

## Breaking Systematic Corruption Through a Strategic Intelligence-Based Job Rotation Policy (A Study on Cross-Institutional Government Agencies at the Central Government Level in Indonesia)

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Keywords	Abstract
Corruption, Job Rotation, Transparency, Strategic Intelligence, Governance	Corruption remains a critical challenge in public governance, particularly in Indonesia, where it undermines economic development, institutional integrity, and public trust. This study aims to examine the role of job rotation policies, transparency, and strategic intelligence in reducing corruption within central government institutions. A qualitative research approach was employed, involving in-depth interviews with nine high-level civil servants from ministries and non-ministerial agencies. Data were collected through interviews, documentation, and literature review, and analyzed using Creswell's qualitative analysis model supported by intelligence analysis techniques. The findings reveal that corruption is driven by factors such as political pressure, weak supervision, transactional positions, and a deeply rooted corrupt culture. Job rotation is found to be an effective preventive measure when implemented consistently, transparently, and based on meritocracy, although it cannot function as a standalone solution. Transparency, particularly through e-government systems and open procurement mechanisms, significantly reduces opportunities for corruption and enhances public oversight. Furthermore, strategic intelligence plays a crucial role in identifying risks, profiling officials, and supporting evidence-based decision-making. In conclusion, an integrated approach combining job rotation, transparency, and strategic intelligence is essential to build accountable governance and effectively reduce corruption practices.

### INTRODUCTION

Citizens around the world express great concern over corruption (Erlich et al., 2025). Corruption is a major challenge faced by organizations and countries worldwide, including Indonesia (Srirejeki & Putri, 2023). Corrupt practices not only harm state finances but also damage reputation and integrity and lower the level of public trust (Sauve et al., 2023). In the public sector, corruption is a major obstacle to development and optimal service delivery to the community (Lombardi et al., 2019). Therefore, efforts to prevent corruption are essential to create an ethical, transparent, and accountable work environment.

Corruption prevention strategies in organizations that are often discussed in the literature include the rotation of employees and/or officials (Alizadeh Majd et al., 2024). For example, in the case of the German federal government, the routine rotation of employees is a preventive measure against corruption in public administration (Abbink, 2004). The basic principle of job rotation is to place employees in appropriate positions so that their motivation and productivity increase (Hasibuan, 2009). Rotation is defined as moving employees from one position to another within the organization, with the aim of strengthening accountability, enhancing

transparency, and reducing the likelihood of abuse of authority (Sinha et al., 2025). Through rotation, individuals who have remained in one position for too long and have access to sensitive information can be reassigned to minimize the risk of corruption.

Contextually, the effectiveness of rotation cannot be separated from other factors that influence the behavior of employees and/or officials (Alizadeh Majd et al., 2024). Transparent communication plays an important role in creating a healthy work climate. Organizations with open communication are better able to explain rotation policies, clarify organizational goals, and increase employee appreciation and job satisfaction. On the other hand, public policies that support transparency and the application of strategic intelligence can further strengthen and add value to rotation practices aimed at reducing corruption (Lombardi et al., 2019; Sauve et al., 2023).

Based on data from Indonesia Corruption Watch (ICW) and Transparency International Indonesia (TII), Indonesia's Corruption Perception Index (CPI) in 2024 rose by 3 points to 37, placing Indonesia 99th out of 180 countries. However, this score remains below Indonesia's highest achievement of 40 in 2019 and highlights persistent issues, particularly related to the use of public resources, political corruption across the executive, legislative, and judicial branches, and bribery in the business sector (KPK, 2025).

In addition, a domestic index that can be used as a reference to assess vulnerability to corruption is the Indeks Perilaku Anti Korupsi (IPAK) issued by the Badan Pusat Statistik (BPS). The results of the BPS survey in 2023 show that Indonesia's IPAK remains relatively low, with a score of only 3.93 on a scale of 0 to 5. This represents a decrease of 0.01 points compared to 2022. Moreover, this achievement did not meet the target set in the Rencana Pembangunan Jangka Menengah Nasional (RPJMN) 2023, which was 4.09 (Setiyowati et al., 2023).

