

## Systematic Review: The Role of E-Government and Human Resources Management In Corruption Prevention In Indonesia

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### Abstract

This research addresses inconsistencies in studies on E-Government's role in preventing corruption. Maximising the role of E-Government in preventing corruption requires additional approaches, notably Human Resources Management (HRM). This research uses the PRISMA Systematic Review to examine the role of E-Government and Human Resources Management in preventing corruption in Indonesia. This research reviews results from the past 10 years, analysing 530 metadata records condensed into 20 articles indexed by Scopus and Sinta. Research results indicate that E-Government can be a powerful tool for preventing corruption but requires context-specific application. Apart from that, E-Government is one of many tools for preventing corruption; it requires supporting approaches such as the supremacy of law, accountability, economics, internet distribution, and government transparency to help the role of E-Government in preventing corruption. Indonesia has not optimised E-Government implementation due to insufficient professionalism, authority abuses, and an inadequate transparent system. A human resources management approach is needed to maximise E-Government and prevent corruption. Recommendations for further research adding other literature from the Web of Science (WoS) journal to enrich the literature and conducting quantitative testing involving large populations and samples as well as other approaches and variables in various regions in Indonesia can help confirm the role of E-Government and HRM in preventing corruption.

Keywords: Corruption; E-Government; Human Resources Management; Indonesia; PRISMA

### Introduction

Corruption is classified as an extraordinary crime because it violates the social and economic rights of the community and seizes the wider community. Corruption threatens economic development and the rule of law in many countries.<sup>1</sup> To public services, corruption is a significant obstacle to implementing public services.<sup>2</sup> The significant impact of corruption makes it relevant for further study.

Indonesia has complicated corruption problems and is often in the public spotlight.<sup>3</sup> In the United Nations Convention Against Corruption convention in December 2003 in Mexico, the United Nations (UN) committed to fighting corruption.<sup>4</sup> Indonesia's participation in the convention signifies its commitment to combating corruption. It is also marked by establishing an independent Corruption Eradication Commission (KPK) to make preventive efforts and eradicate all acts of corruption in Indonesia.<sup>5</sup> The statistics of KPK's Criminal Corruption (*Tipikor*) data by sector from 2016-2023 show an increasing trend. The following are KPK's *Tipikor* statistics:

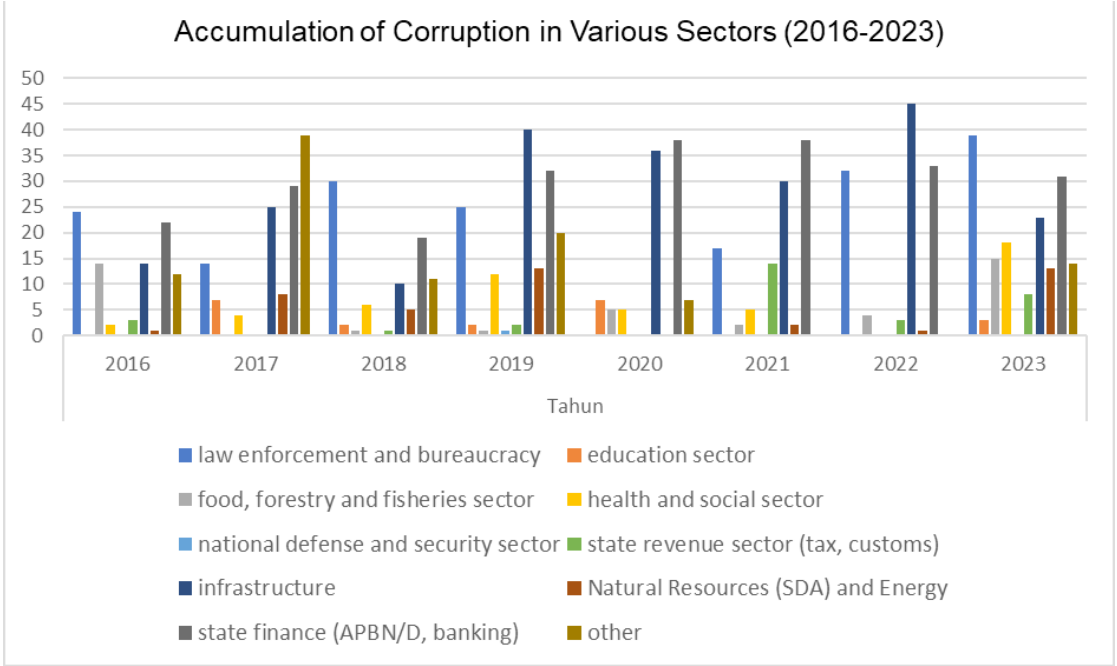


Figure 1: Criminal Corruption Based on Sector.

Source: <https://www.kpk.go.id/id/publikasi-data/statistik/penindakan-2>.

The accumulation of this data will reveal a favourable trend in criminal corruption prosecutions in Indonesia from 2020 to 2023, including the past four years.

