

Normative and Cultural Approach in Strengthening the Integrity of the KPK as an Independent Institution

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Abstract

This study explores the normative and cultural approaches in strengthening the integrity of the Corruption Eradication Commission (KPK) as an independent institution amid legislative and political dynamics. The normative dimension is examined through the lens of legal changes following the enactment of Law No. 19 of 2019, which significantly altered KPK's institutional structure, authority, and operational independence. Simultaneously, the cultural approach is discussed in relation to the internal organizational values and ethical codes that shape KPK's work environment and commitment to anti-corruption. Employing a qualitative library research method, this article highlights how legal paradoxes and bureaucratic constraints have weakened KPK's independence, while underscoring the vital role of cultural reinforcement such as ethical leadership, value internalization, and anti-corruption education in maintaining public trust and institutional effectiveness. The findings affirm that the synergy between a strong normative foundation and a resilient organizational culture is essential for upholding KPK's legitimacy and performance as a guardian of integrity in Indonesia's governance system.

Keywords: KPK; normative approach; culture approach; institutional independence

Article History

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Introduction

The Corruption Eradication Commission (KPK) was officially established in 2002 during the administration of the fifth President of the Republic of Indonesia, Megawati Soekarnoputri. The formation of the KPK emerged as a response to the situation at that time, where law enforcement agencies such as the police and prosecutor's office were considered incapable of effectively handling and eradicating the increasingly rampant corruption crimes. Actually, the initial idea of establishing this anti-corruption institution has been initiated since the era of President B.J. Habibie, marked by the passage of Law Number 28 of 1999 concerning the Implementation of a Clean and Free State from Corruption, Collusion, and Nepotism. The law then became the foundation for the birth of a number of important institutions such as the State Administrator's Wealth Report (LHKPN), the Business Competition Supervisory Commission (ICC), and the Ombudsman, all of which play a role in building transparent and accountable governance.

Seen from the perspective of the constitutional structure, the KPK functions as an independent institution that stands alone and is not under the power of the executive, legislative, or judiciary (Asyikin & Setiawan 2020). The KPK has broad authority in handling corruption crimes, including prevention efforts to legal actions, including the functions of investigation, investigation, and prosecution of corruption cases. This authority makes the KPK a reliable institution in efforts to eradicate corruption in Indonesia (Pinilih, 2020). This institution was not born without a reason its presence is a response to the integrity crisis that has hit conventional institutions that are considered to have failed to eradicate

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corruption effectively. The KPK was then designed as an independent institution outside the three branches of state power, with broad authority that includes prevention and prosecution, including investigation, investigation, and prosecution of corruption crimes (Alfatoni 2024).

Legal politics plays an important role in determining the direction and foundation of the legal system in a country. In Indonesia, legal politics serves as the main foothold in setting legislative priorities, compiling legal norms, and designing law enforcement strategies that suit the needs of the community (Rosidi, 2022). According to Ismaidar et al. (2024), as an integral part of state policy, legal politics not only serves as a guideline in the legislation process, but also as an instrument to realize national development goals. Ideally, legal politics reflects the principles of justice, democracy, and the rule of law that protect the rights and obligations of all citizens. However, in its implementation, legal politics in Indonesia is often inseparable from the influence of the interests of political elites (Mufrohim, 2020). This reality is reflected in various legal products that tend to accommodate the interests of certain groups more, rather than paying attention to the interests of the wider community. When political interests dominate the legislative drafting process, the independence of law-making and law enforcement institutions can be threatened. As a result, the direction of legal politics has become blurred and deviates from its main purpose as a means of guaranteeing social justice and civilized law (Fendri, 2011).

Integrity is not just a keyword that is often cited in the discourse on corruption eradication, but it is the moral and ethical foundation that determines the direction and sustainability of fair, clean, and responsible governance. According to Ambarwati & Assiddiq (2021), integrity is closely related to anti-corruption behavior. In the context of a democratic state, integrity plays a key role as the main buffer of public trust in state institutions. Without integrity, the law loses its authority, policies lose legitimacy, and democracy is degraded to mere administrative procedures with no substantive value. In Indonesia, integrity is increasingly crucial considering the root of the corruption problem which is not only spread on the surface, but has spread systemically and structured into the joints of state life. Corruption is no longer limited to individual actions that abuse power, but has become part of an institutional culture that is tolerated and even perpetuated through a network of power, economics, and bureaucracy (Rizal & Nurhidayat 2018). In conditions like this, the existence of the Corruption Eradication Commission (KPK) is very important.

