Closed Bureaucratic Systems as a Governance Mechanism to Reduce Corruption-Prone Practices in Public Institution

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Abstract: Corruption remains a complex structural challenge in public administration, with profound implications for political stability, economic growth, and the legitimacy of state institutions. One strategic approach identified to mitigate the potential for corrupt practices is the implementation of a Closed Bureaucratic System, an administrative governance model grounded in stringent internal controls, restricted decision-making access, and multi-layered oversight in accordance with the principles of Good Governance. This study employs a literature review methodology, examining both primary and secondary scholarly sources, including journal articles, monographs, policy reports, and relevant official documents. A qualitative analysis was conducted to identify the conceptual foundations, evaluate implementation practices, and synthesize the enabling and constraining factors influencing the system's effectiveness. The findings indicate that the Closed Bureaucratic System can enhance bureaucratic integrity through structured audit mechanisms, formal documentation systems, and the application of information technology–based administrative procedures that minimize direct interactions between officials and service applicants. Key enabling factors include the availability of technological infrastructure, robust anti-corruption policies, and sustained capacity-building programs aimed at strengthening the competence and integrity of civil servants. Nonetheless, internal resistance to change, resource constraints, and inconsistent law enforcement were identified as significant obstacles. Overall, the Closed Bureaucratic System demonstrates substantial potential to reinforce transparency, accountability, and integrity in public administration, thereby contributing to the restoration of public trust and the attainment of sustainable development objectives.

Keywords: *Corruption, Closed Bureaucratic System, Government Institutions*

Introduction

Administrative law has undergone significant development over time, particularly in relation to anti-corruption efforts within governmental systems (Antonyan & Polyakov, 2022; Mugellini et al., 2021; Peters, 2024). Corruption remains a persistent issue, primarily due to the lack of awareness among government officials and the continuing presence of discriminatory law enforcement practices (Singh, 2022). In its evolution, administrative law has been employed by the government as an instrument for structuring society through various policies, such as the prohibition of certain acts and the implementation of licensing systems. However, the traditional form of administrative law is increasingly perceived as outdated, considering that the governmental needs in managing society have expanded far beyond those of the past (M.Hadjon, 2019).

Corruption is an act of norm violation committed by one or more individuals through the misuse or abuse of power or opportunities in processes such as procurement, levy determination, the granting of facilities, or other services. Such acts occur in activities involving the receipt or disbursement of funds or assets, the safekeeping of funds or assets, as well as in licensing or other public services. Corruption may directly or indirectly harm the interests and finances of both the state and society, with the intention of securing personal or group benefits (Jesaja, 2022). It is one of the most significant challenges faced by many countries worldwide, including Indonesia. Corrupt practices have infiltrated various sectors of life, particularly within government institutions, thereby hindering economic growth, exacerbating poverty, and weakening the administrative system. Corruption erodes the foundation of public trust in government, undermines the legitimacy and credibility of state institutions, and triggers political and social instability. Consequently, combating corruption has become a top priority on the government reform agenda.

One strategic approach to addressing corruption is the implementation of a closed bureaucratic system, commonly referred to as the Closed Bureaucracy System. This approach emphasizes stringent internal control, whereby decision-making processes and administrative procedures are managed with restricted access and subjected to intensive oversight. The primary objective of this system is to eliminate potential loopholes that may be exploited for corrupt practices and to ensure that all bureaucratic processes operate in accordance with the principles of transparency and accountability. The Closed Bureaucracy System underscores the execution of governance in an exclusive manner, meaning that the bureaucracy, as managed by the government, must remain insulated from external influences such as political systems, power dynamics, vested interests, bias, or other forms of external authority. This bureaucratic framework is designed to create an effective governance structure through the application of Good Governance principles. By adopting this closed system, governmental operations can be conducted in strict conformity with administrative law and the prevailing statutory regulations. Such an arrangement guarantees the existence of control both among state institutions and within individual state officials in performing their duties, functions, and responsibilities. Nevertheless, inter-institutional relations, interactions, and synergies must still be maintained in accordance with constitutional law and the relevant legal provisions (Rahman, 2022).