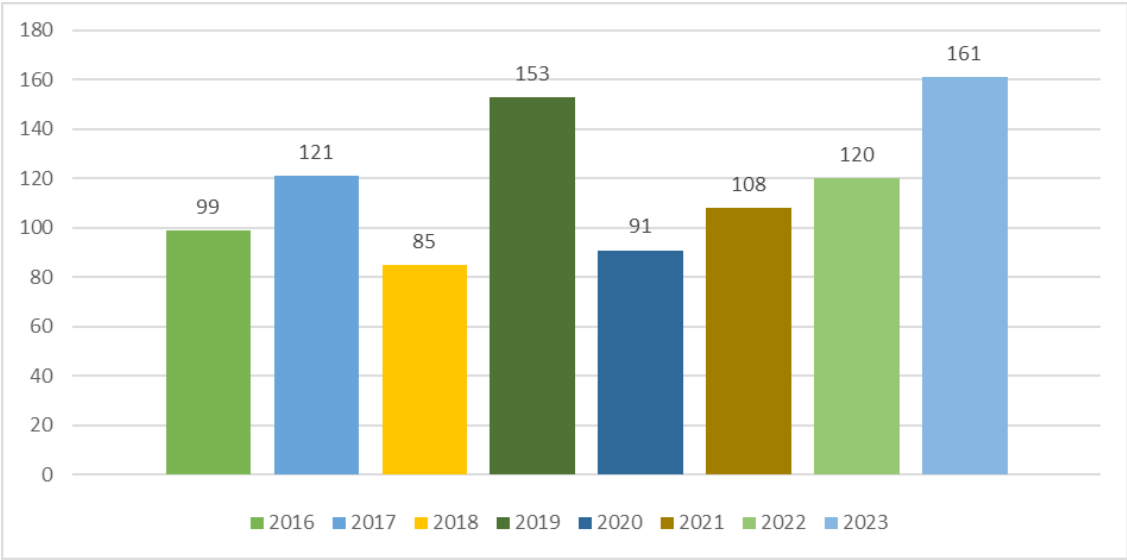


Figure 2: Criminal corruption accumulation (2016-2023).

Source: <https://www.kpk.go.id/id/publikasi-data/statistik/penindakan-2>.

Massive corruption in Indonesia threatens the country’s progress toward development, requiring urgent and effective countermeasures. One approach frequently employed in corruption studies is government reform, specifically through E-Government.<sup>6</sup> In the theoretical review, the government can interpret E-Government as a digital service to the community.<sup>7</sup> E-Government innovates how the government delivers services and information transformation, enhancing quality,

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accountability, and efficiency through technology. This innovation aims to provide transparency in the public implementation process.<sup>8</sup>

Implementing E-Government requires qualified Human Resources (HR) to bridge the gap between advanced technology and current HR capabilities.<sup>9</sup> Human Resource Management (HRM) is an approach to HR development that can provide positive contributions if correctly managed so that it can achieve organisational goals.<sup>10</sup>

The theoretical framework and research results regarding approaching corruption, both through the E-Government and HRM approaches, have certainly been studied. E-Government is considered an approach that can contribute to corruption prevention.<sup>11</sup> Other studies have also concluded that E-Government is an effective tool that the government can use to restrain and limit massive corruption in the public sector.<sup>12</sup> However, when further review is done, some studies state that E-Government does not significantly reduce corruption.<sup>13</sup> Other research states that E-Government will lead to new ways and opportunities for corruption.<sup>14</sup> Especially for developing countries, the role of E-Government has not significantly impacted the handling of corruption,<sup>15</sup> one of which is Indonesia.<sup>16</sup> However, in several developed countries in the Americas, Asia, and Europe, it is stated that the role of E-Government has made a real contribution to handling corruption.<sup>17</sup> This indicates that the E-Government approach is not a single way to eradicate.

Therefore, the E-Government approach must be collaborated with other approaches to prevent corruption. One approach commonly used to maximise E-Government is Human Resource Management. HR is the leading party in implementing E-Government, providing transparency, and performing public administration.<sup>19</sup> The main focus components of organisational culture are competence, leadership, and internal control, the foremost solutions to preventing corruption.<sup>20</sup>

This study aims to examine the role of E-Government and HRM in preventing corruption in Indonesia using a systematic review. Most researchers focus on research using the E-Government approach as a single approach.<sup>21</sup> However, researchers collaborate with the HRM approach as a research novelty in this study. In Indonesia, the government has widely implemented E-Government.<sup>22</sup> Researchers primarily focus on its role in public services. However, government agencies have yet to give much attention to examining how E-Government and HRM can prevent corruption, as shown by the dim colour in the Indonesian circle (Figure 4). The VOS Viewer tool visualisation, derived from 250 metadata acquired via Publish or Perish using the keyword “The Role of E-Government and Human Resources Management in Reducing Corruption,” is as follows (Figure 3).

Cites	Per year	Rank	Authors	Title	Year	Publication	Publisher	Type
868	173.60	165	JD Twizayimana, A ...	The public value of E-Govern...	2019	Government information q...	Elsevier	HTML
438	43.80	20	NG Elbahnasawy	E-government, internet adoption, ...	2014	World Development	Elsevier	
405	101.25	99	DA Nani, S Ali	Determinants of Effective E-Proc...	2020	Jurnal Dinamika Akuntansi ...	jurnal.usk.ac.id	
385	48.13	250	V Venkatesh, JYL Th...	Managing citizens' uncertainty in e...	2016	Information systems ...	pubsonline.informs.org	
284	31.56	117	J Rose, JS Persson...	Managing e-Government: value p...	2015	Information systems ...	Wiley Online Library	
194	32.33	19	T Nam	Examining the anti-corruption effe...	2018	Government information q...	Elsevier	
183	36.60	91	P Adjei-Bamfo, T M...	The role of e-government in susta...	2019	Resources, Conservation ...	Elsevier	
182	22.75	103	SC Srivastava, TSH ...	You can't bribe a computer	2016	Mis Quarterly	JSTOR	
177	22.13	36	AM Aladwani	Corruption as a source of e-Gover...	2016	International Journal of Inf...	Elsevier	
174	24.86	166	A Das, H Singh, D J...	A longitudinal study of e-govern...	2017	Information & Management	Elsevier	
170	28.33	181	PR Joshi, S Islam	E-government maturity model for ...	2018	Sustainability	mdpi.com	
170	21.25	215	H Choi, MJ Park, JJ ...	Rethinking the assessment of e-go...	2016	Telecommunications Policy	Elsevier	
167	55.67	191	S Malodia, A Dhir, ...	Future of E-Government: An integr...	2021	Technological Forecasting ...	Elsevier	HTML
156	22.29	98	DA Bearfield, AOM ...	Can you find it on the web? An as...	2017	... of Public Administration	journals.sagepub.com	

**Citation metrics**  
Publication years: 2014-2023  
Citation years: 10 (2014-2024)  
Papers: 250  
Citations: 10635  
Cites/year: 1063.50  
Cites/paper: 42.54  
Cites/author: 5509.44  
Papers/author: 133.45  
Authors/paper: 2.40  
h-index: 53  
g-index: 94  
h1norm: 38  
h1annual: 3.80  
h1h-index: 24  
Papers with ACC >= 1,2,5,10,20: 214,169,99,59,30

Figure 3: Meta data Publish or Perish.