The increase in the 2024 CPI was largely driven by new indicators from the World Economic Forum (WEF) regarding the practice of additional payments or bribes by companies. However, other indicators, such as the Global Insight Country Risk Ratings, have declined significantly. An ICW study revealed a strong relationship between extractive companies and regional and legislative officials, as well as judicial partiality toward companies during disputes.

In 2024, corruption eradication in Indonesia appears to be regressive, with no systematically implemented anti-corruption programs initiated by the government. The handling of corruption cases appears selective, and the definition of corruption has been narrowed in ways that may normalize conflicts of interest and nepotism. This situation is exacerbated by the lack of regulatory strengthening initiatives, such as the Asset Forfeiture Bill and the Currency Restriction Bill, which have not been passed because they are perceived as threats to corrupt public officials (Yuntho et al., 2014).

This condition is further aggravated by the high value of state losses due to corruption. The Attorney General's Office recorded state losses of IDR 193.7 trillion in a case involving the governance of crude oil and refinery products at Pertamina for the 2018–2023 period. Over a longer timeframe, since 1995, Indonesia's CPI has consistently reflected the severity of corruption, increasing only from 2.4 in 2006 to 3.0 in 2010 (Yuntho et al., 2014).

Various major cases show similar patterns, ranging from the Bank Indonesia Liquidity Assistance (BLBI) case, cases involving PT Asuransi Sosial Angkatan Bersenjata Republik

Indonesia (Persero) (Asabri), and PT Trans-Pacific Petrochemical Indotama (TPPI), to the COVID-19 social assistance scandal. State losses due to corruption often arise from transactions involving goods and services, debts and receivables, as well as costs and revenues (Husein, 2009). These include inflated procurement, the sale of state assets below market value, manipulation of sales reports, and fictitious activities that burden state finances (Indonesia Corruption Watch, 2023).

The large-scale distribution of social assistance in early 2024 also raises concerns about potential misuse for political purposes, particularly in influencing electoral outcomes. Ironically, social assistance programs are often vulnerable to corruption. Within the internal environment, several government institutions, including commissions, have been affected by corruption issues such as gratuities and extortion, further eroding public trust in anti-corruption efforts. Therefore, strategic cross-sector measures, including the rotation of employees and/or officials, are necessary to reduce corruption and improve public satisfaction. Transparent communication in public policy, supported by strategic intelligence, can help narrow opportunities for corruption (Indonesia Corruption Watch, 2023).

In relation to the problem of corruption, this study aims to explore the relationship between the rotation of officials and the level of corruption, while considering the role of transparency supported by strategic intelligence. Based on this background, the research questions are formulated as follows: What are the causes and threats of corruption in Indonesia? How are the rotation of officials and transparency related to the level of corruption in Indonesia? What efforts can be made to prevent corruption in Indonesia? And what is the role of strategic intelligence in reducing the level of corruption in Indonesia?

## **METHOD**

This study employed a qualitative approach to explore complex aspects of behavior, perceptions, and decision-making among research subjects by collecting data from multiple informants (Creswell, 2018). The approach was used to obtain in-depth insights into individual behavior and perspectives within a social context (Waruwu, 2023).

Overall, the qualitative approach served as a means to understand social issues related to corruption. The study analyzed information obtained from informants within the State Civil Apparatus (Aparatur Sipil Negara [ASN]), specifically those holding echelon I and II positions in ministries and non-ministerial government institutions. Data were collected through interviews with nine informants conducted between June and July 2025.

Data collection consisted of primary and secondary sources. Primary data were obtained through in-depth interviews, allowing for flexible exploration of emerging issues and deeper understanding of informants' perspectives (Stainback & Stainback, 1998; Yin, 2016). Secondary data were gathered from official documents, reports, journals, and relevant literature to support and contextualize the findings.

Data analysis followed the qualitative model proposed by Creswell (2018), complemented by an intelligence-based analytical perspective. This approach was used to interpret relationships between job rotation, transparency, and corruption levels, and to generate deeper insights from informants' responses. The analysis process included data preparation, comprehensive reading, coding, theme development, and interpretation. NVivo software was used to support data organization and analysis (Bandur, 2016).

An intelligence-based perspective was applied to strengthen the analysis, particularly in identifying patterns, risks, and strategic implications related to corruption. The analytical process included stages of early detection, early warning, forecasting, and problem-solving, which supported the formulation of findings and policy-relevant recommendations (Prunckun, 2019).

