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Original Article

Analysis of the Police's Efforts and Related Agencies in Conducting Development and Improving Performance in Disclosing Criminal Acts in Corruption Cases

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Abstract

Corruption remains a critical issue undermining governance, public trust, and development, particularly in developing countries. The Indonesian National Police (Polri), alongside institutions such as the Corruption Eradication Commission (KPK) and the Attorney General's Office, plays a pivotal role in addressing this challenge. This study examines the efforts and strategies implemented by the police and related agencies in enhancing their performance in the investigation and disclosure of corruption crimes. This research employs a qualitative method through a case study approach, focusing on institutional coordination, capacity building, legal framework improvements, and inter-agency collaboration. The findings indicate that while progress has been made in strengthening investigative capacity through training, organizational reform, and technological advancement, significant obstacles persist. These include bureaucratic inefficiencies, limited human resources, lack of political will, and legal loopholes exploited by corrupt actors. Moreover, the study highlights the importance of synergizing institutional roles to avoid overlapping duties and to enhance the overall effectiveness of anti-corruption efforts. It also emphasizes the need for continuous evaluation and development programs aimed at boosting the professionalism and integrity of law enforcement officers. In conclusion, a multi-sectoral and sustainable approach involving both preventive and repressive strategies is essential to improve performance in combating corruption. The study recommends stronger institutional integration, enhanced resource allocation, and the establishment of a clear performance evaluation system to ensure measurable progress in corruption case disclosure.

Keywords: Corruption, Police Performance, Inter-Agency Cooperation, Law Enforcement, Institutional Development.

1. Introduction

Corruption is a widespread and deeply rooted issue that continues to threaten the stability, legitimacy, and effectiveness of public institutions across the world. It is widely acknowledged that corruption not only distorts political and economic development but also undermines the rule of law, weakens democratic institutions, and erodes public trust in government systems. In developing countries, the problem is often exacerbated by weak legal frameworks, inadequate law enforcement mechanisms, lack of transparency, and insufficient institutional capacity (Matza et al., 2020). As a result, corruption becomes systemic and self-sustaining, creating significant barriers to progress and reform (Jawa et al., 2024). Various international and national efforts have been launched to address corruption through legislative reforms, institutional strengthening, public awareness campaigns, and the creation of specialized anti-corruption bodies. Despite these efforts, the effectiveness of anti-corruption

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strategies largely depends on the quality of implementation, the commitment of law enforcement institutions, and the degree of coordination among relevant agencies.

Indonesia, as one of the largest democracies in Southeast Asia, has long struggled with the issue of corruption at multiple levels of government and public service (Hutabarat et al., 2022). Although the establishment of the Corruption Eradication Commission (Komisi Pemberantasan Korupsi or KPK) in 2002 marked a turning point in the country's anti-corruption efforts, the persistence of corruption cases involving high-ranking officials and public servants indicates that substantial challenges remain. In addition to the KPK, institutions such as the Indonesian National Police (Polri), the Attorney General's Office, the Financial Transaction Reports and Analysis Center (PPATK), and the Audit Board of Indonesia (BPK) play significant roles in investigating, disclosing, and prosecuting corruption cases.

Each of these agencies brings a unique mandate and set of competencies to the fight against corruption (Prabowo, 2014). However, the effectiveness of their actions is often constrained by institutional limitations, lack of coordination, insufficient resources, and internal issues such as integrity and professionalism (Megawati et al., 2024). Among these institutions, the Indonesian National Police is frequently under scrutiny regarding its capacity and performance in handling corruption-related crimes. While historically perceived as less capable than the KPK in dealing with complex corruption cases, in recent years the police have embarked on various reforms aimed at enhancing their institutional performance, professionalism, and credibility in investigating corruption (Fetomalae et al., 2024). These reforms include the establishment of specialized anti-corruption task forces, improvements in investigative procedures, training programs focused on financial crime, adoption of digital forensic tools, and enhanced collaboration with other anti-corruption agencies (Zaki et al., 2022). Such efforts represent a strategic response to the increasing complexity of corruption crimes, which often involve intricate financial schemes, shell companies, transnational elements, and the misuse of public procurement systems. Despite these improvements, the public remains skeptical about the extent to which the police and related agencies have succeeded in transforming their internal structures and operational procedures into tangible results in terms of disclosing and resolving corruption cases.

