



Research Paper

Analysis, Evaluation, Attitudes and Actions about the Quality and Performance of National Leadership towards Corruption Culture in Indonesia

Dr. Taufan Maulamin, SE., Akt., MM (Lecturer in Institut STIAMI)

Agung Laksana Putra (BC201120047)

Deva Agung Mahendra (BC201120038)

Gupto Andreantoro (BC201120033)

Halim Widi Saptono (BC201120034)

Carlos A. Barreto (BC201120053)

Master of Administration, Tax Management
Institut STIAMI, Jakarta

ABSTRACT

Corruption is a violation of the law that harms many parties. Corruption can occur in any situation even in the covid-19 pandemic. Many perpetrators of corruption have been arrested and it is very surprising that the perpetrators of corruption are national leaders who should be role models for the surrounding community. This study aims to analyze and evaluate attitudes and actions regarding the quality and performance of national leadership on the culture of corruption in Indonesia. Researchers used a qualitative explanative research type in this study. To obtain the required data, the researcher collected data by means of literature study, observation and documentation. The results of this study indicate that many reliable and synergistic variables are needed in eradicating the culture of corruption in Indonesia. Researchers consider the assertiveness of a leader and the formation of an independent anti-corruption agency are important points needed in eradicating corruption. Other factors such as a decent remuneration system, effective control and other factors were analyzed in this study.

KEYWORDS: *Corps Culture, Law, Government, Leadership.*

Received 29 Jan, 2021; Revised: 10 Feb, 2021; Accepted 13 Feb, 2021 © The author(s) 2021.

Published with open access at www.questjournals.org

I. INTRODUCTION

Background.

In 2020, there will be a disaster that will not only hit Indonesia but will hit almost all countries in the world. This disaster is a plague virus that can be transmitted from one individual to another, the virus is called covid-19. The virus is very quickly transmitted if there is physical contact with a person who has been exposed to COVID-19. Based on Wikipedia and the JHU CSSE Covid-19, to date, there are approximately 96,200,000 cases in the world, and in Indonesia, there are 940,000 cases. The Indonesian government made various efforts in this emergency, such as implementing a healthy lifestyle such as washing hands, maintaining distance, and wearing masks. Other efforts made by the government to reduce the number of cases reported include running a system of work, teaching and learning, meetings, and other activities online. This is done by the government so that people can keep their distance and carry out their daily activities. As a result of the pandemic, the number of patients who became sick or died and the economy became unstable.

The government assists the community in the form of social assistance. Social assistance is in the form of necessities and even some money. With the existence of state and regional expenditure budgets, the government can use these funds for the needs of many people, one of which is social assistance. As a result of this pandemic, the economy of Indonesian citizens has declined. In recent difficult conditions, it turns out that there are still government officials who have been caught due to the corruption of the Corona Social Assistance

Agency. Social Minister Juliari P. Batubara was named a suspect by the Corruption Eradication Commission (KPK) in connection with the social assistance corruption case handling Covid-19. Juliari was also assisted by several other elements in carrying out corruption activities. In the first period of social assistance distribution, it is suspected that there were Rp. 12 billion, and in the second period of social assistance, there were Rp. 8, 8 billion of funds that were corrupted by Juliari and other colleagues. Juliari not only chooses prison but also protects the mandate for violating Article 2 paragraph (2) of Law Number 31 of 1999 and Law Number 20 of 2001 concerning Eradication of Corruption (Indonesia, 2020).

Corruption cases are cases that always circulate in society from year to year. Indonesian President Jokowi Dodo and the Corruption Eradication Commission (KPK) have always made efforts so that perpetrators of corruption can be deterred. Efforts were made, ranging from fines, imprisonment to death sentences. The news that is even more surprising is that there are 41 regional heads (Governors, Regents, Mayors) who were netted by the KPK from 2016 to 2020 (Usman, 2021). The national leaders who have been elected by the people and should be able to take responsibility for their entrusted positions and become role models, in reality, have become figures that have disappointed the Indonesian people. Many factors led national leaders to become entangled in corruption cases and one of them was the decreased quality and leadership performance. Leadership is the basic foundation that everyone must have in carrying out all their activities. Even though the punishment given is getting heavier in this corruption case, there are still people who dare to violate these laws/regulations. It is not surprising that the death penalty is an appropriate punishment so that perpetrators of corruption can think before committing a crime that is very detrimental to many people.