Source: Processed by researchers in Publish or Perish, 2024.

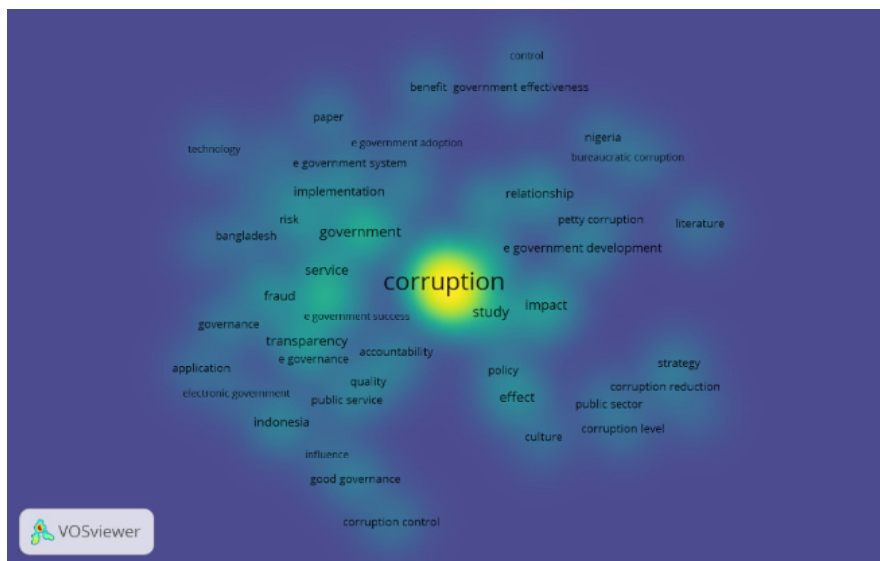


Figure 4: Density Visualization VOS Viewer tool.  
Source: Processed by researchers in Vos Viewer, 2024.

The existence of research bias in viewing the E-Government approach as preventing corruption makes this approach interesting to study, with the existence of research bias or inconsistency in preventing corruption motivating researchers to re-examine the role of E-Government and collaborate on the role of HRM in preventing corruption. In addition, the limited research on the role of E-Government and human resources management in preventing corruption in Indonesia motivates researchers to enrich the literature on corruption prevention in Indonesia. Therefore, based on the background that has been conveyed, the main question in this study is whether E-Government and Human Resources Management can prevent corruption in Indonesia.

## Research Methods

This research uses a systematic review approach to answer research questions using the Preferred Reporting Items for Systematic Reviews and Meta-Analyses (PRISMA) for the Systematic Review framework, a method for increasing quality assurance of the completeness of the systematic review structure and process. A systematic review is a method to explicitly identify, select, evaluate, analyse, synthesise, and report studies to conclude. This method can provide evidence for identifying knowledge gaps or inconsistent research findings to address the main problem of this research. PRISMA was chosen as a systematic review framework because it offers a structured approach to data extraction, enhancing the accuracy and validity of research findings. It also reduces bias in the study by accurately reporting each data extraction process, leading to a more comprehensive data presentation. In this study, researchers reviewed the results of research published by local and international journals collected through various popular online databases such as Directory of Open Access Journals (DOAJ), Science Direct, Neliti, through the e-resources database of the Indonesian National Library ([perpusnas.go.id](http://perpusnas.go.id)) and Publish or Perish with Google Scholar and Google databases. Referring to the research topic, researchers collected various literature through a database prepared using several keywords to browse this literature such as “E-Government and corruption,” “Human Resources Management and corruption,” “The role of HRM in reducing corruption,” “The role of E-Government and Human Resources Management in reducing corruption,” “organisational culture and corruption,” “competencies and corruption,” “leadership and corruption”, and “internal control

The Role of E-Government and Human Resources Management In Corruption Prevention In Indonesia and corruption” and “E-Government and corruption.” The following table presents keywords, criteria, total articles, and search sources utilised by the author:

Table 1: Keywords and Search Strings			
No.	Keywords and criteria	Total Articles	Search Strings
1.	E-Government and corruption”, “Human Resources Management and corruption”, “The role of HRM in reducing corruption”, “The role of E-Government and Human Resources Management in reducing corruption”, “organisational culture and corruption”, “competencies and corruption”, “leadership and corruption”, “internal control and corruption”	5	Directory of Open Access Journals (DOAJ)
2.	The role of HRM in reducing corruption	166	Science Direct
3.	The role of HRM in reducing corruption, organizational culture and corruption, competencies and corruption, leadership and corruption, internal control and corruption	98	Neliti (Scopus specific)
4.	Used to open all article search sources (Directory of Open Access Journals (DOAJ), Science Direct, Neliti)	-	Indonesian National Library (Perpusnas)
5.	The role of E-Government and Human Resources Management in reducing corruption	250	Publish or Perish
6.	Search for open articles from Publish or Perish and Research context search with specific titles, including “organisational culture and corruption”, “competencies and corruption”, “leadership and corruption”, and “internal control and corruption.”	11	Google Scholar and Google databases
		530 Article	

Source: Processed by researchers, 2024.

Researchers gathered articles from the search results, ensuring they were indexed in Scopus and SINTA, explicitly focusing on publications from Indonesia within the last decade (2014-2024). The researcher outlines the restrictions and data extraction processes in Table 2 and Figure 5 below:

Table 2: Criteria of research topic articles

No.	Criteria	Consideration
1.	Research articles in results and discussion were published in 2014-2024 or the last ten years.	To ensure that the articles obtained results from confirmation of previous research are scientifically validated and can provide new, more contemporary knowledge.
2.	The article only discusses the themes of “E-Government”, “Human Resources Management”, and “Corruption.”	To maintain conformity between the article and the research topic being carried out
3.	Articles are published through a peer-review process.	To ensure the quality of articles that are higher than nonpeer-reviewed. <sup>23</sup>
4.	Articles are published in Scopus-indexed journals (International) and SINTA (Local Indonesia).	To ensure the quality and credibility of the article.