To ensure data validity, triangulation techniques were applied, particularly source triangulation. Data from multiple informants and supporting documents were compared to ensure consistency and credibility (Moleong, 2013).

## **RESULT AND DISCUSSION**

### **1. Types/Forms of Corruption**

Based on interviews with several informants, it was identified that the form or type of corruption that is commonly carried out by officials was identified. Each form of corruption has different characteristics and impacts, which need to be understood for effective prevention efforts. One of the forms of corruption that often occurs is gratuity, in which officials receive money, goods, or facilities to influence decisions related to procurement. Gratification can result in officials making unobjective decisions and hindering justice in the market.

Other forms of corruption such as the practice of markups are also a concern, in this case the supplier of goods raises prices unnaturally to get more profits. This harms the state budget and creates the impression of non-transparent procurement. In addition, budget cuts made by officials by cutting funds from the budget for personal interests, thereby degrading quality and can hinder programs that should provide benefits to the community.

Data manipulation, procurement can occur when officials alter information in e-catalogs, undermining the principles of transparency and accountability. This creates opportunities for corrupt practices and harms those who try to conduct business honestly. Collusion, on the other hand, occurs when officials work with suppliers of goods to regulate the procurement process for personal gain, harming fair competition and causing economic losses to the state.

Abuse of authority is also a form of corruption that needs to be observed. This behavior is often used by officials through a power approach for personal gain, creating injustice in the procurement process. In addition, receiving bribes is the practice of directly receiving money made by officials from providers in exchange to facilitate procurement. This undermines ethics and creates a broader culture of corruption.

With a deep understanding of various forms of corruption, it is hoped that more effective preventive measures can be implemented to reduce corrupt practices in the government environment. Proper handling of various forms of corruption will have a positive impact on public trust and the sustainability of sustainable development.

### **2. Causes of Corruption**

Corruption is a complex and multidimensional phenomenon that appears in various forms and contexts. To understand how corruption can develop, it is necessary to identify the underlying causes. Based on interviews with several informants, there are several main causes of corruption in the government environment.

The cause of corruption that is most felt in the internal environment of the organization is the practice of buying and selling positions. In many cases, positions in the bureaucracy are

no longer determined on merit or qualifications, but through unethical transactionality. This creates an environment, especially where officials feel compelled to commit acts of corruption to maintain or gain positions. When positions can be bought, the morality and integrity of officials decline, which undermines the quality of leadership and can lower public trust in government institutions.

Power politics can also play a role in increasing corruption. Since the enactment of the multiparty system, political interests have often influenced the decisions taken by officials. Political pressure to meet party expectations can encourage officials to take shortcuts by committing corruption, so that public policy is considered not always in favor of the interests of the people.

Lack of supervision and trustworthy leadership is also considered as a factor causing corruption behavior. When internal controls are weak, officials feel free to act without fear of sanctions. Non-transparent leadership creates corrupt behavior that is considered normal, making it increasingly difficult to eradicate corrupt practices. Lack of trust among officials is also a driving factor for corruption. If officials do not feel that they have moral responsibility, then the policies implemented will fail to achieve the goal of preventing corruption. The internalized culture of corruption further exacerbates this situation, creating a cycle for the new generation to assume that corruption is a common and ordinary behavior.

Other corrupt practices through the open bidding mechanism are also in the spotlight. In some government institutions, not a few officials are involved in the practice of recruiting employees and/or officials is not carried out objectively so that the procurement system through open bidding which should be transparent is actually used for personal or group interests. Ignorance of recommendations from internal supervisory agencies and ignorance of recommendations from intelligence institutions that are given responsibility and authority to secure apparatus, show that there is non-compliance from officials who provide office space that leads to an increase in corrupt behavior that harms state finances and eliminates public trust.