The culture of corruption seems to have been attached to some people who do not have a sense of nationalism in this country. These individuals still take advantage of various opportunities to be able to benefit themselves even though many parties are disadvantaged, especially in this Covid-19 pandemic. Therefore, it is very important to understand what quality and leadership performance should be built into the personality of all Indonesians. In a time that is increasingly developing and advanced today, being smart academically is still not enough and must be balanced with good moral and leadership character. President Joko Widodo and the Corruption Eradication Commission (KPK) have made various efforts so that the culture of corruption in Indonesia can decrease in the number of perpetrators and that this culture can fade from generation to generation. With so many cases of corruption in Indonesia and so many people coming from the government, it is worth asking about the quality and performance of leadership that all Indonesian people need to have so that this country can become a country that is smart academically and has an ideal leadership character.

II. RESEARCH QUESTION

There are many corruption cases in Indonesia and from 2016 to 2020 there were 41 regional heads (Governors, Regents, Mayors) who were caught in the KPK's arrest operation (OTT). Corruption occurs not only when the economy improves but can occur in any condition and one of them is during the covid-19 period. The factors that cause corruption can be various kinds of things and one of them is the nature of one's leadership. Therefore, the problem formulations obtained are:

- 1. What is the analysis, evaluation, attitude, and action regarding the quality and performance of the national leadership on the culture of corruption in Indonesia?**

III. RESEARCH THEORY

Leadership Theory

Regarding the notion of leadership, Taylor (in Draffe, 2009: 460) explains that leadership is "the ability to influence the activities of others, through the process of communication, toward the attainment of the goal." Meaning, leadership is the ability to influence the activities of others through the process of communication towards achieving goals. A similar definition is put forward by Kinicki and Kreitner (2008: 479), namely: "leadership is the ability to influence people toward the attainment of goals." Leadership is the ability to influence people towards achieving organizational goals.

Ford (in Parker and Begnaud, 2004: 3) defines leadership as "the ability to convince people that they want to do what you want them to do as if they had thought of it themselves." This definition explains that leadership is the ability to convince people who are expected to do what they want and as if people think of themselves. Then Bennis (in Parker and Begnaud, 2004: 3) defines leadership as "the energetic process of getting other people fully and willingly committed to a course of action, to meet commonly agreed objectives." This definition means that leadership is an energetic process to get serious and willing to commit others to take action to realize agreed goals.

Furthermore, according to French and Raven (Gomez-Mejia, Balkin, and Cardy, 2008: 504-506), a leader must have a power base, which consists of:

1. Coercive power. This type of power is based on the fear that the leader or manager might cause people to harm unless subordinates support it. Intimidation and anxiety may be felt by subordinates as long as their actions, attitudes, or directions do not agree with the leadership.
2. Reward power. This power means that leaders can provide something of value to others so that leaders rely on support for rewards. Rewards may be in the form of financial (such as a high-paying promotion) or psychological (such as a higher status).
3. Legitimate power (legitimate power). This power comes from formal authority to make basic decisions to ensure certain limitations. For example, in universities, many faculty department heads have the legitimate power to write an annual evaluation of each faculty member which is used to allocate merit-based remuneration, assign teaching schedules, and assign different teaching.
4. Expert power. Expert power comes from leaders who have unique knowledge or skills, which others recognize as worthy and worthy of respect.
5. Reference power. Reference power is based on the satisfaction a person feels from the results of his identification with the leader. Subordinates are willing to recognize the leader's power because subordinates see themselves as role models.