Source: Processed by researchers, 2024.

In collecting articles, researchers perform data synthesis to collect empirical evidence from selected articles to answer research questions. The evidence collected is taken from a small part of the article, such as title correlation, abstract, and conclusion; the minor evidence will be accumulated to answer research questions firmly and accurately<sup>24</sup> Researchers employ the following phases in the data extraction process during their research:

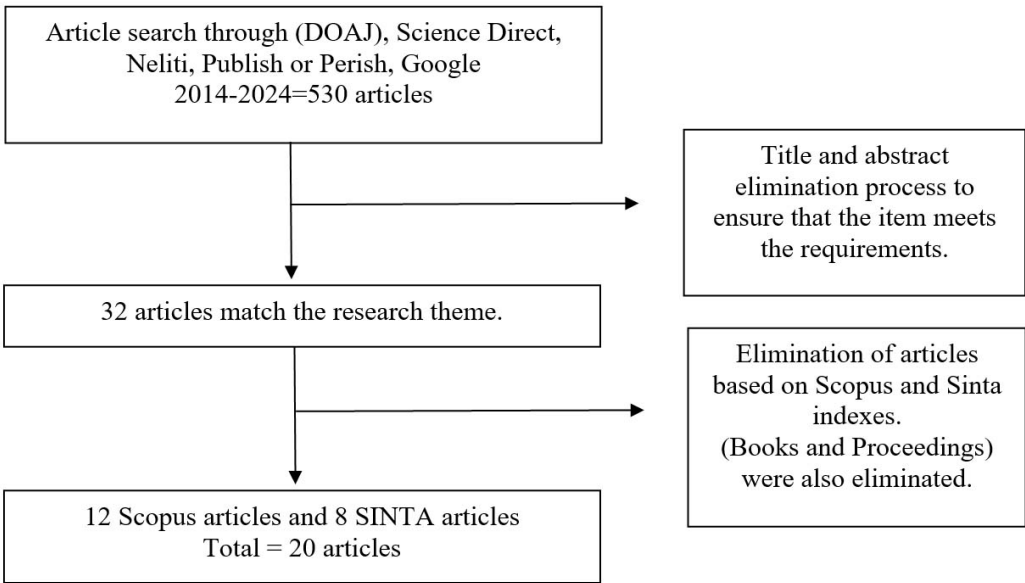


Figure 5: Data extraction phases.

Source: Processed by researchers from perpustakaan.go.id; Publish or Perish; Google Scholar and Google databases, 2024.

Researchers utilised a database derived from the Indonesian National Library (perpustakaan.go.id) and Publish or Perish, along with Google Scholar and Google databases, to collect 530 articles. The selection includes only articles published in the last decade, specifically from 2014 to 2024. Limiting the scope of research ensures alignment with current circumstances and enhances the

quality and precision of information. During the screening process, researchers mapped the titles and abstracts. The researcher discards articles with irrelevant titles and abstracts that require a more focused research theme. Researchers restrict eligibility to published articles that have undergone the Peer Review process and are indexed by Scopus and SINTA (explicitly focusing on articles from Indonesia). The eligibility test seeks to ensure the submission of high-quality articles by assessing qualifications.

## Results and Discussion

This research focuses on the relationship between E-Government and Human Resources Management in preventing corruption in 2014-2024 or the last ten years. Based on search results from DOAJ, Science Direct, Neliti, and Publish or Perish, Google discovered 530 articles labelled with keywords. The provisions-based exclusion process identified 20 publications, 12 Scopus articles, and 8 SINTA articles that met the research criteria (Figure 7). Over the last ten years, articles on the relations between E-Government and Human Resource Management in preventing corruption have shown a dynamic development, following the figure of article publication:

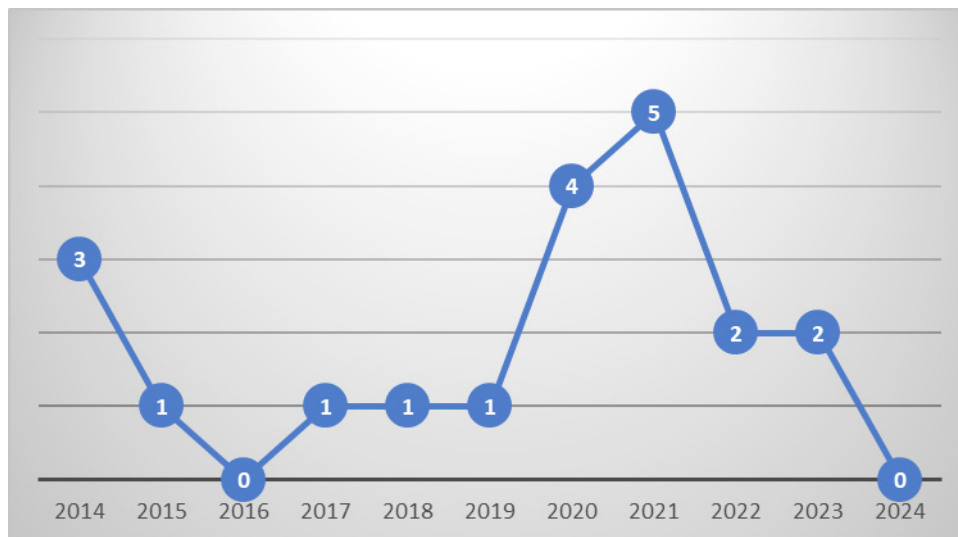


Figure 6: Year of Publication.

Source: Processed by researchers, 2024.