### **3. The Threat of Corruption**

Corruption is not only a crime that harms the state, but also brings bad consequences to a threat at a serious level, and can even be categorized as a threat at a critical level. In the context of corrupt practices, corruption is a crime committed in stages, structured, systematic, and massive, which can threaten the welfare of society as a whole. Therefore, strategic intelligence support is important. Citing the phrase of several intelligence practitioners related to the opinion of Heidenrich (2007), that strategic intelligence is carried out to formulate policies and make and implement the grand strategy of organization, in order to achieve the goals of organization to realize the national goals of a country. One of the goals of the State of Indonesia is to protect the entire Indonesian nation as well as in general to realize the welfare of the Indonesian nation.

Inequity in the distribution of resources is also a crucial issue. Only a small percentage of people benefit from state resources, while the majority of citizens do not get their rights. Dissatisfaction with this injustice often triggers social conflict, which can disrupt political and social stability. When officials do not carry out their responsibilities properly, in governance the quality of human resources tends to decline and has an impact on a lack of creativity and

innovation. Unpredictability triggers distrust and dissatisfaction among the public can stimulate political and economic instability so as to trigger socio-political unrest and hinder investment, which results in an increase in the unemployment rate and has a direct impact on the level of people's welfare.

Corruption behavior in the long term is very risky to sustainable development. When public budgets are misused, funds that should have been allocated to important initiatives such as education and health disappear. In addition, corruption increases national security risks, creating an environment in which organized crime can thrive. People's sense of security is reduced when they feel that the law does not protect them, which can lead to fear and anxiety.

#### **4. Rotation Reduces Corruption Levels**

The rotation of employees and/or officials in suppressing corrupt practices is a complex issue with various points of view. Many parties argue that the rotation of employees and/or officials can be a strategic instrument to reduce the risk of corruption. However, its effectiveness is highly dependent on interrelated factors. Some informants stated that while rotation is a positive step, it is not enough as a single solution. Data from the Corruption Eradication Commission (KPK) shows that the rotation, mutation, and promotion of officials are often vulnerable points for transactional corruption. Therefore, it is important to include other more fundamental measures, such as strengthening the morality and integrity of officials, as well as strict oversight to achieve the goal of preventing corruption.

On the other hand, the practice of rotation, mutation, and promotion of officials is often influenced by political considerations, especially in the open bidding mechanism. Some informants revealed that rotations were sometimes carried out based on personal relationships or political agreements, rather than on the principle of meritocracy. This condition makes officials more loyal to certain parties or figures than to the public, thus opening up opportunities for corruption and lowering public trust. Therefore, it is important to combine rotation with integrity enforcement and oversight systems that involve the community. Ethics education is also a crucial aspect so that officials understand their responsibilities in clean governance.

The results of the study show that the rotation of employees or officials can be used as an instrument in preventing corruption. Moving the position of an employee with various considerations, such as boredom and achievement, can reduce the chance of corruption and improve performance. However, weakening of regulations, such as the revision of the KPK Law, increases the risk of corruption by creating legal uncertainty. For this reason, the rotation of officials should be carried out regularly so that officials do not stay in one position for too long, which can trigger collusion. With a consistent approach and independent oversight, the rotation of officials can be an important instrument in creating a clean, transparent, and increasingly trusted government of the public.

Rotation of positions in government has good benefits, especially in efforts to reduce the risk of corruption. When rotation is done well, ideally, and transparently, officials don't have the opportunity to spend too long adjusting to certain systems that can be abused. For example, a service head who has served in one position for too long will be more susceptible to unhealthy practices compared to officials who are often rotated. The benefits of rotation are that officials are introduced to the new governance so that it can minimize the opportunity for corruption, as well as give them the opportunity to learn from various experiences.

Rotation also encourages transparency and accountability. An open and objective process will increase public trust, especially if the implementation of rotation is based on fair criteria. Public involvement in the supervision, selection or evaluation of officials strengthens legitimacy, while internal oversight becomes more effective because new officials are usually more reluctant to engage with public participation in supervision and can report irregularities. Independent audits during the rotation process are important to maintain integrity, ensure no abuse of authority, and strengthen public trust. Thus, good job rotation not only improves the quality of human resources but is also an important strategy in preventing corruption. The new officials bring fresh ideas that can spur innovation and ensure that the government remains adaptive in meeting the needs of the community. Therefore, rotation must be carried out consistently and transparently, involving all parties to build trust in government institutions.