The KPK is not only a law enforcement agency, but also a symbol of public hope for the possibility of realizing a clean and integrity government. This institution has managed to win public sympathy and support because of its courage to crack down on corruption perpetrators across sectors including high-ranking state officials, politicians, law enforcement officials, and even members of the legislature and executive. The performance and integrity of the KPK during the first two decades of its establishment have had a real impact on the level of public awareness of the dangers of corruption, as well as encouraging reforms in the judicial system and government (Masyhudi, 2019). However, in recent years, the KPK's strategic position as an independent institution has begun to be threatened and eroded by political dynamics, counterproductive legislation policies, and pressure from various interest groups. The regulatory changes, particularly the revision of the KPK Law in 2019, marked a turning point that invited widespread concern among academics, legal practitioners, and civil society. One of the most controversial changes is the formation of a supervisory board appointed directly by the President, as well as the obligation to obtain permits before wiretapping, confiscating, and searching, two things that have been the main strength of the KPK in dismantling major cases (Sumali et al., 2025). According to Wahyuningrum et al. (2020), the importance of independence owned by the Corruption Eradication Commission (KPK) is to improve the efficiency of the institution's work. However, the ratification of Law Number 19 of 2019 concerning the Second Amendment to Law Number 30 of 2002 concerning the Commission for the Eradication of Corruption Crimes (revision of the KPK Law) resulted in a reduction in the power of the KPK institution.

In addition to regulatory challenges, the KPK also faces cultural threats that are no less serious. Barley & Kunda (1992), Normative control motivates and influences the behavior of organizational members through strengthening close personal relationships in the work environment. In this approach, organizational leaders utilize social and communal aspects to encourage subordinates to adopt attitudes and behaviors that are in line with managerial goals for example, "a happy worker is a productive worker." Indonesia's bureaucratic culture that tends to be paternalistic, feudal, and permissive towards

deviance has become a difficult social terrain for the enforcement of integrity values. When the practice of nepotism, gratuities, and conflicts of interest become commonplace in various agencies, the work of the KPK not only collides with the law, but also with deviant social norms. In this framework, the KPK is faced with a double challenge, namely being weakened normatively through policies, and being eroded morally through a permissive culture that allows corruption to flourish. Moreover, in a society that still tends to be pragmatic and does not have a high awareness of ethical values in government, the eradication of corruption is not only a matter of law enforcement, but also a matter of changing the collective paradigm. This is where it is important to combine a normative approach and a cultural approach in the KPK's integrity strengthening strategy. The normative approach emphasizes the importance of legal protection, institutional independence, and accountable internal governance. According to Hapsari (2020), the normative approach emphasizes the importance of a clear and firm legal framework in supporting the independence of anti-corruption institutions.

According to Gossett (2006), the cultural approach encourages the formation of moral awareness, anti-corruption education, and the formation of a culture of integrity at both the individual and institutional levels. Cultural control strategies influence the behavior of organizational members by utilizing the social and communal aspects of organizational life. One of the drawbacks in bureaucratic control is its inability to regulate every situation through rules. Culture-based management strategies are here to address this challenge by convincing workers to keep making decisions that are in the best interests of the organization, even when there is no system of rules explicitly directing them. Organizational leaders encourage employees to internalize organizational values and use them as a guideline in acting in the work environment. Cultural control persuades subordinates to establish strong personal relationships with colleagues and foster a sense of loyalty to the organization. Cultural control is an inconspicuous managerial strategy, as the center of control moves from the organization's external structure (such as a system of rules, mechanical devices, or supervisors) to a part of the individual himself. Members of the organization who have been culturally affected will identify with the organization and actively monitor, evaluate, and control their own behavior to ensure that decisions are made in accordance with the organization's values. This strategy is a very powerful management technique, but its success depends on the opportunity for members to interact regularly to maintain a sense of community and cohesion in the work environment.