Figure 6, illustrates that researchers' interest in examining the impact of E-Government and Human Resource Management in preventing corruption has fluctuated over the previous ten years, indicating that it will lead to other, more complicated conclusions as research advances. Based on the data search results, 20 articles were selected, with 12 Scopus articles and 8 Sinta articles. Following are the selected journal websites:



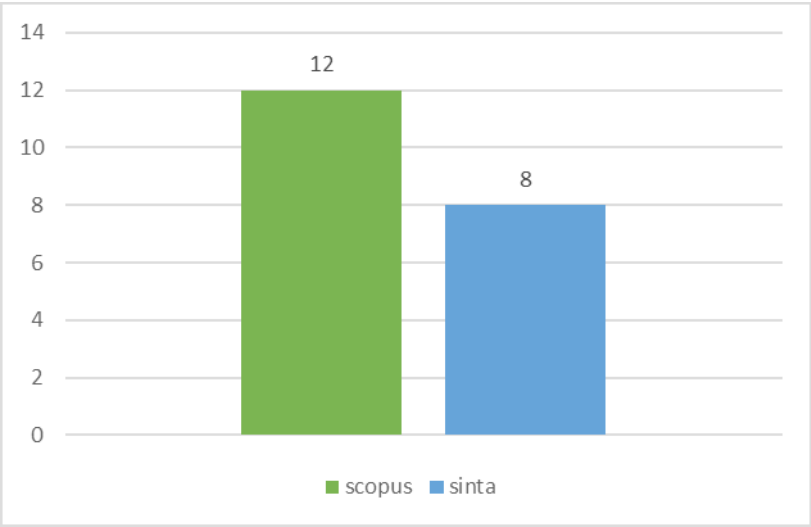


Figure 7: Graphic 4: Selected journal.  
Source: Processed by researchers, 2024.

Table 3: Journal Publication of Selected Articles

No.	Scopus	Sinta
1.	Government Information Quarterly	Journal of Public Administration Studies
2.	Technological Forecasting and Social Change	BIRCI-Journal): Humanities and Social Sciences
3.	World Development	<i>Jurnal Akuntansi Dan Governance</i>
4.	In World Political Science Review	<i>Owner (Riset dan Jurnal Akuntansi)</i>
5.	International Review of Administrative Sciences	Gadjah Mada Journal of Psychology (GamaJoP)
6.	Public Organization Review	Journal of Law, Politic and Humanities
7.	International Journal of Public Administration	<i>Jurnal Perspektif Pembiayaan dan Pembangunan Daerah</i>
8.	Journal of Science and Technology Policy Management	<i>Integritas: Jurnal Antikorupsi</i>
9.	International Journal of Psychosocial Rehabilitation	
	Journal of Public Administration	

Source: Processed by researchers, 2024.

Table 1 shows that articles meeting the research requirements and themes were published in different journals. All journals contained one journal following the research requirements.

Corruption in Indonesia

Based on data compiled by Transparency International, Indonesia has a concerning corruption perception index. In 2021, Indonesia placed 96th out of 180 countries, then 110th in 2022, and 115th in 2023, with a figure that continues to degrade, indicating that Indonesia is a country that struggles to manage corruption. The following is a figure of Indonesia’s Corruption Perceptions Index:



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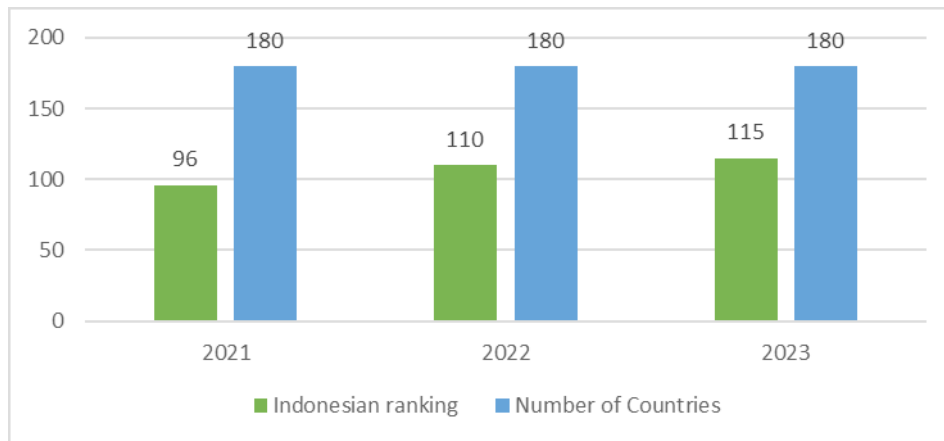


Figure 8: Indonesia's Corruption Perceptions Index.  
Source: <https://www.transparency.org/en/cpi/2023/index/idn>.

According to national data collected by Indonesia Corruption Watch (ICW), 579 corruption cases in Indonesia have been prosecuted through 2022. This number has increased by 8.63% compared to 533 cases in 2021. Corruption in the village sector accounts for the majority of corruption cases in Indonesia, with 155 cases or 26.77%. The following is a figure of the number of prosecutions for corruption cases in Indonesia in 2018-2022:

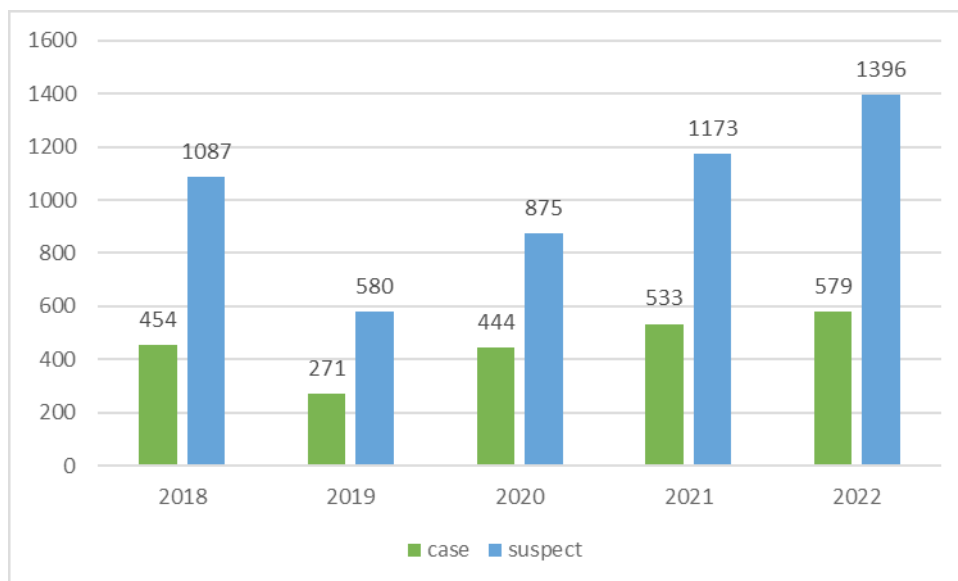


Figure 9: Number of Corruption Cases Prosecuted in Indonesia.  
Source: <https://dataindonesia.id/varia/detail/icw-penindakan-kasus-korupsi-meningkat-pada-2022>.