## **5. Transparency in Reducing Corruption Rates**

The implementation of transparency in government, especially through E-Government and online procurement systems, has shown positive results, both within the Central Government and local governments. With this system, the procurement process of goods and services becomes more open, which significantly minimizes the chances of corruption. The public can now easily access information about budget spending and usage, allowing them to evaluate and question every decision made by officials. In addition, the online procurement system creates a more standardized and scalable process, reducing the scope for the practice of collusion, corruption, and nepotism.

Transparency also plays an important role in reducing outside intervention, including pressure from certain groups that seek to influence public policy. With the existence of an online complaint system and various transparency platforms, the public now has a channel to submit complaints or reports of alleged corruption more securely. This not only strengthens the evidence in cracking down on corrupt practices, but also increases public participation in supervision. When individuals feel they have access to report alleged irregularities and abuse of authority, the motivation of public control to be involved in efforts to eradicate corruption increases.

Previous research has shown that transparency contributes to trust in the relationship between organizations and stakeholders, resulting in a decrease in the level of corruption. (Schnackenberg, 2016), article (ACLC KPK., 2023) transparency strengthened by regulations is very important for organizational progress and creating an organization that is clean from corruption and has integrity.

Transparent data portals are also a tangible form of carrying out good government duties and functions. This kind of portal provides the necessary public information while maintaining the principles of excluded confidentiality and neutrality. With easy access to information, government officials are encouraged to carry out their duties more responsibly, so as to avoid corrupt practices. As a result of interviews with informants, it can be concluded that transparency is closely related to the low level of corruption. The implementation of systems such as E-Government and online complaints is expected to reduce the number of corruptions, build a cleaner and more effective government, and increase public trust in government institutions.

## **6. Prevention of Corruption in the Government Environment**

Corruption prevention is a necessity that should be done to ensure integrity and transparency in the management of public resources. Corrupt practices not only harm state finances, but also reduce public trust in the government, and can even threaten the safety of the nation.

As a first step, legal certainty with justice is an important thing to be enforced. Clear and non-discriminatory regulations along with heavy sanctions for corrupt perpetrators are fundamental in eradicating corrupt practices. With a comprehensive law, all parties will understand the consequences of corrupt acts, so that they can reduce the intention to engage in corrupt practices. Clear and easy legal mechanisms and procedures are also important to maintain certainty and justice for the public in reporting corruption cases.

Strong supervision is an important component in corruption prevention. The establishment of a trained internal supervisory team to monitor financial and procurement activities is indispensable. Financial audits conducted regularly by independent parties are also important to ensure that all transactions are in accordance with the procedures and provisions of laws and regulations. Collaboration with the community in the monitoring process can increase effectiveness and accountability.

Transparency and accountability in budget management are also an important part of minimizing corrupt practices. Digitization of procurement through e-catalogs can ensure transparency, so that all information related to products and prices can be accessed by the public. Publishing financial statements regularly as an accountability to the public will increase public trust, so that the public feels more enthusiastic to participate in the process of implementing government.

Anti-corruption education and corruption risk is very beneficial from an early age. The integration of the anti-corruption curriculum in education will help instill the values of integrity in the younger generation. In addition, public awareness programs that educate about the risks of corruption by involving the community are very important for corruption prevention.

An effective and open complaint system also needs to be built, with a secure and easily accessible complaint channel. Prompt follow-up to every complaint is important to show the government's commitment to eradicating corruption. With an effective and open complaint system, it is hoped that interconnectedness between the government and the community can be established.

Collaboration between institutions will also create strong synergy in corruption prevention. By involving various parties, prevention efforts become more comprehensive and effective. Joint projects that focus on improving transparency and accountability in public administration are highly recommended.

A good recruitment and rotation process is also part of corruption prevention. The recruitment process must be transparent with clear and objective criteria. The procurement of exams and interviews open to the public can provide an opportunity for the public to see and assess the selection process. In addition, position rotation is carried out professionally and should refer to integrity and work achievement, not based on personal interests. Therefore, ethics training for new officials is important to instill moral values, discipline, and integrity.

Through good synchronization, synergy, and coordination, corruption prevention efforts can be carried out more effectively and sustainably. When all parties work together to create

an environment that supports integrity, it is hoped that corrupt practices can be minimized, and there is certainty of a better future for all Indonesian people.

