

## Prevention of Corrupt Behavior through Assessment of the Work Behavior and Culture Government Organizations

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### KEYWORDS

Corruption, behavioural judgment, organisational culture.

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### ABSTRACT

This study aims to determine the traits and behaviours that contribute to corruptive actions and see opportunities for how they can be directed to the construction of different actions to show positive behaviour. To see behaviour so as not to overlap, a more in-depth study was also carried out regarding organisational culture to control and become the scope of government organisations. This research uses a qualitative descriptive method with a descriptive approach to understand, explain, and interpret facts, phenomena, and events. The results of this study will later be used as a predictor in the development of behavioural assessment instruments against corrupt acts and employee development based on behavioural characteristics and government organisational culture. On acts of corruption and also support organisational cultural characteristics that can direct these traits and characters to positive behaviour. It can be used as a reference to manage one's character and behaviour so as not to lead to corruptive actions.

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### Introduction

An article entitled "Rents, Competition, and Corruption" suggests that corruption can hurt economic development and occurs repeatedly. Therefore, the Indonesian government seeks to implement a merit system in recruiting and promoting civil servants (Linawati et al., 2021). This merit system ensures that civil servants recruited and promoted are competent and have integrity. In its implementation, it is necessary to understand the potential of employees to be directed positively and help prevent corruption (Amalia, 2022).

Corruption is also said to be a complex phenomenon caused by various internal and external factors. Internal factors include individual, organisational, and system characteristics, while external factors include social, economic, and political conditions. In this case, it is felt necessary to study the character of individuals as a phenomenon that can be prevented based on the premise (Graycar, 2015) that corruption can be prevented

by identifying, measuring/assessing, and managing. His book (Heywood, 2018) revealed that human resource management (HR) can be essential in preventing corruption. (Heywood, 2018) recommends several steps to improve the effectiveness of HR management in corruption prevention, one of which is the selection and placement of employees. Employees must be selected and placed based on their competence and integrity. Incompetent employees who do not innovate and do not have integrity have a higher risk of corruption. The government can also play a role in corruption prevention efforts through the right innovations (Romadaniati et al., 2020).

The latest development is the mental health experienced by the younger generation, triggering a new shift in corrupt behaviour triggered by the weak mentality of the current generation (Rantung, 2019). This study produces the variables in preparing corruption risk measurement instruments, assessing corrupt behaviour, and assessing employee potential development based on behavioural character and organisational culture in government.

### **Corrupt Behavior**

The shift in financial and project responsibility and responsibility from centralism to autonomy has been felt to provide many opportunities/loopholes in corruption behaviour spread evenly because it has given the power to leaders in small units and work units in the regions. This shows that corruption follows power with a monopoly of power by leaders who exercise a monopoly of power coupled with the amount of power possessed by the discretion of officials. Without adequate supervision minus accountability, it drives corrupt behaviour. Someone will commit corruption if the results obtained from corruption are higher and more significant than the punishment obtained, and the possibility of being caught is relatively tiny, so it can be said that corruption is a crime of calculation and manipulation, not just a passion. Pressure, opportunity, and rationality are some of the motivating factors for someone committing fraud or fraud. After this is fulfilled, it turns out that one's needs will increase to the need for self-esteem, namely, the desire for someone to feel valued and considered to have been praised, democratic to the highest is the need for recognition of the abilities he has, for example, the need to be recognised as a head, director or mayor who is obeyed by his subordinates. Over time, it turns out that many needs lead to violations of ethical violations and even manipulation/fraud. However, related to these actions, it turns out that many punishments do not have a deterrent effect, and there is even an opportunity for someone to try to increase needs recklessly triggered by greed. Of the four factors explained, greed and need are individual factors related to individual fraud perpetrators, while opportunity and exposed actors are related to organisations. This condition can certainly undermine the success of government policies and programs. It can affect government performance because it explicitly reflects some behaviours or actions to achieve organisational goals.

### **Behavioural Assessment**

Efforts to prevent corruption through the formation of ethical behaviour or ethical actions based on the results of assessments can help develop some ability to act according to moral values. Various abilities that shape behaviour to act by moral values and

contribute to organisations are strongly influenced by psychological aspects and are related to one's thinking and behaviour. Through behavioural assessments, one can more easily determine which actions are appropriate to support organisational integrity, especially behaviours closely related to emotional stability, moral and ethical temptations, and social interactions (Eshet & Harpaz, 2021).