The Closed Bureaucracy System offers a range of advantages in minimizing corrupt practices. First, it strengthens internal oversight by implementing regular audits and evaluations of employee performance. Every transaction and administrative decision must pass through multiple layers of supervisory mechanisms, thereby reducing the potential for abuse of authority. Rigorous monitoring also facilitates the early detection of corruption indicators and enables swift responses to identified violations. Second, the application of a Closed Bureaucracy System fosters enhanced integrity and professionalism among civil servants. Governments can design continuous training and educational programs aimed at improving competencies and deepening understanding of work ethics and anti-corruption values. By cultivating an ethical work environment that upholds integrity, employees are expected to internalize positive values and resist any temptation to engage in corrupt activities. Third, while direct access to administrative processes is restricted, the system promotes transparency and public participation in decision-making by providing relevant and accurate information to the public. Involving citizens in monitoring and evaluating government performance creates an effective checks-and-balances mechanism, where the public plays an active role in identifying and reporting corruption.

Nevertheless, the implementation of a Closed Bureaucracy System faces a number of challenges. Resistance from within the organization is a primary obstacle, particularly from individuals or groups accustomed to systems that are more permissive toward corrupt practices. Bureaucratic reform often provokes conflicts of interest and rejection from both internal and external actors. Therefore, a comprehensive and participatory approach is essential in designing and implementing such a system. Moreover, the Closed Bureaucracy System should be complemented by advanced information and communication technologies. Digitalizing bureaucratic processes can enhance efficiency and reduce direct contact between officials and service applicants, thus diminishing opportunities for bribery and gratuities. Technology-based systems also provide more secure and accurate data storage, which can serve as a basis for evidence-based decision-making.

Institutional leadership commitment is crucial to ensuring the success of the Closed Bureaucracy System. Leaders must demonstrate strong and consistent governance in enforcing bureaucratic reforms and applying strict legal measures against corrupt actors. Furthermore, collaboration with oversight bodies, civil society organizations, and the mass media is vital to sustaining transparency and accountability in government. Ultimately, the Closed Bureaucracy System represents a viable solution to combating corruption in public institutions. By establishing a transparent, accountable, and integrity-driven environment, it is expected to restore public trust in government and foster sustainable and inclusive development. This endeavor requires dedication and coordinated effort from all stakeholders; however, its long-term benefits for national progress and societal welfare are invaluable. The present study seeks

to examine the implementation of the Closed Bureaucracy System in reducing corrupt practices in government institutions, to identify enabling and inhibiting factors in its application as an anti-corruption measure, and to analyze the influence of enhancing civil servants' competence and integrity through this system on the reduction of corrupt practices.

As a point of comparison, this study critically engages with several relevant scholarly works. First, the research by Asma Latifa, Aldri Frinaldi, and Roberia, entitled *Penerapan Hukum Administrasi Negara dalam Membangun Pemerintahan yang Baik* (The Application of Administrative Law in Building Good Governance), primarily examines the role of administrative law in fostering improved governance through the enhancement of transparency, accountability, and public participation. Their findings underscore the imperative for continuous legal reform and sustained capacity building within governmental institutions. In contrast, the present study focuses on the application of a Closed Bureaucracy System as a distinct and targeted mechanism for curbing corrupt practices, rather than relying solely on the broader framework of administrative law (Asma Latifa, 2024). Second, the study by Rahmania Ramadhani and Mutiara Gita Cahyani, *Analisis Peran Hukum Administrasi Negara Terhadap Upaya Pencegahan Praktik Korupsi dalam Pemerintahan* (An Analysis of the Role of Administrative Law in Preventing Corruption Practices in Governance), affirms that administrative law constitutes a fundamental instrument in preventing corruption by reinforcing governmental authority and adopting a closed system model. Their analysis highlights the necessity of stringent legal regulation as a structural foundation for anti-corruption efforts, with a general emphasis on the overarching role of administrative law. Diverging from this perspective, the present research advances a more operational focus, examining the specific modalities through which a Closed Bureaucracy System can be effectively institutionalized within particular governmental agencies to minimize opportunities for corrupt conduct. While acknowledging a shared theoretical alignment regarding the importance of a closed system, this study seeks to provide a more granular examination of its pragmatic application in bureaucratic contexts (Cahyani, 2023).