## **7. Government Governance and Career Systems**

In an effort to prevent corrupt practices, there are several important characteristics that public officials need to have. These characteristics serve as guidelines in decision-making and as a moral foundation that must be upheld. By adopting these characteristics, it is hoped that officials can carry out their duties properly and distance themselves from corrupt practices.

First, the level of knowledge according to the educational background. Officials are expected to have an educational background that is relevant to their duties and responsibilities. Adequate formal education provides a better understanding of administrative policies, laws, and procedures. In addition, attending leadership training and training is also important to improve technical knowledge, ethics, and integrity. Understanding of laws and regulations is also crucial so that officials can avoid unconscious corrupt practices.

Second, trust in carrying out the position. Trustworthy officials will gain the trust of the public and must be committed to carrying out their duties with full responsibility. Strong supervision from superiors and the public supports officials in carrying out their duties effectively, reducing the likelihood of corruption. Third, compliance with the law. Officials must comply with applicable laws and rules, including following established procedures. Having a good track record, clean from acts of corruption, shows that the official can be trusted to carry out his functions properly.

Fourth, ethical standards. Officials must have high ethical standards and be able to provide moral examples to the community. Fostering a work culture that values integrity and ethics is an essential step to creating clean and accountable government. Fifth, integrity and mentality. This characteristic is part of the character of officials that determine their attitude towards corruption. The anti-corruption mentality must be instilled, reflecting the values of integrity. Strong character will make officials more resistant to negative influences and able to make ethical decisions.

By adopting these characteristics, it is hoped that officials can carry out their duties properly. Education, supervision, and ongoing coaching on ethics and integrity are essential to forming clean and professional officials. Collective efforts from all elements of society are also needed to create an environment that supports corruption prevention.

## **8. Supervision in Preventing Corruption**

Supervision is an important element in preventing corruption in the government environment. Without effective oversight, government programs and activities are prone to abuse or are not carried out according to procedures. Therefore, supervision must be an integral part of every stage of public policy planning and implementation.

Based on field findings, there are two main focuses in supervision, namely the role of internal supervisors and the importance of a good official recruitment process. Strong supervision is not only about monitoring implementation, but also building a culture of transparency and accountability so that every action of public officials can be accounted for. Corruption prevention also requires the role of all parties, from employees in the scope of staff,

superiors, and leaders to the community, including community leaders and religious leaders, to create an environment that upholds ethics, integrity, and honesty.

Internal supervisors play a role in maintaining the integrity of programs and activities from the planning stage by identifying potential risks and ensuring that preventive measures are taken from the beginning. During the implementation, they conduct routine monitoring so that activities run according to the plan and budget, and immediately take action against irregularities. After the program is completed, a thorough audit is conducted to assess the effectiveness and use of the budget, and the results are published to increase public confidence. To be effective, supervisors must also continue to be provided with training related to policies, procedures, as well as ethics and integrity. On the other hand, the recruitment of transparent and accountable officials is important to ensure that competent and integrity individuals are selected. This process needs to be based on objective criteria, involving the public in an open exam or interview to increase transparency and public support.

Planned rotation of positions also helps minimize the risk of corruption by reducing the chances of collusion and abuse of power. All of this needs to be monitored so as not to cause conflicts of interest. In addition, building a culture of shared oversight across the organization is important so that everyone feels responsible for maintaining integrity. Rewarding employees who actively supervise will motivate others, while the application of surveillance technologies such as digital systems and data analytics makes it easier to detect irregularities early. With comprehensive, proactive, and technology-supported supervision, it is hoped that corruption prevention efforts can run better and more effectively to create a clean and accountable government that is trusted by the wider community.

## **9. Strategic Intelligence in Reducing Corruption**

Based on the Presidential Regulation of the Republic of Indonesia Number 79 of 2020 concerning the State Intelligence Agency (BIN), through the Deputy for Intelligence for Apparatus Security or Deputy VIII has a very important role in efforts to reduce the level of corruption. Deputy VIII of BIN has the task of formulating policies and securing apparatus that also handles clearance and profiling of prospective officials. This task includes the evaluation of prospective officials who will occupy strategic positions in the government, such as the main and intermediate officials. This process is designed to ensure that the appointed individual has a good track record and is free from the risk of corrupt behavior.