Corruption Theory

The simplest definition of corruption is the abuse of power for personal or group gain (World Bank and IMF). Based on a legal viewpoint, it is said to be corruption if it meets the following elements: actions against the law, abuse of authority, opportunities or means, enriching oneself, other people or corporations, and the last element is detrimental to state finances or the country's economy. An act that is said to be corruption includes giving or receiving gifts or promises or bribes, embezzlement in office, extortion of positions, participating in procurement, and receiving gratuities for civil servants/state administrators. In general, corruption is the abuse of official position for personal gain. the end of corruption is kleptocracy (rule by thieves).

Corruption occurs in all countries, regardless of social level and economic development. In general, corruption is most likely to occur when the public and private sectors meet, and in particular where public officials have direct responsibility for provisions concerning public services or the application of special regulations.

In the world of politics, corruption complicates democracy and good governance where corruption can destroy formal processes that have been established. Corruption in elections and legislative bodies reduces accountability and representation in policymaking; corruption in the court system stops rule of law and corruption in public governance causes injustice in public service. At the same time, corruption also reduces the legitimacy of government and democratic values.

In the economic sector, corruption complicates economic development wherein the private sector, corruption increases costs due to illegal payments and the risk of canceling agreements or because of investigations. Even so, some argue that corruption reduces costs because it simplifies bureaucracy, namely that bribes cause officials to make new rules and new barriers. Thus, corruption can also disrupt the world of commerce. Companies close to officials are protected from competition, the result is companies - companies become inefficient. Another negative impact, corruption has distorted the public sector by diverting public investment to community projects where bribes and wages are more available.

IV. RESEARCH METHODS

The author uses a qualitative explanative method in this research method. The qualitative method is the activity of collecting information or data using observation or observation of the running of the agency and obtaining data from the agency's documents or records and finally describing it so that conclusions can be drawn regarding the classification analysis of special relationships based on Indonesian tax law and the Indonesian tax treaty with Japan. The purpose of the explanative method is to provide an explanation or information why something happened. The author obtains information or data through the data collection process with the following techniques:

1. Literature Study
It is a technique of gathering information through written texts such as journals, books, ebooks, articles, government publications, and others.
2. Observation
It is a technique of collecting information by observing directly the object being studied accurately so that it can obtain information about a problem.
3. Documentation
Is a technique of collecting information by understanding in-depth company data with the case being studied.

V. DISCUSSION AND RESULTS

Leaders and Corruption Eradication

In the corrupt practices that occur, there are several dominant elements inherent in these acts, namely:

- First, every corruption originates from delegated power (derived power). Corruption actors are people who obtain power or authority from the state or company and use it for other purposes.
- Second, corruption involves the contradictory dual functions of the officials who perform it. When an official is bribed to issue a certain license, it is an act of corruption because even though the permit was issued by legal channels, the act of bribery was off the mark.
- Third, corruption is committed for personal, group, or group interests. Therefore, corruption will always conflict with the interests of the organization, the interests of the state, and the public interest.
- Fourth, people who commit corrupt practices usually try to keep their actions secret.
- Fifth, corruption is carried out consciously and deliberately by the perpetrators. In this case, there is no link between corrupt acts and the rational capacity of the perpetrators. Thus, corruption can clearly be distinguished from mal-administration and mismanagement (mismanagement).

The Importance of a Firm Leader

Efforts to eradicate corruption optimally must start from the leaders of this country. Eradicating corruption is not enough just a commitment to eradicate corruption without taking firm action in upholding this commitment. A firm leader gives clear directions that fighting corruption is not just an image or to maintain a clean image. Of course, all of this will be created by itself if corruption is completely suppressed and the perpetrators are subject to heavy sanctions.

Power will always tend to corrupt (power tends to corrupt). However, if the leader can show assertiveness, the leader does not abuse the power he has. This type of leader is what this country needs. Such a leader is not a leader who fosters political transactions, especially to maintain power.

Corruption Prevention Strategy

At the 53rd Annual Meeting of the World Bank and International Monetary Fund, Victor Tanji proposed a four-pronged strategy to minimize corruption. These strategies are:

1. The need for an honest and clear commitment from leaders in government and business to fight corruption.
2. Establish a zero-tolerance policy for those who are proven to have committed corruption.
3. Reduce all conditions that lead to the creation of corruption, such as low wages, ineffective controls, and unenforced penalties.
4. Monitor political party funding.