Third, in *Reformasi Birokrasi: Korupsi dalam Birokrasi Indonesia* (Bureaucratic Reform: Corruption in Indonesia's Bureaucracy), Hardyanto Rahman evaluates the trajectory and effectiveness of bureaucratic reform initiatives undertaken in Indonesia. His empirical findings reveal that, notwithstanding reformist interventions, corruption remains pervasive, particularly within subnational governmental entities. This persistence indicates that existing reforms have yet to achieve systemic efficacy in eradicating entrenched corrupt practices within the bureaucracy. The present study positions the Closed Bureaucracy System as a concrete, policy-oriented intervention capable of addressing residual corruption vulnerabilities overlooked by previous reform frameworks. By instituting more rigorous control mechanisms and strengthening oversight over bureaucratic actors, this system is expected to substantially mitigate the incidence of corruption, particularly at the local government level (Rahman H. , 2022).

Subsequently, Etih Henriyani, in her scholarly work entitled *Penguatan Etika dan Integritas Aparatur dalam Mencegah Penyakit Birokrasi* (Strengthening the Ethics and Integrity of State Apparatus in Preventing Bureaucratic Pathologies), advances the argument that the cultivation of strong moral character and unwavering adherence to ethical principles among bureaucratic officials constitutes a foundational pillar for establishing a clean, accountable, and integrity-driven governance system. She posits that without a robust ethical framework and a high degree of personal integrity, anti-corruption initiatives are likely to yield suboptimal results, even when supported by comprehensive regulatory instruments and institutional policies. While this research acknowledges the indispensable role of ethics and integrity in shaping bureaucratic conduct, it diverges in its analytical orientation by privileging the institutional and structural dimensions of corruption prevention. Specifically, the present study situates the Closed Bureaucracy System as a governance architecture designed to institutionalize stringent oversight and internal control mechanisms. This approach rests on the premise that reliance solely on the moral disposition of individual actors is insufficient to eradicate corruption in a systemic and sustainable manner. Instead, it contends that a structurally embedded control framework is essential for significantly constraining opportunities for corrupt

behavior, thereby complementing rather than substituting the ethical commitments of public officials (Henriyani, 2021).

In a related domain, the research conducted by Azmiati Zuliah and Mhd. Asri Pulungan, entitled *Pelayanan Publik dalam Kajian Hukum Administrasi Negara dan Hak Asasi Manusia* (Public Service in the Perspective of Administrative Law and Human Rights), critically examines the operationalization of good governance principles as a means to mitigate human rights violations within public administration. While their analysis remains firmly situated within the normative paradigm of good governance, the present study adopts a more problem-oriented and targeted analytical lens by interrogating the extent to which the Closed Bureaucracy System can function as a direct and operationally viable anti-corruption mechanism within governmental institutions. This narrower focus departs from the broader legal and ethical emphases of prior scholarship, offering instead an institutional design perspective that foregrounds bureaucratic insulation, procedural rigor, and restricted access as key determinants in curbing corruption (Pulungan, 2020).