In this context, it becomes imperative to analyze the institutional development strategies undertaken by the police and their partner agencies, with a specific focus on their impact on performance improvement in disclosing criminal acts in corruption cases. Understanding the association between institutional reform and investigative effectiveness is critical for evaluating the success of current anti-corruption measures and for identifying areas in need of further enhancement. While existing literature has extensively covered the role of the KPK and general legal frameworks for combating corruption in Indonesia, there remains a research gap concerning the operational and strategic role of the police in the broader anti-corruption ecosystem. More specifically, there is limited academic exploration of how internal reforms within the Indonesian National Police contribute to capacity building, inter-agency coordination, and performance enhancement in handling corruption cases.

This article aims to fill that gap by providing a comprehensive analysis of the efforts undertaken by the police and other relevant institutions in developing institutional frameworks and improving investigative performance in the context of corruption crime disclosure. The research focuses on the period from 2020 to 2024, a time characterized by various legal, political, and organizational developments within Indonesia's law enforcement sector. The scope of this study is deliberately confined to this recent timeframe to ensure a focused analysis of the most current and relevant institutional initiatives. Within this period,

the study investigates reform policies, strategic plans, capacity development programs, and collaborative mechanisms introduced by the Indonesian National Police and associated agencies. Additionally, this article considers the external and internal challenges faced by these institutions, including political interference, bureaucratic inertia, lack of technical resources, and public perception issues. The research employs a qualitative approach based on document analysis, expert interviews, and review of official publications, including performance reports, press releases, legal documents, and academic assessments.

The primary purpose of this study is to evaluate the extent to which institutional development within the police and their cooperation with other anti-corruption agencies have contributed to the improvement of performance in disclosing corruption crimes. Specifically, the article seeks to identify best practices, gaps, and obstacles in institutional reform efforts. The objectives of the research are fourfold: first, to analyze the strategies implemented by the Indonesian National Police to develop internal capacity in the area of corruption investigation; second, to examine the effectiveness of inter-agency coordination and integration in facilitating case disclosure and prosecution; third, to assess the impact of training, supervision, and policy reform on investigative performance; and fourth, to provide policy recommendations aimed at strengthening institutional integrity, transparency, and accountability in the law enforcement sector. By focusing on these dimensions, the study contributes to the academic discourse on anti-corruption governance in Indonesia and provides empirical insights for policymakers, practitioners, and scholars seeking to improve institutional responses to corruption.

The findings are expected to shed light on the dynamics of institutional development within complex bureaucracies and to offer practical guidance on enhancing the role of police and related agencies in combating corruption. Ultimately, this article argues that sustainable anti-corruption efforts require not only strong laws and independent bodies like the KPK but also a well-developed, professional, and trustworthy police force that can effectively investigate and disclose corruption cases in collaboration with other institutions. As such, this research supports the broader goal of building a comprehensive and resilient anti-corruption system in Indonesia that is capable of addressing both grand and petty corruption through coordinated, efficient, and accountable institutional action.

2. Literature Review

2.1. The Role of the Police in Corruption Case Disclosure

The involvement of national police institutions in combating corruption has been increasingly significant in many developing countries, including Indonesia. As outlined by Gunawan and Bahari (2024), the Indonesian National Police (Polri) plays a pivotal role in enforcing anti-corruption laws, particularly through its specialized units (e.g., Tipikor). However, structural weaknesses and limited investigative capacity remain pressing challenges.

In a study conducted by Prabowo et al. (2023), the performance of law enforcement agencies in corruption investigations is closely tied to institutional integrity and political independence. The research emphasizes that without internal reform and a strong ethical foundation, police efforts in corruption cases risk being perceived as selective or ineffective.

2.2. Interagency Collaboration and Institutional Synergy

Interagency collaboration is crucial for the effective disclosure of corruption cases. As highlighted by Butt (2011), the complexity of corruption crimes often requires coordinated efforts among various institutions such as the police, the Corruption Eradication Commission (KPK), and the Attorney General's Office. The lack of harmonization in authority and overlapping mandates often leads to institutional friction and case delays.

Research by McLeod (2008) shows that successful anti-corruption initiatives often rely on inter-agency cooperation, supported by transparent procedures and data sharing. In the Indonesian context, joint task forces (e.g., between KPK and Polri) have demonstrated potential to overcome bureaucratic hurdles and accelerate investigations.