The importance of maintaining the independence and legal functioning of the KPK can raise awareness that the fight against corruption must touch on deeper aspects of the transformation of legal culture, values, and social behavior. Therefore, this research will focus attention on how the synergy between normative and cultural approaches can be used as a strategic instrument in reinforcing the integrity of the KPK as an independent institution that is trusted by the public and consistent in carrying out its constitutional duties.

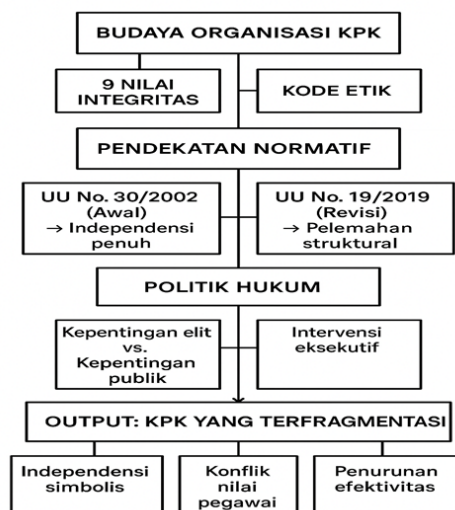


Figure 1: Teoritical Framework

Method

The approach used in interpretive research is generally qualitative and requires the direct involvement of researchers, such as through semi-structured and unstructured interviews, participatory observation, and ethnographic studies (Gunawan 2022). This research uses a qualitative method with a library *research* approach as the main framework in exploring and analyzing the issue of integrity and independence of the Corruption Eradication Commission (KPK) from two important normative and cultural dimensions. According to AK et al. (2015), qualitative research methods are research methods that aim to understand phenomena that occur in humans or in social contexts by formulating comprehensive and complex representations that can be explained in verbal terms, presenting detailed perspectives obtained from informant sources, and conducted in a natural environment. Meanwhile, a literature review, according to Mahanum (2021), is an activity where we conduct a review or review of various literature that has been published by academics or researchers previously on the topic we will research. This approach was chosen because the characteristics of the issues being studied are conceptual, normative, and sociocultural, so that it requires an in-depth understanding of the texts, regulations, theoretical thoughts, and socio-political dynamics recorded in academic literature and legal documents.

Discussion

The KPK was formed in response to the rampant corruption in Indonesia that cannot be effectively handled by existing law enforcement agencies, such as the police and prosecutor's offices. As an independent institution, the KPK is expected to be able to carry out the functions of prevention, investigation, investigation, and prosecution of corruption crimes without any intervention from any power. Law Number 19 of 2019 brings significant changes to the structure and authority of the KPK. Article 3 of the Law states that the KPK is a state institution in the executive power cluster that in carrying out its duties and authorities is independent and free from the influence of any power. However, the placement of the KPK in this executive cluster raises concerns about potential intervention from other branches of power, especially the executive itself. The addition of the Supervisory Board which has the authority to grant wiretapping permits and other actions is also considered a form of restriction on the operational independence of the KPK.

The normative approach in law sees regulation as a source of value and a guide to behavior that must be obeyed without taking into account the practical implications directly. Article 3 of Law No. 19 of 2019 is an ideal formulation of the normative approach, because it underlines the principles of independence and freedom from the influence of any power. However, this approach is paradoxical when compared to other normative provisions in the same law. Example:

Article 12B requires written permission from the Board of Supervisors to conduct wiretapping.

Articles 12C and 12D set time limits and accountability for the results of wiretapping, which used to be the full authority of the KPK.

In the organizational control model, these articles reflect normative control, which is a regulation that emphasizes organizational values, ethics, and accountability. But at the same time, there was administrative and political interference that obscured the original intent of Article 3. Law Number 19 of 2019 brings several significant changes to the structure and authority of the KPK, including:

Placement of the KPK in the Executive Group: Article 3 of Law No. 19 of 2019 states that the KPK is a state institution in the executive power cluster that in carrying out its duties and authorities is independent and free from the influence of any power. However, this placement raises ambivalence because the KPK, which was supposed to be independent, is now under an executive structure.