The originality of the present research lies in its conceptual and empirical integration of the Closed Bureaucracy System into the broader trajectory of ongoing bureaucratic reform initiatives. While previous studies have tended to privilege external regulatory instruments, normative ethical frameworks, or general governance principles, this research advances an internally oriented reform model that embeds anti-corruption safeguards within the bureaucratic structure itself. Such a model, it is argued, constrains the discretionary space within which corrupt practices may emerge, thereby reconfiguring bureaucratic processes toward enhanced accountability and institutional resilience. The study not only engages in a theoretical exposition of the system's underlying principles but also undertakes an empirical investigation into its real-world application, employing case studies from governmental entities that have adopted the model. These case studies serve as an evidentiary basis for analyzing the system's operational efficacy, the institutional challenges encountered, and the conditions under which successful implementation is most likely. Methodologically, the research employs a mixed analytical framework that integrates systems analysis with bureaucratic performance evaluation metrics, enabling a multi-dimensional assessment of policy effectiveness. The anticipated contribution of this inquiry is twofold: first, to enrich the academic discourse on structural approaches to corruption prevention; and second, to generate actionable policy recommendations that may inform the design and institutionalization of anti-corruption mechanisms within the architecture of public administration.

Methods

This study employs a normative legal research methodology, adopting a literature-based approach that utilizes secondary data (Novianti, 2025) comprising statutory regulations, legal doctrines, scholarly articles, policy reports, and official documents related to the closed bureaucratic system (Closed System) as a strategy for controlling anti-corruption behavior within government institutions. The analysis is conducted qualitatively to identify foundational principles, evaluate the implementation practices, and formulate strategic recommendations for strengthening governance frameworks. Data collection is carried out through systematic document analysis, encompassing statutory instruments, prior research findings, oversight agency reports, and relevant academic publications. Furthermore, a comparative analysis of diverse legal sources is undertaken to assess the alignment between prevailing legal norms and their practical application. The collected data are periodically examined using analytical tools and subsequently synthesized to construct a comprehensive legal argument.

Results and Discussion

Implementation of a Closed Bureaucratic System in Minimizing Corruptive Behavior in Government Institutions

As existing data indicate, corruption has been proven to exert a detrimental impact on human life, both in economic aspects and in societal norms and cultural values. To date, corruption remains a chronic problem faced by both developed and developing countries worldwide. Consequently, in efforts to eradicate this crime, governments have sought to implement legislative measures and establish anti-corruption agencies as executive bodies. Indonesia, one of the countries with a high level of corruption, has an anti-corruption agency known as the Corruption Eradication Commission (Komisi Pemberantasan Korupsi, KPK), established in 2002 under Law Number 30 of 2002. The country, which has been severely affected by corruption, consistently ranks low in the Corruption Perceptions Index (CPI) published by Transparency International. Data show that in 2021, Indonesia ranked 96th out of 180 countries, with a score of 38 out of 100. The high incidence of corruption in Indonesia is reflected in the frequent budget leakages and reallocations across various government sectors, which hinder the nation's development and economic growth. Therefore, for anti-corruption efforts to succeed, the government must formulate adequate regulations to fully support eradication initiatives. The urgency of combating corruption is undeniable, as this crime inflicts significant harm not only on national life but also on the social fabric of the communities it affects (Linda, 2022).

The government bureaucracy encompasses the organization and management responsible for carrying out functions and duties across various governmental units, both at the central and regional levels, to serve the public. In line with Kristiadi as cited in Harbani Pasolong, bureaucracy plays a pivotal role in state administration, governance, public service delivery, and development (Mulyaningsih, 2023). The effectiveness of bureaucracy is closely linked to the quality of public services, with public satisfaction serving as a key indicator of a nation's bureaucratic success (Haning, 2018) The implementation of a closed bureaucratic system within government institutions aims to minimize corruptive behavior by establishing strict internal controls and reducing opportunities for misconduct. Within this system, the reinforcement of regulations and procedures becomes essential. Detailed Standard Operating Procedures (SOPs) must be formulated for every administrative and operational process, outlining the specific steps to be followed, assigned responsibilities, and required reporting mechanisms. Internal regulations governing governance, ethics, and anti-corruption measures must also be developed and extensively disseminated within government institutions.