The clearance process carried out by the Deputy, in addition to receiving information from the public, also conducts an in-depth analysis based on facts and data regarding the vulnerabilities that may be possessed by prospective officials, including the potential to be involved in acts of corruption. Deputy VIII BIN not only evaluates from a legal perspective, but also considers ideological, political, social, economic, cultural, ethical, integrity, competence, and exemplary factors, including financial issues. With a comprehensive understanding of these factors, the assessment of prospective officials becomes more comprehensive, objective, and accurate.

Cooperation between Deputy VIII and the Financial Transaction Reporting and Analysis Center (PPATK) is also key in this process. Through this collaboration, BIN can track the financial track record of prospective officials. The information obtained from PPATK related

to suspicious financial transactions is very valuable in identifying potential corruption. This concrete data strengthens clearance results and makes them more accountable.

The results of this clearance process are important inputs for the president and ministries in determining policies related to position rotation and other strategic decisions. With accurate and comprehensive information, the government can take strategic steps to minimize the risk of corruption among public officials. Decisions based on valid data will be more precise and effective in preventing corruption.

The ASN database system also functions as a tool for monitoring corruption on a regular basis. Through this system, BIN can conduct surveillance and build a network to identify potential risks among employees and/or officials. This ongoing monitoring is expected to help create a cleaner and more transparent work environment, as well as strengthen the integrity of public officials.

With a systematic and data-based approach, BIN's role in clearance and profiling prospective officials is very important and strategic in efforts to prevent corruption. This is not only a matter of selecting candidates for office, but also building a system that supports accountability and transparency in government.

Information and active participation of the community are also an important part of corruption prevention efforts. With transparency in the clearance process, the public can play an active role in supervising and providing input and information to prospective officials who will occupy a position. This is an effort to realize and build a joint commitment to prevent corrupt behavior.

Regarding the problem of corruption, strategic intelligence can encourage rotational relationships that have relevance and affect the reduction of behavior patterns that lead to corruption. By utilizing historical data and up-to-date information, BIN can provide recommendations quickly, precisely, and accurately regarding preventive measures that need to be taken. This strengthens the government's ability to act proactively in dealing with corruption. However, sometimes there are times when recommendations from BIN are ignored by users or office space providers so that the positions occupied by officials become not optimal in carrying out their duties and functions, including in carrying out preventive measures of corrupt behavior.

Overall, the benefits of strategic intelligence in reducing the level of corruption are very important and have a very strategic position. With an integrated system and data-driven approach, BIN can help create a more accountable government that is free from corrupt practices. This effort is not only beneficial for the government, but also for society as a whole, who have the right to good, clean, and transparent public services.

Thus, coordination and collaboration between BIN, PPATK, and other government agencies and the community are key in creating an effective supervision system. Through joint commitments and various initiatives carried out, it is hoped that the level of corruption in Indonesia will decrease so that development in all fields is achieved optimally in an effort to realize national goals.

## **CONCLUSION**

Corruption in Indonesia stems from interconnected factors, including the buying and selling of positions, political pressure, weak oversight, and a lack of credible leadership,

compounded by entrenched corrupt practices and the misuse of open recruitment systems. While job rotation can help reduce corruption, it is only effective when implemented consistently based on meritocratic principles and supported by strong supervision, discipline, integrity reinforcement, and ethical training. Transparency also plays a critical role by enabling public oversight through mechanisms such as e-government, online procurement systems, and open data portals, which enhance accountability and limit opportunities for abuse. Broader preventive measures—including fair law enforcement, strict internal controls, transparent budgeting, anti-corruption education, and accessible complaint systems—further strengthen efforts to curb corruption. Additionally, institutions such as the Badan Intelijen Negara (BIN), in collaboration with the Pusat Pelaporan dan Analisis Transaksi Keuangan (PPATK), contribute through clearance, profiling, and data-driven monitoring to ensure that officials possess integrity and competence. The synergy between government institutions and public participation creates a more effective oversight system and supports sustainable development. Future research should examine the long-term effectiveness of intelligence-based monitoring and merit-based rotation systems across different institutional contexts to assess their impact on reducing corruption systematically.

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