Establishment of the Supervisory Board: Law No. 19 of 2019 regulates the establishment of the Supervisory Board which has the authority to grant or not grant permission for wiretapping, searching, and confiscation actions by the KPK. This is considered a form of restriction on the operational independence of the KPK (Sandoval & Kornelis 2022).

Changes in Personnel Status: KPK employees who were previously independent are now changed to State Civil Apparatus (ASN), which means they are subject to government bureaucratic regulations and structures. This change has the potential to affect the independence and flexibility of KPK employees in carrying out their duties.

According to Simbolon (2020), based on the analysis of the Corruption Eradication Commission (KPK) Team on the bill passed by the House of Representatives on September 17, 2019, 26 problems have been identified that are at risk to the performance of the KPK, namely:

weakening the independence of the KPK;

The KPK is placed as a state institution in the executive cluster;

The formulation of the law only takes part of the Constitutional Court's decision, but it does not read the position of the KPK as another body related to judicial power and institutions of constitutional importance.

KPK employees are State Civil Apparatus (ASN), so there is a risk of independence from the appointment, shift, and mutation of employees when carrying out their duties;

The part that stipulates that the leader is the person in charge is deleted;

The Supervisory Board is more powerful than the Chairman of the KPK, but the requirements to become the Chairman of the KPK are more stringent than that of the Supervisory Board, for example: a bachelor's degree in law or other bachelor's degree who has at least 15 years of expertise and experience in the fields of law, economics, finance or banking;

The authority of the Supervisory Board is included in the technical handling of cases, namely: granting or not granting permits for wiretapping, searches and seizures. What if the Board of Trustees does not allow it? Who oversees the Board of Trustees?

The standards of prohibition of ethics and anti-conflict of interest for the Supervisory Board are lower than those of KPK Leaders and Employees. Article 36 does not apply to the Board of Trustees, so that:

The Board of Trustees is not prohibited from becoming commissioners, directors, foundation organs and other professional positions;

The Supervisory Board is not prohibited from meeting with suspects or other parties who are related to cases handled by the KPK; Meanwhile, supervised parties are required to have high ethical standards with a number of prohibitions and criminal threats in the KPK Law;

The Board of Supervisors can be elected for the first time from among current law enforcement officers who have at least 15 years of experience;

The KPK leadership is no longer an investigator and public prosecutor so that it will be at risk of pro justitia actions in the implementation of enforcement duties;

One of the KPK Leaders after this law was passed was threatened with not being able to be appointed because he was not old enough (less than 50 years old);

There is an inaccuracy in the arrangement for the age of the KPK Chairman to be at least 50 years old, even though the information in parentheses is written "forty" years old (Article 29 letter e);

The reason why the law does not apply retroactively to the 5 elected leaders is irrelevant, because Article 29 of the KPK Law regulates the conditions for being appointed.

The appointment of the KPK Chairman is carried out by the President. If according to the schedule, the appointment of the KPK Chairman by the President will only be carried out around December 21, 2019, it means that the Second Amendment Law to the KPK Law has taken effect, including the minimum age requirement of 50 years.

If the appointment is forced, there is a risk that the decisions and policies taken are invalid.

Reduction of the authority of Investigation.

Investigators can no longer apply for a ban on someone going abroad.

This is risky for cross-border corruption crimes and will make it easier for perpetrators to flee abroad while investigations are ongoing

Cutting the authority of Wiretapping.

Wiretapping is no longer possible at the prosecution stage

Wiretapping is more difficult because there is a layer of bureaucracy. If this law is enforced, there are 6 stages that must be passed first, namely:

From the researcher who handles the case to the Kasatgas

From the Head of the Task Force to the Director of Investigation

From Director of Investigation to Deputy for Enforcement

From Deputy for Enforcement to Leadership

From the Leadership to the Board of Trustees

It is necessary to hold a case first

There is a greater risk of case leaks and the length of time it takes to submit a wiretap, while in handling corruption cases, speed and accuracy are needed, especially in OTT activities.