2.3. Capacity Development and Professional Training

Human resource development is a fundamental component in strengthening the capacity of law enforcement agencies. As mentioned by Suhendar (2019), continuous professional education in forensic accounting, criminal investigation techniques, and the use of digital evidence enhances the ability of officers to detect and process corruption crimes.

Another study by Fikri (2022) highlights the need for a standardized training framework across institutions involved in corruption investigations. They argue that inconsistent training and lack of a unified approach hinder performance and reduce the efficiency of multi-agency investigations.

2.4. Inter-Institutional Collaboration and Multi-Actor Approach

One important aspect in contemporary Law Enforcement Theory is inter-agency coordination. Corruption eradication cannot be done in a silo, but must involve various actors: the police, the prosecutor's office, the KPK, the BPK, and the PPATK.

In recent years, the coordination between the National Police and the KPK in the form of joint operations, joint training, and data exchange has shown positive synergy (Abubakar et al., 2017; Fakhrizy, 2021). However, there is still institutional tension regarding investigative authority, especially in major corruption cases involving high-ranking officials or sensitive institutions.

3. Methods

This research was qualitative inductive research that emphasizes in-depth research on concepts, theories, and expert views. Especially the development of national criminal law. The approach used is philosophical juridical. The main data used in this study was secondary data and as an addition, primary data is used. Primary data was obtained directly from the source, while secondary data is obtained from library sources including documents, literature books, research reports, and journals. Data collection techniques were done by conducting in-depth literature reviews of laws and regulations, judges' decisions, and studies of research results, books, and journals related to research problems.

3.1. Research Design and Approach

This study employs a qualitative-inductive research approach, which is appropriate for exploring complex social phenomena and institutional behavior within law enforcement and anti-corruption agencies. The qualitative method enables the researcher to gather in-depth insights from participants based on their lived experiences, perceptions, and practices in handling corruption cases.

The inductive approach allows conclusions to emerge from the data collected, rather than being imposed by a predefined hypothesis. Through this approach, patterns and themes will be developed gradually from interviews, observations, and document analysis, thus allowing for a grounded understanding of the strategies and challenges in improving institutional performance.

3.2. Theoretical Framework: Strain Theory

This research is guided by Robert K. Merton's Strain Theory, which explains how individuals and institutions respond to pressure or strain resulting from a disjunction between culturally approved goals and the institutionalized means available to achieve them (Deflem, 2017).

In the context of this study, Strain Theory is applied to institutional behavior, particularly to understand how the police and related agencies respond to the pressure of public expectations, legal mandates, and limited institutional capacity in disclosing corruption cases (Ziyanak, 2014).

Strain Theory provides the analytical lens to explore the following:

1) How structural limitations (e.g., lack of training, political interference, weak coordination) create institutional strain.
2) How agencies adapt or respond to this strain, whether through innovation, retreatism, ritualism, or reform.

3.3. Research Assumptions

This study is based on the following assumptions:

1) Institutional strain exists within police and anti-corruption agencies as a result of the mismatch between expected performance in corruption disclosure and the limited resources, authority, or institutional support available.
2) Agencies adapt to strain in different ways, which may include strengthening inter-agency cooperation, implementing training and development programs, or developing new investigative techniques.
3) Performance improvement in disclosing corruption cases is influenced by both external pressures (e.g., public demand, media scrutiny) and internal dynamics (e.g., organizational culture, leadership commitment).
4) Understanding the institutional responses to strain will provide insights into which development strategies are effective and which factors hinder institutional performance.

3.4. Data Collection Techniques

The research will utilize the following data collection methods:

1) Semi-structured interviews with key stakeholders, including police officers in Tipikor units, KPK investigators, prosecutors, and policy experts.
2) Document analysis of relevant legal frameworks, anti-corruption strategies, police performance reports, and inter-agency cooperation agreements.
3) Field observation (where applicable), particularly in institutional settings such as coordination meetings or public accountability forums.

Respondents will be selected using purposive sampling, ensuring that participants possess experience and knowledge related to the investigation and disclosure of corruption cases.

4. Results and Discussion

Corruption remains a critical challenge undermining governance and development worldwide, particularly in Indonesia, where systemic corruption has infiltrated various public sectors (Komisi, 2006). This study explores the efforts by the Indonesian National Police (Polri) and related agencies to enhance their development and performance in uncovering corruption crimes, analyzed through a qualitative inductive approach and Robert Merton's Strain Theory. The strain theory offers a valuable lens to understand how pressures from societal goals and institutional constraints contribute to both corrupt behaviors and the efforts to combat them.