The significant increase from 2019 to 2022 highlights that corruption remains a persistent challenge in Indonesia. The many techniques of corruption used by corruptors highlight the numerous problems in committing corruption. Bribery is the most widespread kind of corruption in the corporate sector. In contrast, in the bureaucratic world, notably the State Civil Apparatus (ASN), budget misuse is the most typical type of corruption committed by the ASN, including fictitious projects, budget markups, fictitious reports, budget cuts, and abuse of authority.<sup>25</sup>

Various efforts have been made to prevent corruption in Indonesia. The KPK has implemented the Trident Strategy for preventing corruption, including corruption prosecution, prevention, and education.<sup>26</sup> To assist in preventing corruption, the majority of studies have used a variety of ways; one of the most widely employed is the E-Government strategy.

### The Role of E-Government in Corruption Prevention

E-government is part of the state's fundamental efforts to facilitate all government affairs in providing public services and communicating information between the public, the business world, and other government institutions. Besides that, the primary objective of establishing E-Government is to reduce corruption. The following is a discussion table on the importance of E-Government in preventing corruption based on literature that meets the research criteria:

Table 4: A systematic review of E-Government and corruption studies

No.	Writer, Year, Index	Research purposes	Methodology	Findings
1.	(Nam, (2018), Scopus	To examine the effect of E-Government on corruption control, considering political, economic, and cultural factors.	Quantitative Approach with Path Analysis Method	Various indicators show that E-Government plays a role in controlling corruption. Political, economic and cultural conditions affect E-Government in controlling corrupt. <sup>27</sup>
2.	(Khan Et Al., 2021), Scopus	To examine the relationship between E-Government and corruption	Systematic Literature Review (SLR)	Various literatures tend to analyse the role of E-Government in combating corruption, but it is not the only strategy for preventing corruption. <sup>28</sup>
3.	(Elbahnasawy, 2014), Scopus	To empirically investigate the impact of E-Government and internet implementation on eradicating corruption.	Document Analysis	E-Government is a powerful tool in reducing corruption with the role of telecommunications infrastructure and the spread of massive internet networks. <sup>29</sup>
4.	(Choi, 2014), Scopus	To examine the impact of E-Government in preventing corruption	Document Analysis	Conceptually supporting components of E-Government, such as telecommunications infrastructure, transparency, and accountability, encourage the role of E-Government in preventing corruption <sup>30</sup>

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5.	(Kim, 2014), Scopus	To examine the role of E-Government in preventing corruption in the government sector	Statistical Analysis	E-Government can be an effective tool for eradicating corruption. Other findings show that the supremacy of law improving the quality of bureaucracy can be another effective tool in preventing corruption. <sup>31</sup>
6.	(Park & Kim, 2020) Scopus	To examine the role of E-Government as an anti-corruption tool	Document Analysis	E-Government significantly reduces corruption, with the supremacy of law further moderating its preventive effects. <sup>32</sup>
7.	(Zhao & Xu, 2015), Scopus	To review E-Government's role in preventing corruption.	Document Analysis	E-Government correlates with low levels of perceived corruption and other variables such as government effectiveness, ratio and gender, and size of government. <sup>33</sup>
8.	(Sabani, 2021), Scopus	To validate and expand the Unified Theory of Acceptance and Use of Technology (UTAUT) model to assess E-Government transparency influences in Indonesia.	Structural Equation Modelling	<i>Transparency</i> is the primary variable that influences the use of E-Government in Indonesia. <sup>34</sup>
9.	(Ismail et al., 2020), Scopus	Analysed the role of E-Government in eradicating corruption	Qualitative	Implementing an e-government has not prevented corruption in Indonesia's regional governme. <sup>35</sup>
10.	(Castro & Lopes, 2023), Scopus	To analyse the impact of E-Government in reducing corruption	Regression Model	E-Government is a significant tool in reducing corruption. Apart from that, the variables of accountability, political stability, economic conditions and internet facilities also influence indications of corruption. <sup>36</sup>

11.	(Erhan Et Al., 2017), Sinta	To examine E-Government practices in regional government in Indonesia	Case study	The implementation of E-Government in Indonesia has yet to be optimal; further efforts are needed between the regions and the central government to improve E-Government practices in Indonesia. <sup>37</sup>
12.	(Kumajas, 2021), Sinta	To examine the role of technology and communications in fighting corruption	Document Analysis	Implementing the E-Government plays a role in supporting transparency and accountability in Indonesia's public services. Other findings show that leadership plays a role in e-government implementation. <sup>38</sup>
13.	(Alsaad, 2022), Scopus	To examine the relationship between E-Government and corruption mediated by law enforcement	Random Effect Regression Model	Law enforcement mediates the relationship between E-Government and corruption. E-Government will only have a strong influence in enforcing corruption if it is balanced with appropriate law enforcement. <sup>38</sup>
14.	(Rustiarini, 2019), Sinta	To find out if E-Government aids in corruption prevention.	Literature Review	E-Government plays a role in corruption prevention but cannot be applied universally. Internal and external organisational factors influence the effectiveness of E-Government functions in corruption prevention. <sup>40</sup>

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Source: Processed by researchers, 2024.

