskrim Polri)

Based on the research results, the implementation of bureaucratic reform at the Directorate of Corruption (Dittipidkor) of the Criminal Investigation Agency of Indonesian National Police (Bareskrim Polri) can be analyzed from several aspects. First, in terms of conformity with the goals and objectives of police bureaucratic reform in general. As stipulated in National Police Chief Regulation No. 23/2010 on the Organizational Structure and Work Procedures at the Resort Police and Sector Police Levels, Polri bureaucratic reform aims to achieve good governance through improving the quality of public services, capacity and performance accountability (Herlambang et al., 2023).

Findings in the field show that Dittipidkor has attempted to align its organizational structure, governance, and HR management with the direction of bureaucratic reform. However, some aspects still require improvement, such as simplifying workflows, implementing integrated information systems, and increasing investigator competence. This is in line with the results of previous research by Kustanto and Nuviandra (2023) who found that bureaucratic reform within the National Police has not been fully optimized due to policy inconsistencies and resistance to change.

Second, in terms of the effectiveness of bureaucratic reform implementation. Referring to the theory of organizational effectiveness, a program is said to be effective if it can achieve the goals that have been set (Judge & Robbins, 2017). In this context, the indicator of the effectiveness of bureaucratic reform in Directorate of Corruption (Dittipidkor) can be seen from the increased performance of corruption investigations. Statistical data shows that the number of corruption cases handled by Directorate of Corruption (Dittipidkor) tends to fluctuate from year to year. This indicates that the performance of investigations supported by bureaucratic reform has not been optimized.

The obstacles faced include the minimum number of investigators, limited operational budgets, and the lack of integrated information systems and databases with other law enforcement agencies (Wibowo & Aqil, 2023). These findings confirm previous research by Situmorang (2020) that the effectiveness of bureaucratic reform in law enforcement agencies is constrained by various internal and external organizational factors.

4.2. Bureaucratic Reform Strategy in Improving Human Resources at the Directorate of Corruption Crimes of the Criminal Investigation Agency of Indonesian National Police (Bareskrim Polri)

To answer the problem of Directorate of Corruption (Dittipidkor) less-than-optimal performance, this research recommends several strategies to improve the quality of human resources through bureaucratic reform. First, improving the personnel planning and recruitment system. According to Sedarmayanti (2018), good HR planning must be based on job analysis, determination of qualifications, and projections of future needs. Directorate of Corruption (Dittipidkor) needs to clarify competency standards and investigator selection mechanisms to attract qualified candidates.

Second, strengthening education and competency training. Training is an effort to improve mastery of various skills and techniques for carrying out certain work (Mangkunegara, 2013). Directorate of Corruption (Dittipidkor) needs to design specific and sustainable training programs to improve the competence of investigators in handling

corruption cases. This can be done through cooperation with educational institutions and other relevant agencies.

Third, the implementation of a merit-based placement and promotion system. According to Dessler (2015), the merit system aims to place the right person in the right position based on qualifications, competence and performance. Directorate of Corruption (Dittipidkor) needs to review the mechanism of mutation and the promotion of investigators so that it is based on an objective and transparent assessment. The application of assessment centres and talent management can be an effective alternative.

Fourth, improving the remuneration system and personnel welfare. Remuneration is a reward or reward given to employees for the performance produced (Samsuni, 2017). Providing fair, decent, and performance-based remuneration can incentivize investigators to work professionally. In addition, health insurance, work safety, and other welfare programs also need to be a concern in bureaucratic reform.

Fifth, strengthening supervision and enforcing the code of ethics. Wijaya (2023) states that inherent supervision and internal control are important elements in maintaining the integrity and professionalism of law enforcement agency personnel. Directorate of Corruption (Dittipidkor) needs to optimize the role of the inspectorate, internal supervisory unit, and code of ethics commission to prevent and take action against disciplinary violations and other disgraceful actions.

In implementing the strategy to improve the quality of human resources, Directorate of Corruption (Dittipidkor) is likely to face various obstacles. First, budget limitations. Bureaucratic reform requires adequate funding support to execute programs and activities. The solution, Directorate of Corruption (Dittipidkor) needs to develop careful budget planning according to priorities and explore financing cooperation with other parties.

Second, resistance to change from some personnel. Change often causes discomfort because it changes established habits and work patterns (Robbins, 2013). The solution is that Directorate of Corruption (Dittipidkor) needs to conduct intensive socialization, involve personnel in change planning, and provide appropriate training and mentoring.

Third, the limited authority of Directorate of Corruption (Dittipidkor) in making policies that are cross-functional or involve other agencies. The solution is for the Directorate of Corruption (Dittipidkor) leadership to improve coordination and synergy with relevant departments within the National Police and build cooperation with other law enforcement institutions such as the Attorney General's Office and the KPK. Political support from senior police leaders and external stakeholders is also needed to strengthen strategy implementation.

Fourth, the dynamics of the strategic environment continue to evolve, such as advances in information technology, increasingly sophisticated crime modus operandi, and increasing public expectations of police performance (Sarkar & Shukla, 2023). The solution is that Dittipidkor must be adaptive in adjusting strategies by updating education and training patterns, strengthening research and development functions, and being responsive to community aspirations.

Through commitment and cooperation from all elements of the organization, these obstacles are expected to be mitigated. The strategy of improving the quality of human resources must be a top priority and implemented consistently within the framework of sustainable bureaucratic reform. Thus, Directorate of Corruption (Dittipidkor) can become the front guard in eradicating professional corruption, has integrity, and is trusted by the public.

5. Conclusion

Based on the research findings and discussion that have been presented, it can be concluded that:

1. The implementation of bureaucratic reform in Directorate of Corruption (Dittipidkor) of the Criminal Investigation Agency of Indonesian National Police (Bareskrim Polri) has been carried out by aligning the organizational structure, governance, and HR management in accordance with the direction of the Indonesian National Police (Polri) bureaucratic reform policy. However, several aspects such as simplifying workflow, implementing information systems, and increasing investigator competence still need to be optimized.
2. Strategies to improve the quality of human resources through bureaucratic reform in Directorate of Corruption (Dittipidkor) include: (a) improving the competency-based personnel planning and recruitment system; (b) strengthening regular education and training; (c) implementing a merit-based placement and promotion system; (d) improving the remuneration and welfare system; and (e) optimizing supervision and enforcement of the professional code of ethics. The implementation of these strategies is likely to face obstacles such as budget constraints, resistance to change, limited authority, and the changing dynamics of the strategic environment. Commitment and cooperation from all elements of the organization, as well as support from external stakeholders, are required to overcome the challenges

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