OTT has become more difficult to do because of the more complicated application for wiretapping and other rules in the KPK Law.

There are articles that risk being misinterpreted as if the KPK is not allowed to conduct OTT as it is now, namely: Article 6 letter a which states that the KPK is in charge of carrying out preventive measures so that corruption does not occur. We often hear this expressed by a number of politicians so that when the KPK knows that there are parties who will receive money, then the KPK should "prevent" and notify the official not to accept bribes.

There is a risk of criminalization of KPK employees related to wiretapping due to unclear rules in the KPK Law:

There is a provision for the immediate destruction of wiretapping that is not related to the case, but it is not clear what the related and unrelated indicators are, the scope of the case and also who is the party who determines the unrelated;

There is a criminal threat against the party who wiretaps or stores the results of the wiretapping;

Criminal threats are regulated but the formulation of the criminal article is unclear.

There is a risk that civil servant investigators at the KPK are under the coordination and supervision of the National Police Investigators because Article 38 paragraph (2) of the KPK Law is deleted;

On the one hand, the law places the KPK as an institution that coordinates and supervises the National Police and the Prosecutor's Office in handling corruption cases;

However, on the other hand, if Article 38 paragraph (2) of the KPK Law is deleted, there is a risk that civil servant investigators at the KPK will be under the coordination and supervision of the National Police;

Reduced Prosecution authority. This can be seen in Article 12 (2) not called the authority to prosecute. It is only mentioned, "in carrying out the task of investigation", even though a number of

authorities are related to the acts against the defendant. Then, the norms that are regulated are unclear and contradictory. On the one hand, it says that it is only to carry out the task of investigation, but on the other hand there is the authority to treat certain defendants which will actually only occur in the prosecution;

In carrying out the prosecution, the KPK must coordinate with related parties. It is unclear who the relevant parties are.

KPK employees are vulnerable to being controlled and not independent in carrying out their duties due to ASN status;

There is uncertainty about the status of KPK employees whether to become Civil Servants or PPPK (contract employees) and there is a risk within two years for KPK investigators and investigators who have been permanent employees and then have to become ASN without certainty of the transition mechanism to ASN;

The period of SP3 for 2 years will make it difficult to handle complex and cross-border corruption cases. It can make it difficult for the KPK to handle major corruption cases such as: e-KTP, BLBI, Oil and Gas Mafia Cases, mining and plantation corruption, forestry corruption and other cases with large state financial losses. Compared to other law enforcers who refer to the Criminal Code, there is no time limit for SP3, even though the KPK handles corruption which is an extraordinary crime, not a general crime.

The amendment of Article 46 paragraph (2) of the KPK Law which has been the basis for special regulations regarding the non-enactment of provisions on special procedures that have been difficult for law enforcement in processing state officials, such as: The need for permission to examine certain officials. Article 46 of the new KPK Law seems to eliminate the specificity (*lex specialis*) of the KPK Law, even though corruption is an extraordinary crime that should be faced with extraordinary means and authority.

There is a contradiction in a number of norms, such as: Article 69D which states that before the Supervisory Board is formed, the implementation of the duties and authorities of the KPK is carried out based on the provisions before this Law is amended. Meanwhile, Article II stipulates that this law takes effect on the date it is promulgated.

The loss of the position of the KPK Advisor without clarity and transitional rules, whether the Advisor becomes the Supervisory Board or the Advisor immediately stops when this Law is promulgated;

Loss of authority to handle cases that are troubling to the public (article 11). In accordance with the Constitutional Court's decision number 012-016-019/PUU-IV/2006, this authority is a manifestation of the role of the KPK as a trigger mechanism for other law enforcement officials, so that in certain circumstances the KPK can take over the duties and authorities and take the necessary actions in handling corruption cases by the police or prosecutor's office whose investigation process that is not completed, does not provide legal certainty that is troubling to the public;

The KPK is only domiciled in the country's capital. The KPK no longer has hopes to be strengthened and has regional representatives. With the resources currently available and the working area throughout Indonesia, the KPK will certainly remain overwhelmed in handling corruption cases throughout the country.