The most important factor in eradicating corruption is the moral and intellectual quality of the leaders. Several conditions are needed to mitigate corruption effectively. The public and the bureaucracy must have a positive relationship with the government and a spiritual commitment to facilitate the progress of the nation. Efficient administration is necessary to avoid creating sources of corruption, and an anti-corruption value system should be promoted. Ideally, inspirational leadership should come from groups with moral standards and intellectuals, while an educated public must be informed and critical of current events.

The World Bank believes that any reforms that increase competitiveness in the economy will generally reduce the incentives for corrupt behavior. Thus, policies that lower control over foreign trade, remove barriers to entry to private industry, and privatize state enterprises will all reduce opportunities for corrupt practices.

The World Bank sees independent oversight bodies as an effective mechanism for strengthening corruption monitoring and penalties. Monitoring organizations should focus on those who receive and pay bribes. Freedom of information measures is important tools for facilitating oversight of public affairs. Ultimately, such monitoring mechanisms will fail unless supported by a legal system that appropriately punishes offenders.

Strategies need to be taken by leaders to improve various public systems including government procurement systems, fixed asset management systems, national databases, government budgeting systems, tax management systems, legal systems, foreign loan management systems, and a competitive environment. This strategy focuses on developing accountability, transparency, and reporting systems for financial transactions in the public sector.

Meanwhile, the overall strategy is to strengthen civil society starting with free and open elections. The strengthening of civil society will see the development of non-governmental organizations and must include guarantees of freedom of expression. Transparency, accountability, and efficiency must be the main guidelines so that the business culture in Indonesia is more open. The development has both a spiritual and material component and sees moral pressure as a useful strategy for preventing corruption.

The starting point for eradicating corruption

To start eradicating corruption in Indonesia, an entry point is needed. The suggested entry point here is to catch the 'big fish' and provide the maximum law to become a shock therapy for the community which has a deterrent effect. Furthermore, breakthroughs can be made through steps to empower various agencies to support anti-corruption programs. Investigations into the wealth obtained illegally from corruptors such as Noriega in Panama and Marcos in the Philippines are important for symbolic reasons such as the return of state assets to restore public trust.

VI. CONCLUSION

Corruption is a major problem in Indonesia that requires strong leaders committed to eradicating corruption. A decisive leader can push for reforms in the economic and political structures that underlie the formation of clean governance. The economy needs to be made more open and the political structure needs to be changed to be more democratic. One of the ways necessary to achieve this is the existence of an independent anti-corruption agency that can resolve public cases, especially against high-ranking officials who are found guilty of committing corruption crimes.

REFERENCES

- [1]. Draffe, Michael, *The Human Side of Organizations*, New Jersey: Pearson Prentice Hall, 2009
- [2]. Gomes-Meija, Luis R., David B. Balkin, and Robert L. Cardy, *Management: People, Performance, Change*, New York: McGraw-Hill, 2008
- [3]. Indonesia, C. (2020, December 07). Corruption of Corona Social Assistance and the Threat of Death Penalty from the KPK. Retrieved from Criminal Law News: <https://www.cnnindonesia.com/nasional/20201207091312-12-578758/korupsi-bansos-corona-dan-ancaman-h-punishment-mati-dari-kpk>
- [4]. International Monetary Fund Annual Report
- [5]. <https://www.imf.org/external/pubs/ft/ar/2018/eng/spotlight/reducing-corruption/>
- [6]. Parker, Jeanette Plauché and Lucy Gremillion Begnaud, *Developing Creative Leadership*, Westport, CT: Libraries Unlimited, 2004.
- [7]. Usman, A. (2021, January 05). News Network Forum. Retrieved from This is the list of regional head corruptors in the era of President Jokowi: <https://fnn.co.id/2021/01/05/ini-daftar-koruptor-kepala-daerah-era-presiden-jokowi/>
- [8]. World Bank Publication of Anti-Corruption
- [9]. <https://www.Worldbank.org/en/topic/anticorruption>