Rigorous internal oversight constitutes a key element of this system. Internal audits should be conducted regularly to ensure compliance with procedures and regulations, with audit evaluations assisting in identifying risk-prone areas and addressing weaknesses. An independent supervisory team should also be established to monitor procedural implementation and ensure adherence to regulations. Restricting information access is the next crucial step. An access control system must be applied to limit information rights based on necessity and authority, ensuring that only authorized personnel can access sensitive data or critical information. An integrated and secure information management system will regulate the flow of information within the institution, reducing the risk of misuse or data leakage. Employee training and policy dissemination represent an integral part of the system's implementation. Personnel should undergo regular training on anti-corruption policies, regulatory compliance, and work ethics. Furthermore, new policies and procedures must be communicated through seminars, workshops, or other outreach materials, ensuring that all stakeholders fully understand their roles within the closed bureaucratic system.

A comprehensive reporting and complaint system must also be established. Anonymous reporting channels for violations or suspicious behavior should be made available and accessible to all employees as well as the general public. The complaint-handling mechanism must be clearly structured, including detailed procedures for investigation and the imposition of disciplinary actions on offenders. The closed bureaucratic system should be evaluated periodically, with follow-up actions and adjustments based on evaluation outcomes and

feedback to ensure that the system remains relevant and effective in minimizing corruption. Through these measures, government institutions can foster a more transparent and accountable working environment, reduce the likelihood of corruption, and enhance bureaucratic integrity. Moreover, an effective reporting mechanism, coupled with strict enforcement of laws against violations, is essential in safeguarding institutional integrity. Regular training on ethics and anti-corruption policies is also necessary to cultivate an anti-corruption culture within government institutions. While the adoption of a Closed System offers benefits such as increased accountability and reduced corruption risks, challenges including the potential for reduced transparency and excessive bureaucratization must be addressed to ensure the system's effectiveness. With prudent implementation, a closed bureaucratic system can significantly strengthen integrity and accountability in public administration.

Supporting and Inhibiting Factors in the Implementation of a Closed Bureaucratic System as an Effort to Combat Corruption in Government Institutions

Corruption in public service delivery in Indonesia is driven by both external and internal factors. External factors include public demand for expedited services due to convoluted bureaucratic procedures, while internal factors involve procedural abuse by certain bureaucrats. Weak oversight systems, lack of transparency, low employee welfare, legal uncertainty, a permissive culture toward corruption, and political interference further exacerbate the situation. Leaders lacking integrity and the absence of adequate ethics education among civil servants also create opportunities for corrupt practices to flourish (Fatkhuri, 2017). Moreover, cultural and habitual elements such as the tradition of giving gifts or "tribute" (upeti), a practice inherited from the era of kingdoms have normalized corruption in certain contexts. The complexity and interconnection of these factors necessitate comprehensive solutions, including strengthened oversight mechanisms, improved welfare for public officials, consistent law enforcement, integrity-driven leadership, and continuous ethics education. Such measures are essential to realizing a clean, accountable bureaucracy that supports sustainable developmen (I Made Darsana, 2024).

The implementation of a closed bureaucratic system within governmental institutions aims to combat corruption by establishing stringent internal controls and restricting opportunities for misconduct. This system emphasizes strict regulations, well-defined procedures, and limited access to information, granted solely to authorized personnel. Although the closed bureaucratic system offers significant potential to reduce corruption levels within government agencies, its successful implementation largely depends on various supporting factors that determine its effectiveness. One of the most crucial factors is leadership commitment, coupled with a conducive organizational culture. Leaders who demonstrate high integrity, consistently uphold the principles of transparency and accountability, and exemplify procedural compliance can inspire all officials to act in accordance with established regulations. Likewise, an organizational culture grounded in ethics and compliance further strengthens the foundation for implementing this system.