There is no strengthening in terms of prevention. The complaint so far that there is no firm sanction against State Administrators who do not report LHKPN remains unregulated. The prevention obstacle so far when the KPK's recommendations are not followed up are also not answered with this revision. There should be obligations and sanctions if there is a serious intention to strengthen the KPK's preventive work;

The authority of the KPK to carry out supervision is reduced, namely: the article that regulates the authority of the KPK to conduct supervision, research, or assessment of agencies that carry out their duties and authority over agencies that perform public services no longer exists. In fact, corruption that

occurs in agencies that perform public services will be advised directly by the public, including corruption in the licensing sector.

These twenty-six (26) points can potentially weaken or even stop the performance of the KPK. The reason is, some of the authority that has been reduced is an important part of carrying out duties so far. Therefore, if there are individuals or groups who claim that this revision of the KPK Law strengthens the institution, both in terms of action and prevention, based on the 26 points that have been mentioned, it cannot be considered correct. In addition, there are incompatibilities between existing articles, which lead to various interpretations, making it difficult for the KPK to handle corruption cases in the future. This is something that we have said from the beginning, that if the law-making process is more transparent, involves the community, listens to input from relevant agencies such as the KPK, and is done carefully, then a number of risks of this legal problem can be minimized (KPK, 2019).

According to Bagaswara et al. (2022), Law Number 19 of 2019 will definitely have an impact on the independence of the KPK in all institutional, functional, and administrative aspects. This situation poses various challenges and ultimately makes the KPK less efficient. The reduction of the freedom of the KPK can be seen from the many changes in the policies and procedures implemented. Some of them include the placement of the KPK in the category of executive power, the composition of the new Supervisory Board, and the status of KPK employees which are no longer in line with the principle of independent state institutions for the fight against corruption. So, it can be concluded that the revision of the KPK Law shows that the KPK will be regulated by the administrative (executive) section.

The changes included in Law Number 19 of 2019 have a significant impact on the independence of the Corruption Eradication Commission (KPK), especially related to the areas of authority, organizational structure, and professionalism of employees. One of the most contentious changes is the transfer of the KPK under the scope of executive power as stipulated in Article 3. Although it is normatively stated that the KPK remains independent and avoids interference, this change structurally provides the possibility for the government to intervene, especially in handling cases involving high-ranking state officials. This placement indirectly provides an opportunity for subordination to political power, so that the KPK is no longer in a completely neutral position in carrying out its duties. This has been criticized in various academic studies, including from Fakhriananda (2021), which states that the placement of the KPK under the executive creates institutional ambiguity that can weaken the institution's internal oversight and lower the level of public trust in it.

The inclusion of the Supervisory Board as a new part of the KPK's organizational structure has an impact on the institution's work process. One of the impacts is the need to obtain permission from the Supervisory Board before wiretapping, searching, and confiscation. This adds to the bureaucratic stages in legal action that should be quick and tactical, so that it is seen as slowing down the KPK's movement in handling corruption cases to the maximum. The existence of the Supervisory Board is also considered vulnerable to political interests, especially if the appointment process is carried out by the President, which makes its independence questionable (Nurhaliza, 2022). In addition, the change in the status of KPK employees to State Civil Apparatus (ASN) also has major consequences. This shift changed the position of employees from those who previously had independence and autonomy, to part of the government bureaucratic system. The impact is not only to reduce work flexibility, but also to reduce work ethic and professionalism because they now have to comply with ASN regulations and administrative systems. Fakhriananda (2021) said that this change in status can cause double loyalty and open up space for intervention, especially when there is a clash between the spirit of corruption eradication and the obligation to follow bureaucratic rules.