In addition, as stated, there are other opinions that character and behaviour can provide a better understanding of corruption. He argues that corruption is a complex phenomenon influenced by various cultural factors in organisations; psychological factors are closely related to the role of behavioural judgment in making ethical and unethical decisions. Decision-making by a leader who focuses on employee development and creating a positive work environment can play an essential role in corruption prevention (Casey, 2023). In addition, it also needs to be strengthened by the formation of leader integrity through learning moral values in decision-making (Nie et al., 2018).

## **Research Methods**

This research uses a qualitative descriptive method with a descriptive approach to understand, explain, and interpret facts, phenomena, and events (Yin, 2017). I was trying to describe a phenomenon under study that can provide a clear picture of the phenomenon through theories and concepts.

## **Results and Discussions**

Based on the theory of corruption discussed earlier, if it is associated with the character of behaviour that triggers corruptive actions referring to (Urbayatun & Rahman, 2022) or (Fung et al., 2020), among others, the character of behaviour that dominated by excessive self-importance, a sense of superiority, and lack of empathy (Kernberg, 1975) even triggers striking actions to obtain recognition, attention or praise. Next is the character of one's behaviour that leads to manipulation and exploitation at the highest level in organisation and decision-making, including situations where individuals take action without considering social rights. Corruptive behaviour is associated with many risk factors among psychological factors, and many dimensions of socially hostile or antisocial behaviour character are often described as a dark triad.

If examined further, the relative contribution of behavioural character traits that trigger corruption, there are several risk factors from within oneself and family, including life pressure and depression over failures and disputes in the family. However, in the course, some can be assessed positively after being able to control psychological and social factors in the family according to the depth based on the results of interviews and assessments conducted by researchers, including First, excessive self-interested behavioural character, a sense of superiority, can be directed to face challenges with an optimistic attitude, move oneself without relying too much on external support (Seligman, 1991) provides a concept of optimism that can be learned and explores how to change the way of thinking to achieve happiness and personal well-being positively. Second,

behavioural characteristics that can be manipulated can be directed through self-determination, building habits with minor changes in behaviour to form opposite behaviour characters that motivate themselves and others (Duhigg, 2012) to be able to explore factors that motivate themselves through meeting their psychological needs to become a figure who can motivate, encourage collaboration and team building. A person who feels socially hostile can also be directed to behaviours that can support the development of creativity (Hennessey, 2010) that may be considered eccentric by others with thoughts and creativity processes, not afraid to try new things and innovate in response to environmental changes (Wulandari & Indartono, 2021).

Organisational cultures with high power distance and the absolutism of authority power tend to be more vulnerable to corruption. This is because the organisational culture tends to emphasise power and competition, which can create an environment conducive to corruption. In some work units and work units in areas with institutional structures with high levels of authority can affect the risk of corruption, public officials may feel that they have the right to use their power for personal gain. This is reinforced by the significant level of authority and responsibility for the financial management of solid government institutions; an official can feel more free to commit corruption if they believe they can do it without being caught. For this reason, it needs to be directed so that organisational culture in government can reduce the desire of its employees to be corrupt by, among others, first emphasising transparency and accountability, which can prevent budget abuse in an environment that is vulnerable to corrupt practices. Second, it explores the role of whistleblowing in supporting democratic principles so that employees have a platform to report corruption. Lastly, it provides a further understanding of protection so that employees understand its importance and are more courageous to act ethically.

## **Conclusion**

The description that has been presented concludes that corruption hurts economic development and appears repeatedly. Therefore, the Indonesian government seeks to implement a merit system in recruiting and promoting civil servants to ensure that those recruited and promoted are people of competence and integrity. This merit system aims to prevent corruption by understanding employees' potential so that they can be directed positively in corruption prevention efforts. Human resource management (HRM) can be crucial in preventing corruption. The selection and placement of employees based on their competence and integrity is recommended to improve the effectiveness of HR management in corruption prevention. Employees who are incompetent, innovative, and lack integrity have a higher risk of corruption.

Corruption prevention requires a deep understanding of the internal and external factors influencing individual behaviour and organisational culture. The Indonesian government can play a significant role in corruption prevention efforts by implementing a merit system in HR management and improving an organisational culture emphasising integrity and transparency.

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