The document analysis results in Table 3 indicate that E-Government can help prevent corruption, but there should be other tools. Several supporting variables contribute to the E-Government's role in avoiding corruption, including the rule of law, accountability, economics, internet distribution, and government transparency. The following explains the role of E-Government supporting variables in preventing corruption:

1. **Supremacy of Law**  
The supremacy of law, or efforts to uphold the law as the highest rule, is one of the measures the government takes to safeguard citizens' safety when using government products.<sup>41</sup> Citizens will benefit from the supremacy of law, including the ability to report indications of corruption in the region with legal security guarantees and confidential reporter data.<sup>42</sup> Indonesia is one of the countries that sees the law as the primary tool for preventing corruption. The establishment of the KPK represents the government's upfront attempt to uphold the law, particularly in fighting corruption.
2. **Government Accountability and Transparency**  
The primary benefit of establishing E-Government is increased government transparency and accountability, which all citizens can observe. With government accountability and transparency, citizens will have access to all information, including data on government budgets and expenditures, either state budget (APBN) or local government budget (APBD). Accountability and transparency can increase public trust in E-Government so that the primary goal of preventing corruption in Indonesia can be realized.<sup>43</sup>
3. **Economic**  
Economic conditions have a solid connection to the transaction costs incurred by citizens while attempting to use public services, which were conducted face-to-face between the government and citizens before E-Government services. Applying E-Government will reduce citizen transaction costs citizens and have economic implications.<sup>44</sup>
4. **Internet Dissemination**  
Deploying adequate internet and communication infrastructure will help massively implement the E-Government. Several studies indicate that internet and telecommunication networks are instrumental in preventing corruption and supporting E-Government.<sup>45</sup>

Research categorizes E-Government relationships into four distinct categories:

1. **Government to Citizen (G2C)**  
E-Government aims to improve digital interactions between the government and citizens, public service customers, and the community. The community must respond to the government, particularly in preventing corruption, by ensuring the government promptly responds to reports of corruption or other violations.
2. **Government to Business (G2B)**  
E-Government has the utility of providing information services to business people. The government uses the relationship to respond to business needs or conduct online transactions intended explicitly for businesses.
3. **Government to Government (G2G)**  
Serves as a means of interaction to exchange information from government to government. This system allows the government to share and integrate resource data across various units, institutions, and levels of government (District, Province, Center).
4. **Government to Employee (G2E)**  
E-Government is a function that allows communication between employees and the government while also focusing on enhancing internal efficiency and effectiveness of government processes to save government costs.

From the interaction function or E-Government relationship, several studies have stated that community involvement plays an influential role in supporting the creation of corruption prevention through control systems such as complaints, consultations, and feedback to the government with a quick government response. Besides, citizen participation can help the government control local policies and counter government power, which will serve as a long-term prevention of corruption.<sup>46</sup>

The study of all articles on “E-Government and Corruption” in Indonesia concludes that E-Government can prevent corruption but is not a significant strategy. Other variables are needed to prevent corruption. In Indonesia, the role of E-Government has not been maximized due to a lack of capacity to increase professionalism, abuse of authority, and lack of transparent systems, as well as minimal public awareness of the role of E-Government in Indonesia, which prioritizes transparency in public services, has been unable to prevent corrupt practices in the local government environment.<sup>47</sup> Other literature shows that E-Government plays a role in transparency and accountability in public services. However, its application has yet to be maximized, so various efforts are needed between the central and regional governments through regional cooperation to improve E-Government practices in Indonesia.<sup>48</sup> Other findings show that government transparency is the primary variable influencing people to use E-Government in Indonesia.<sup>49</sup>

**Human Resources Management Role in Corruption Prevention**

Implementing of E-Government requires human resources, which act as the primary tool in implementing E-Government, providing transparency and performance in conducting public administration.<sup>50</sup> The HRM approach can maximize human resources to help with accountability, transparency, rule of law, and other variables supporting E-Government in preventing corruption.

The role of Human Resources Management in preventing corruption is found in several works of literature. Here, researchers explain the discussion of literature related to HRM in preventing corruption:

Table 5: Systematic review of HRM and corruption studies

No.	Writer, Year, Index	Research purposes	Methodology	Findings
1.	(Prihanto et al., 2023), Sinta	To investigate and prove corruption prevention efforts carried out by government organisations with religiosity, work culture, recruitment, work mutation, and governance variables.	Quantitative	Variables in religiosity, work culture, and mutation governance are positive and significant. Meanwhile, recruitment variables have a negative and insignificant effect on corruption prevention. <sup>51</sup>

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2.	(Nurhidayah & B, 2020), Sinta	To find out the role of work culture organisation in obtaining fair opinions without exception.	Descriptive Qualitative	Work culture is related to audit opinions. Work culture in this case is transparency, public ethics culture, communicative culture, anti-corruption culture, and discipline culture and conscientious influence in audit opinions. <sup>52</sup>
3.	(Hikmah, 2020), Sinta	To study on the role of moral disengagement and ethical leadership on corruption intentions in Civil Servants (PNS).	Survey	Moral disengagement has a positive effect on corruption intentions. The leadership is still determining the intentions of corruption in civil servants. <sup>53</sup>
4.	(Saputra & Bimas Saputra, 2021), Sinta	To examine the scope of human resource management with needs, opportunities, and rationality variables will affect corruption.	Literature Review	The results showed that needs, opportunities and rationality affect the corruption. <sup>54</sup>
5.	(Aminah & Saksono, 2021), scopus	To study the transformation of government towards E-Government.	Descriptive Qualitative	In implementing E-Government, the leadership role becomes a variable which hinders government transformation. <sup>55</sup>
6.	(Fatkuroji & Meilinda, 2022)	To study the role of regional heads in corruption cases in Central Lampung Regency, Lampung Province	Descriptive Qualitative	Corruption can be associated with problems such as non-transparent public administration procedures, excessive bureaucracy, and not involving public participation in decision-making. <sup>56</sup>

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Source: Processed by researchers, 2024.