Overall, the various changes that have occurred have also influenced the public's view of the KPK. The public began to question the extent to which this institution was still independent and able to carry out its duties in eradicating corruption comprehensively. This means that in terms of institutions and applicable norms, the implementation of Law Number 19 of 2019 has significantly limited the space for the KPK as an institution that should stand independently. The challenges faced are not only limited to the legal realm, but also include managerial aspects and organizational work culture. If they continue to accumulate, these obstacles have the potential to reduce the KPK's ability to supervise, investigate, and prosecute corruption cases. Therefore, maintaining the independence of the KPK is not only a legal

obligation, but also a moral responsibility to ensure that the corruption eradication agenda continues consistently and sustainably in Indonesia.

Normatively, the independence of the KPK is a fundamental principle guaranteed by law. In Article 3 of Law Number 19 of 2019, it is emphasized that the KPK is a state institution that is in the executive power group, but in carrying out its duties and authorities is independent and free from interference from any party. However, the existence of the KPK under the executive power structure raises concerns about potential intervention, especially when handling cases involving high-ranking officials in the government (Nurisman & Fitriano, 2021). From an institutional perspective, this condition shows a shift from a truly independent institutional model towards a more integrated institution in the executive government system. This shift is feared to reduce the independence and effectiveness of the KPK, especially in carrying out its role as a supervisor and law enforcer against corruption crimes. The findings from the research of Bagaswara et al. (2022), reinforce this concern, by showing that these changes have affected the independence of the KPK institutionally, functionally, and administratively.

In addition, the change in the employment status of KPK employees to State Civil Apparatus (ASN), as stated in Article 1 number 6 and Article 24 paragraph (2) of Law Number 19 of 2019, also has an impact on the administrative independence of the KPK. Before this law was enacted, KPK employees were recruited based on professional competence and Indonesian citizenship, with recruitment mechanisms and criteria that were independently regulated through internal KPK decisions. However, after the change in regulations, the personnel system at the KPK must fully follow the provisions of ASN. This means that the process of appointing KPK employees is now under the authority of the Ministry of State Apparatus Empowerment and Bureaucratic Reform (KemenPAN-RB) and the State Civil Service Agency (BKN), no longer determined by the KPK itself. This can indirectly interfere with the administrative independence of the institution. The consequence of these changes is the narrowing of the space for the independence of the KPK in carrying out its duties and authority, which can ultimately hinder the effectiveness of the performance of this institution in efforts to eradicate corruption. Therefore, it is very important for policymakers to conduct a critical evaluation of these changes, so that the basic principles that ensure the independence and effectiveness of the KPK are protected. From an institutional point of view, this condition shows the shift of the KPK from an institution that previously stood independently and free from the influence of power, to be more integrated in the structure of the executive government. This shift certainly poses a risk of reducing the effectiveness of the KPK in carrying out its supervisory and enforcement functions against corruption crimes optimally.

Article 3 of Law Number 19 of 2019 states that the Corruption Eradication Commission (KPK) is a state institution that is in the executive power group, but in carrying out its duties and authorities remains independent and free from the influence of any power. This provision normatively affirms that the principle of independence is the main foundation for the KPK in carrying out its corruption eradication function. However, the placement of the KPK in the executive power structure actually raises concerns about potential intervention, especially in handling cases involving high-ranking state officials. This condition risks obscuring the meaning of independence that should be owned by the KPK. As explained by Septiani (2021), these changes reflect a shift in the institutional paradigm that has the potential to weaken the KPK's independence principles. In addition, the establishment of a Supervisory Board that has the authority to grant permits in the process of wiretapping, searching, and confiscation is also considered a form of restriction on the operational freedom of the KPK. In fact, the *pro justitia* function should be the domain of law enforcement officials, not given to internal supervisory institutions. This condition has the potential to slow down the investigation and investigation process, as well as open a gap for information leaks, which can ultimately interfere with effective law enforcement efforts.