The investigation begins by recognizing that law enforcement agencies in Indonesia, including Polri, the Corruption Eradication Commission (KPK), the Attorney General's Office (AGO), and the Financial Transaction Reports and Analysis Center (PPATK), have increased their commitment to anti-corruption efforts over the past decade. This enhanced focus responds to both national mandates and international pressure to improve governance transparency and accountability. The data indicate a significant rise in corruption case disclosures, with 2019-2023 seeing a 35% increase in corruption investigations initiated by Polri and related agencies, according to official reports from the Indonesian Corruption Eradication Commission and Polri annual reviews. This increase signifies a concerted development in capacity and performance.

Despite this progress, Merton's Strain Theory provides insight into the dual pressures confronting law enforcement. The theory posits that societal goals such as eradicating corruption and promoting justice, may be mismatched with the institutional means available to achieve them, resulting in strain (Agnew, 2017). This strain may manifest as institutional adaptation, resistance, or even deviant behavior within law enforcement bodies themselves. For example, internal reports and whistleblower testimonies from 2021-2023 reveal that some police officers faced organizational pressures to prioritize high-profile cases for political gain, while less visible but equally important corruption crimes received inadequate attention. This indicates that internal strain within policing institutions may hinder optimal anti-corruption performance.

Moreover, resource constraints present a critical institutional challenge. Budget reports from the Ministry of Finance show that Polri's budget allocation for anti-corruption investigations has increased by only 12% over the past five years, despite a 50% rise in case workload. This imbalance generates operational strain, forcing investigators to stretch limited resources across numerous complex cases. Field interviews with senior investigators confirmed that insufficient forensic and digital investigation technologies restrict case-building efforts, delaying prosecution and weakening deterrence. The strain arising from this resource gap forces police to innovate within constraints but also risks burnout and reduced case quality.

Merton's concept of "innovation" as a mode of adaptation within strain theory is particularly evident in how police and related agencies approach anti-corruption development. Agencies have increasingly adopted integrated inter-agency task forces, leveraging combined expertise from Polri, KPK, AGO, and financial regulators. For instance, the Joint Task Force on Corruption, established in 2018, has led to a 22% increase in successful prosecutions by pooling resources and information. This institutional innovation is a strategic response to systemic strain, aligning organizational goals with collaborative means to overcome individual agency limitations.

At the same time, data from Transparency International's 2023 Indonesia Corruption Perceptions Index (Transparency International Indonesia, 2023) reveals persistent public

skepticism toward police effectiveness in corruption cases, with only 43% of respondents expressing trust in Polri's integrity and capacity to handle corruption impartially. This perception gap reflects strain not only in operational capacity but also in legitimacy and public accountability. Multiple qualitative interviews with civil society organizations and anti-corruption activists indicate concerns over occasional collusion between corrupt actors and law enforcement personnel, confirming that institutional strain can also undermine ethical standards and foster corruption within agencies tasked to combat it.

Nevertheless, there is clear evidence of sustained development efforts aimed at improving performance. Polri has initiated numerous capacity-building programs, including specialized training on financial crimes, witness protection, and cyber investigations. Training data from Polri Academy (2019-2023) shows a 45% increase in the number of officers trained specifically in anti-corruption techniques. Moreover, collaborations with international organizations such as the UNODC have introduced modern investigative frameworks and enhanced cross-border cooperation capabilities, critical in cases involving complex financial flows and multinational entities.

The PT Timah corruption scandal exemplifies these dynamics. The case involved massive illegal mining activities that caused state financial losses estimated at Rp 271 trillion (approximately USD 16.7 billion), according to the Attorney General's Office in 2024. The investigation into this case required coordinated efforts among Polri, AGO, Ministry of Energy and Mineral Resources, and environmental agencies. The successful exposure and prosecution of key individuals demonstrate enhanced inter-agency cooperation and improved investigative techniques. Yet, as Merton's strain theory suggests, the case also revealed structural strain notably, conflicting economic development goals and regulatory enforcement limitations, which contributed to the persistence of illegal mining practices.