The existence of comprehensive regulations and detailed procedures serves as a vital instrument, as clear operational guidelines, defined divisions of responsibility, and robust reporting mechanisms significantly minimize the risk of procedural deviations. Effective internal oversight is also essential; regular audits and periodic evaluations can identify and correct procedural weaknesses before they escalate into serious problems. Independent and competent oversight teams are capable of detecting potential violations while providing targeted recommendations for improvement. Moreover, the integration of information technology plays a strategic role through secure access control systems, centralized data management, and efficient information management platforms, ensuring the confidentiality and integrity of data while facilitating monitoring and reporting processes. Equally important is the consistent delivery of training and awareness programs on anti-corruption policies and regulatory compliance. Structured seminars, workshops, and educational resources enable organizational members to fully comprehend applicable procedures and consistently apply them in daily operations.

Nevertheless, several inhibiting factors may reduce the effectiveness of a closed bureaucratic system. Resistance to change is a primary challenge, often arising from individuals or groups who are comfortable with established practices or fear losing benefits due to restricted access to information. Such attitudes often generate disagreement and discomfort, thereby hindering smooth implementation. In addition, limited resources both in terms of budget and the availability of qualified personnel pose significant constraints, as the application of strict internal controls requires sufficient financial and human resources to optimally execute procedures and oversight functions. A lack of coordination and communication between units or agencies further undermines effectiveness, as the absence of efficient information flow and integrated collaboration makes it difficult to ensure uniform policy implementation and cohesive anti-corruption efforts. Rigid bureaucratic cultures present another obstacle, as entrenched work patterns can be difficult to change, slowing the adaptation process to new systems. Furthermore, inconsistent law enforcement both in firmness and fairness can erode trust in the system and weaken compliance. Such inconsistency not only diminishes the effectiveness of control mechanisms but also creates loopholes that may be exploited for violations.

Overcoming these challenges requires a comprehensive and integrated strategy. Strengthening leadership commitment, ensuring adequate resources, and enhancing coordination and communication at all organizational levels are critical measures to address these barriers. With such an approach, the closed bureaucratic system can serve as an effective instrument in combating corruption, fostering a cleaner and more accountable governance environment, and enhancing integrity and transparency across all levels of government. Ultimately, the success of this system depends on the synergy between strong leadership, effective training, sufficient resources, resistance management, and robust communication, thereby enabling the establishment of a governance culture founded on ethics and accountability.

The Impact of Enhancing the Competence and Integrity of Civil Servants through a Closed Bureaucratic System on the Reduction of Corrupt Practices

The adoption of a closed bureaucratic system presents substantial potential to strengthen the regulatory framework of public administration, encompassing human resource management and budget allocation processes. An effective bureaucratic apparatus must be free from corruption and maladministration, operating in accordance with the principles of good governance as its normative foundation. The successful realization of such a system necessitates synergistic collaboration among governmental bodies, the corporate sector, and civil society, wherein all stakeholders are committed to safeguarding, supporting, and actively participating in the execution of state functions. Corruption persists as a fundamental impediment to societal advancement and public welfare across many nations, including Indonesia. Addressing this pervasive issue requires multifaceted strategies and policies, one of which involves enhancing the professional competence and ethical integrity of civil servants (*Aparatur Sipil Negara*, ASN). Among the approaches deemed effective in achieving this objective is the implementation of a closed bureaucratic system. This system entails a rigorously structured administrative and decision-making framework, characterized by controlled information flows and stringent procedural adherence, designed to mitigate deviations and prevent the misuse of authority. Within this framework, the closed system operates as a mechanism to reinforce transparency, accountability, and institutional control, thereby fostering a more disciplined and corruption-resistant bureaucratic environment.