The application of the KPK's fundamental principles is in danger of being disrupted due to structural and institutional changes that have emerged since the enactment of the revision of Law Number 19 of 2019. Septiani (2021) stated that this change reflects a paradigm shift in the KPK institutional body that has the potential to weaken its independence principles. Basically, the normative approach in Article 3 of Law No. 19 of 2019 emphasizes the importance of the independence and

freedom of the KPK from the interference of any power. However, reality shows that various changes, such as the placement of the KPK in the executive power cluster and the establishment of the Supervisory Board, can actually cause confusion about the meaning of independence in question and at the same time reduce the effectiveness of the KPK in carrying out its supervisory and enforcement functions against corruption crimes. The emphasis on normative principles such as independence and freedom from power intervention is indeed explicitly stated in the regulation. However, in its implementation, the new institutional structure that makes the KPK part of the executive and gives authority to the Supervisory Board actually opens up the potential for dependency and restrictions in the KPK's operational work. In addition, important principles such as legal certainty, openness, and accountability, which should be the foundation for maintaining the integrity and public trust in the KPK, are now also facing challenges. All of this shows that the normative approach carried out by the law is not necessarily in line with the dynamics of implementation in the field.

The organizational culture at the Corruption Eradication Commission (KPK) has a very important role in shaping the behavior of employees with ethics and integrity. As explained by Bustan & Mailani (2021), one of the main pillars of the culture is the cultivation of nine integrity values known as the "9 Values of Integrity," which include: honesty, caring, independence, discipline, responsibility, hard work, simple living, courage, and fairness. These values are aimed at forming the character of employees who are resilient to the temptation of corruption and are able to carry out their duties with high moral commitment. The process of internalizing these values is carried out through various internal development programs such as integrity training, group discussions, and seminars on ethics. The goal is for every individual within the KPK to really understand and implement these principles in their daily work. Therefore, a strong and integrity-based organizational culture is the main foundation in supporting corruption prevention and eradication strategies. In addition, the KPK also enforces a code of ethics and conduct as a guideline for moral and professional standards for all its employees. This code of ethics serves to ensure that employee behavior remains in harmony with the values of the institution and prevent ethical violations that can tarnish the good name of the institution. As an implementation, the KPK issued KPK Regulation Number 5 of 2006 concerning the Employee Code of Ethics, which applies comprehensively to all ranks of employees (Chairani, 2023). Budiman and Hayati's research (2025) also shows that organizational cultural values and motivation to serve the public have a positive impact on the performance of KPK employees. On the other hand, the compensation aspect did not have a significant effect on performance improvement. These findings further reinforce that a strong organizational culture, which prioritizes ethics and integrity, has a vital role in encouraging professional behavior and supporting the effectiveness of institutions in carrying out their mission to eradicate corruption.

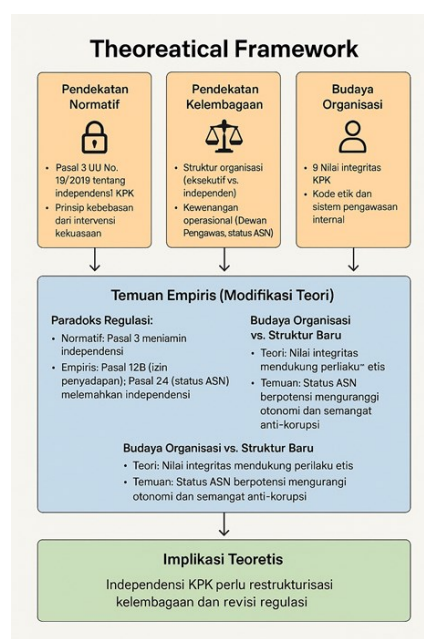


Figure 2: Modified Theoretical Framework

Conclusion

The changes brought by Law No. 19 of 2019 to the structure and authority of the KPK pose a challenge to the independence of this institution. Although normatively the KPK remains declared independent, integration into the executive and the formation of the Supervisory Board can affect its operational autonomy. However, a normative approach that emphasizes principles such as openness and accountability remains an important foundation in maintaining the integrity of the KPK. In addition, a strong organizational culture, based on the values of integrity and ethics, plays a crucial role in shaping employee behavior and ensuring the effectiveness of the institution in eradicating corruption. The synergy between normative approaches (legal protection and accountability) and culture (internalization of integrity values) is essential to ensure that the KPK remains effective in eradicating corruption. Without the support of these two aspects, the independence and integrity of the KPK as a law enforcement institution trusted by the public will continue to be threatened.

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