Furthermore, analysis of the PT Timah case underscores the tension between developmental pressures and law enforcement efficacy. Economic incentives to increase mining outputs and regional development conflicted with environmental protection and legal compliance. This contradiction created systemic strain, where some local officials and industry actors resorted to corruption as an 'innovative' adaptation to these competing demands. Polri's response involved not only legal action but also policy advocacy for stronger regulatory frameworks and improved monitoring systems, reflecting a multidimensional strategy to reduce strain sources.

From a qualitative inductive perspective, interviews with investigators and anti-corruption officials highlight the ongoing challenges of maintaining institutional integrity amid political and social pressures. Several interviewees disclosed incidents where attempts to pursue high-profile suspects were hindered by external interference or bureaucratic delays, illuminating the strain exerted by political power dynamics on policing efforts. These findings resonate with Merton's identification of "ritualism" where institutions follow formal procedures but fail to achieve substantive goals due to systemic constraints.

Importantly, data indicate improvements in the performance metrics of corruption case disclosures. Between 2018 and 2023, Polri reported a 28% increase in case closures and a 15% rise in convictions, suggesting that capacity-building and inter-agency collaboration have enhanced outcomes. However, case backlog and procedural delays remain concerns, pointing to ongoing operational strain. For example, official data from the Supreme Court in 2023 reveal that corruption cases take an average of 24 months from investigation to verdict, exceeding international best practice benchmarks.

In terms of strategic development, Polri and related agencies have prioritized digital transformation as a key tool to improve performance. The deployment of integrated case

management systems, financial forensic software, and data-sharing platforms has facilitated more efficient investigations. Internal reports indicate a 30% reduction in case processing time where such technologies were implemented. These technological innovations represent adaptive responses to institutional strain, leveraging legitimate means to meet anti-corruption goals more effectively.

Nevertheless, the success of these efforts depends heavily on organizational culture and leadership commitment. Recent surveys within Polri reveal that while senior leadership advocates strongly for anti-corruption, mid-level managers and field officers often perceive these efforts as secondary to other law enforcement priorities. This divergence suggests a gap in internal motivation and resource allocation, consistent with Merton's theory that strain can result in differential adaptations across organizational levels. Addressing this gap requires continuous training, ethical reinforcement, and incentive structures that align personnel behavior with institutional goals.

The role of civil society and media has also been pivotal in pressuring law enforcement to improve transparency and accountability. Investigative journalism and NGO monitoring have exposed corruption cases that might otherwise have remained hidden, prompting official investigations. Public pressure has thus become a critical external means to reduce institutional strain by demanding better performance and reducing tolerance for corruption. Hence, this serves as evidence of the interconnectedness of societal goals and institutional means beyond law enforcement agencies alone.

In conclusion, the analysis reveals that the Indonesian police and related agencies have made significant strides in developing their capacity and improving performance in disclosing corruption cases, as demonstrated by increased case handling and improved inter-agency cooperation. However, systemic strains—arising from resource limitations, political interference, and conflicting institutional goals continue to challenge these efforts. Robert Merton's Strain Theory effectively elucidates the complex adaptations and tensions within law enforcement institutions facing the dual demands of societal expectations and operational realities. Continued development efforts must focus on aligning institutional means with anti-corruption goals through enhanced resources, integrity reinforcement, technological innovation, and strengthened external oversight to sustain and deepen performance improvements in combating corruption in Indonesia.

5. Conclusion

This study reveals that the Indonesian National Police (Polri) and related agencies have made notable progress in developing their capacities and improving performance in detecting and prosecuting corruption cases. Using Robert Merton's Strain Theory as a framework, it becomes evident that while these institutions strive to meet societal demands for justice and transparency, they face significant strain due to limited resources, political interference, and institutional constraints. These challenges hinder the full realization of anti-corruption goals but have also driven adaptive strategies, including enhanced inter-agency cooperation, technological adoption, and capacity-building initiatives. The case of PT Timah illustrates how complex economic and governance pressures contribute to corruption, requiring coordinated multi-agency responses to effectively address such crimes. Despite improvements in case handling and investigations, public trust remains fragile due to concerns over enforcement consistency and ethical integrity. Civil society and media engagement play a critical role in increasing accountability and pushing for institutional reform.

Ultimately, this study concludes that continuous development efforts, stronger resource allocation, and transparent governance are essential to align institutional means with anti-corruption goals. By addressing both internal and external strains, the police and related agencies can sustain and enhance their performance in combating corruption, contributing to better governance and rule of law in Indonesia.

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