Enhancing the competence of Civil Servants (Aparatur Sipil Negara, ASN) constitutes a strategic and essential measure in reducing corrupt practices within the public sector. Such competence encompasses integrated elements of knowledge, technical skills, professional attitudes, and work ethics in the execution of official duties. Civil servants equipped with comprehensive and up-to-date knowledge of policies, regulations, and administrative procedures are better positioned to perform their tasks effectively and accurately, while

simultaneously identifying and avoiding potential conflicts of interest that could trigger misconduct. This strong knowledge base serves as a critical foundation for fostering good governance and preventing corruption. Moreover, adequate technical skills such as project management capabilities, data analysis, and the proficient use of information technology enable civil servants to process information and make decisions objectively, based on valid data. These skills minimize opportunities for information manipulation for personal gain. Professional attitudes and strong work ethics also serve as key pillars, wherein civil servants are expected to uphold integrity, practice honesty, and assume responsibility for every decision made. Such attitudes empower them to firmly reject bribery and avoid unethical behavior, underpinned by an awareness of the vital importance of public trust.

Efforts to improve civil servant competence must be carried out continuously through structured training and professional development programs. Such training should include knowledge updates, skill enhancement, and the provision of materials related to risk management, corruption prevention, and ethical leadership. Objective and transparent performance monitoring and evaluation systems are crucial in this regard, as they ensure compliance with competency standards, identify weaknesses, and provide constructive feedback. The success of competency enhancement efforts largely depends on an organizational culture that supports integrity and professionalism. A work environment that prioritizes ethics, reinforced by exemplary leadership, will strengthen the commitment of civil servants to uphold high standards in their duties and build a strong anti-corruption culture within the public sector.

Competence enhancement serves as a fundamental basis for reducing corrupt practices. Civil servants with advanced knowledge, refined skills, and strong professional attitudes are better equipped to make objective and ethical decisions and to carry out their duties with integrity. These measures when combined with continuous training and a supportive organizational culture can foster a cleaner and more accountable bureaucracy. Equally important is the integrity of civil servants. Integrity refers to the consistency between moral values and the actions undertaken. Civil servants with high integrity tend to maintain strong adherence to established codes of ethics and prevailing norms. They are more likely to reject offers or temptations to engage in corrupt practices, thereby preserving public trust in governmental institutions. In this context, the implementation of a Closed System bureaucracy entails the application of strict mechanisms and procedures to regulate and monitor the conduct of civil servants. This system often involves the use of information technology to record and track every transaction and decision made, thereby creating a clear audit trail and enabling more effective oversight by relevant authorities.

Furthermore, the Closed System incorporates ongoing training and professional development for civil servants, aimed at updating their knowledge and skills in line with the latest developments in public administration and ethics. Regular and systematic training ensures the sustained competence and integrity of personnel. Continuous evaluation and feedback are integral components of a Closed System bureaucracy, enabling the transparent and fair identification of strengths and weaknesses within the system and the implementation of necessary corrective actions. Such processes also motivate civil servants to continually improve their performance and adhere to high ethical standards. The implementation of a Closed System bureaucracy supported by enhanced competence and integrity among civil servants holds significant potential for reducing corrupt practices and fostering a cleaner, more accountable government. The Closed System functions to close loopholes that could otherwise be exploited for corrupt activities, through strict oversight, administrative transparency, and a strong commitment to ethical conduct.

Within the framework of a Closed System bureaucracy, the presence of stringent and systematic oversight constitutes a fundamental pillar in ensuring the integrity of public administration. The implementation of the Government Internal Control System (Sistem Pengendalian Internal Pemerintah, SPIP) has proven effective in minimizing the risk of financial irregularities, enhancing information transparency, and strengthening internal oversight mechanisms at the regional government leve (Risma, 2025). This mechanism aligns with the concept of continuous auditing, wherein every transaction and decision is recorded within an

auditable trail that can be verified by authorized parties. Such effectiveness is further demonstrated through the adoption of digital systems such as the Surabaya Single Window (SSW), which not only provides transparent licensing procedures but is also equipped with security features based on reCAPTCHA and password protection, standardized licensing guidelines, and accountable digital documentatio thereby reinforcing the accountability of public services (Sitna, 2025).