According to the document analysis in Table 4, various HRM characteristics, such as religiosity, job transfer, governance, transparency, work culture, needs, opportunities, rationality, and discipline, affect corruption.<sup>57</sup> Other findings show that recruitment and leadership cannot predict corruption prevention, and leadership is an element that inhibits government transformation.<sup>58</sup>



Furthermore, other literature asserts that the role of leadership, in this case, the regional head, is critical in preventing corruption; the widespread corruption and abuse of power to achieve the regional head’s interests significantly impact life and economic growth. Supporting variables such as non-transparent public administration processes and procedures, excessive bureaucracy, and not involving public participation in decision-making are supporting variables for the rise of corruption.<sup>59</sup>

Other literature that does not include the criteria for research papers include the function of organisational culture, leadership, competency, and internal monitoring as HRM test methods in preventing corruption.<sup>60</sup> The results showed that organisational culture is the variable that most consistently has a significant positive effect and has the most prominent factor coefficient in preventing corruption; this is in line with Nurhidayah,<sup>61</sup> which states that work culture variables such as transparency, public ethics culture, communicative culture, anti-corruption culture, and disciplined and conscientious culture affect unqualified audit opinion in one of the regions in Indonesia (Majene Regency, West Sulawesi Province). In addition, the variables of competence, leadership, and internal control have no significant effect but are needed to prevent corruption; this aligns with Hikmah,<sup>62</sup> and the variables of competence and internal control are not significant but are needed to prevent corruption.

**Corruption Prevention Framework through E-Government and Human Resources Management in Indonesia**

Based on the overall research results of E-Government and Human Resources Management if made in a conceptual framework of corruption prevention in Indonesia, as follows:

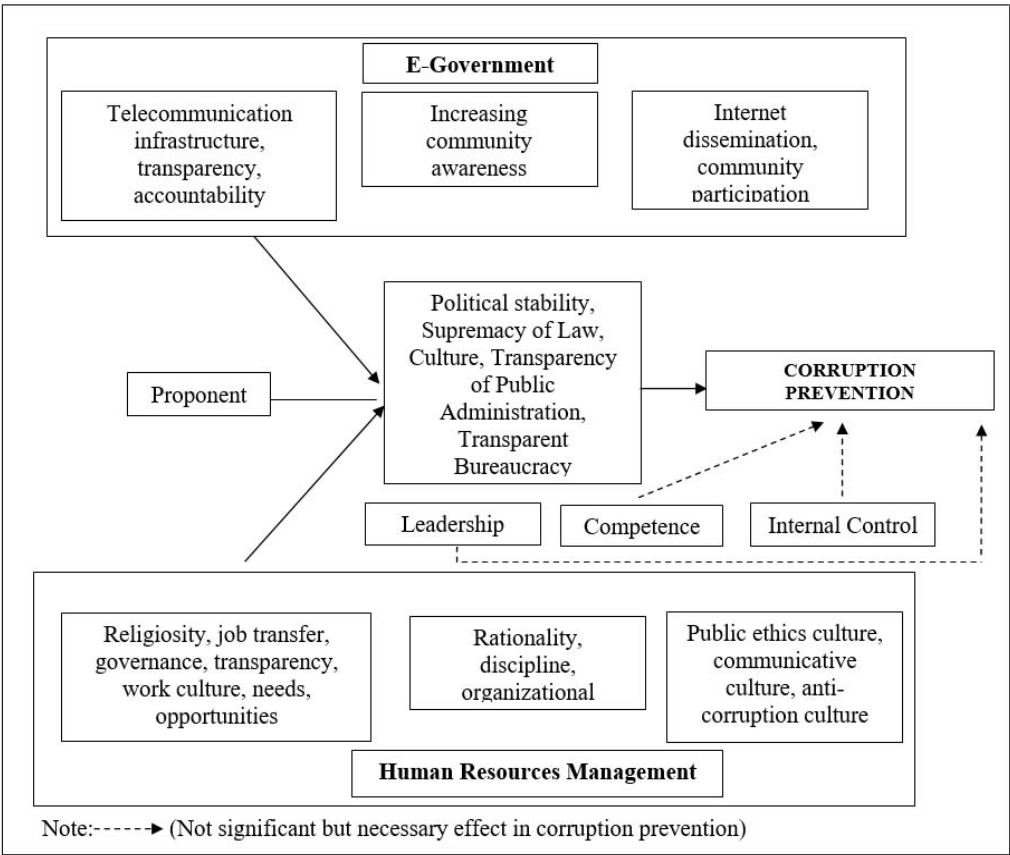


Figure 10: The conceptual framework for corruption prevention in Indonesia.  
Source: Processed by researchers from the results and discussion of the study, 2024.

## Conclusion

The E-Government approach to corruption prevention is reviewed from various literature to prevent corruption but not as a single approach. To support the E-Government's role in avoiding corruption approaches such as the rule of law, accountability, economics, international distribution, and government transparency are required. In Indonesia, the use of E-Government has not been maximized due to a lack of capacity to increase professionalism, abuse of authority, a lack of transparency systems, and a lack of public awareness, so E-Government has not been able to prevent corrupt practices in the local government environment.

Human Resource Management (HRM) can assist with HR management and enhance HR potential. Several HRM variables, including religiosity, job transfer, governance, transparency, work culture, needs, opportunity, rationality, and discipline, can help to prevent corruption in Indonesia. Other research not included in the article criteria states that work culture positively correlates with preventing corruption. In contrast, competence, leadership, and internal control have no significant effect yet are necessary for preventing corruption.

This study has several limitations. First, the principal articles discussed only feature 20 relevant articles over the past ten years due to the main criteria for articles published, specifically Scopus and Sinta-indexed articles. Second, a systematic review of several articles states that E-Government is only one of many approaches to preventing corruption in various countries, including Indonesia. Third, HRM displays many variables that affect corruption. The study recommends including Web of Science (WoS)-accredited journals in future research. Second, quantitative testing with large populations and samples, as well as other methodologies and factors in other regions of Indonesia, can assist in confirming the importance of E-Government and HRM in avoiding corruption.

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