In the context of non-governmental institutions such as cooperatives, the integration of information technology into internal audit processes particularly through the use of audit trails can significantly enhance transparency and the accuracy of financial reporting, facilitate early detection of transactional anomalies, and reduce the potential for fraud (Setiawan, 2025). The implementation of the Regional Tax Information System (Sistem Informasi Pajak Daerah, SIPD) further illustrates that the utilization of integrated information systems can optimize administrative efficiency, provide standardized data, and ensure transparency and accountability in regional financial management through the support of comprehensive audit trails (Prasetyo, 2025). Accordingly, strengthening ethical values, accountability, and compliance within a Closed System bureaucracy necessitates a combination of stringent internal oversight policies, the effective utilization of advanced information technology, and the implementation of openly documented and systematically applied procedures.

The implementation of a reward-and-sanction system also plays a pivotal role within a Closed System bureaucracy. Civil servants (Aparatur Sipil Negara, ASN) who demonstrate high performance and a strong commitment to ethical standards are granted rewards, while those engaged in corrupt practices or misconduct face strict sanctions. Such a system serves to motivate civil servants to perform effectively while upholding discipline and integrity across the organization. By ensuring that rewards and sanctions are applied fairly, civil servants are expected to avoid practices that cause harm or undermine public trust. Public participation in administrative processes likewise forms an integral component of a Closed System bureaucracy. Involving citizens in the monitoring and reporting of civil servant conduct enhances transparency and accountability. Accessible reporting mechanisms enable the public to directly report suspected cases of corruption or misconduct. Public participation accelerates the detection and resolution of issues, while simultaneously addressing systemic weaknesses. The effective implementation of a Closed System bureaucracy combined with improved competence and integrity among civil servants contributes to strengthening public trust in governmental institutions. Citizens are more likely to have confidence that administrative processes are conducted fairly and transparently, and that civil servants act with integrity and professionalism. Such trust is essential for fostering strong public support for government policies and programs, as well as for expediting the achievement of broader development objectives. Sustainable and inclusive development becomes more attainable when corruption is minimized and the bureaucracy operates at its optimal capacity.

Conclusion

The implementation of a Closed System bureaucracy presents considerable potential in mitigating corrupt behavior within governmental institutions. By instituting a rigorously regulated and controlled administrative and decision-making framework, the system systematically reduces opportunities for malfeasance through the reinforcement of structured oversight, institutional transparency, and robust accountability mechanisms. The presence of comprehensive audit trails and openly codified procedures ensures that every administrative action and decision remains subject to continuous monitoring and evaluative review, thereby constraining avenues for illicit practices. The effectiveness of a Closed System bureaucracy in combating corruption is contingent upon several enabling factors. These include the deployment of advanced information technology infrastructure, the establishment of unambiguous anti-corruption policies, and the sustained provision of professional training and competency development for civil servants (Aparatur Sipil Negara, ASN). Collectively, these factors furnish the technical capacity, regulatory clarity, and human capital necessary to enforce compliance and to institutionalize ethical administrative conduct. Nevertheless, the operationalization of such a

system is not without impediments. Internal resistance to organizational change, limitations in technological adoption, and deficiencies in the enforcement of legal provisions and punitive measures may undermine the system's efficacy and impede the broader anti-corruption agenda. Addressing these constraints requires not only technical and policy interventions but also a cultural transformation within the bureaucratic apparatus. Within this governance architecture, the enhancement of ASN competence and integrity emerges as a decisive factor in curbing corrupt practices. Civil servants endowed with comprehensive policy knowledge, advanced technical proficiency, and a deeply ingrained professional ethos are better equipped to discharge their duties with impartiality and sound ethical judgment. A sustained commitment to ethical standards, reinforced through continuous professional development, fortifies civil servants against inducements for bribery and other forms of misconduct. Accordingly, the deliberate cultivation of competence and integrity among ASN through the mechanisms of a Closed System bureaucracy constitutes a foundational strategy for establishing a cleaner and more accountable administrative order. This, in turn, strengthens public trust in state institutions and serves as a critical enabler for the realization of sustainable and inclusive development objectives.

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