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EVALUATION OF THE EFFECTIVENESS OF THE GRATIFICATION CONTROL PROGRAM IN PREVENTING CONFLICT OF INTEREST: A STRATEGIC STUDY IN THE CENTRAL PAPUA PROVINCE INSPECTORATE

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Abstract

This study evaluates the effectiveness of the Gratification Control Program in preventing conflicts of interest in the Inspectorate of Central Papua Province. Using a qualitative approach, data were collected through observation, interviews, and documentation with seven employees as informants. The results of the study indicate that this program reflects a strong commitment to preventing corruption through socialization, training, and clear operational guidelines. However, its effectiveness still needs to be improved due to lack of employee understanding, low participation, and minimal management support. With regular evaluation and compliance with policies, this program has the potential to create a cleaner and more accountable government.

Keywords: Effectiveness, Gratification Control Program, Conflict of Interest Prevention.

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INTRODUCTION

Gratification is a form of corrupt behavior that can damage integrity and accountability in the administration of government. Gratification control is an important issue, especially in efforts to prevent conflicts of interest in the public sector. The Inspectorate of Central Papua Province as a supervisory institution has a strategic role in implementing the gratification control program to maintain the integrity of the state civil apparatus. This study aims to analyze the implementation of the program and its impact in preventing conflicts of interest. Integrity and transparency in governance are becoming increasingly important. One of the problems that often arise in the context of governance is gratification, which can trigger conflicts of interest. Gratuities, or giving something to civil servants to influence their decisions, often interfere with objectivity and fairness in public services (Azmi et al., 2023). This can cause harm to the community and reduce public trust in government institutions. This study took the object of research at the Inspectorate of Central Papua Province, with the main research on the Gratification Control Program which is related to the prevention of Conflict of Interest. Gratification and conflict of interest are important issues in the management of clean and accountable governance (Derenov & Rizky, 2023; Pangaribuan, 2019). The Inspectorate of Central Papua Province has a strategic role in supervising and enforcing integrity in government agencies. Therefore, the implementation of the gratification control program is crucial to prevent conflicts of interest that can damage the reputation and effectiveness of the agency.

Conflict management is a method that can be used by parties involved in a conflict or a third party to deal with disputes between two or more people or two or more groups in order to find a bright spot on the problem, as a method used by leaders to stimulate conflict, reduce conflict and resolve conflicts that aim to improve individual performance and organizational productivity (Heridiansyah, 2014; Mulyono, 2019). Gratification is a gift in the broad sense, namely the giving of money, goods, discounts, commissions, interest-free loans, travel tickets, accommodation facilities, tours, free medical treatment, and other facilities. The gratification is both received domestically and carried out using electronic means (Sitompul et al., 2024). Gratification is an unlawful act, the unlawful nature of bribery is that the elements of the act have been formed, for example promising something even though the promise has not been received, likewise giving a gift is considered to have occurred after the object is out of the power of the giver (Chazawi, 2008). In the Indonesian dictionary, gratification is defined as giving a gift of money or something to an employee outside of their predetermined salary.

Law Number 20 of 2001 concerning the eradication of criminal acts of corruption in Article 5 states that gratification is a prohibited gift in the form of tangible or intangible objects, in the form of facilities, tickets, and hotels or aspects related to the granting of rights including intellectual property rights (IPR) (Presiden Republik Indonesia, 2001). The definition of a conflict of interest is stated in Law 30 of 2014 concerning Government Administration, Article 1 paragraph (14) (Presiden Republik

Indonesia, 2014) and the Regulation of the Minister of Empowerment of State Apparatus and Bureaucratic Reform No. 37 of 2012 (Menpan-RB, 2013) concerning General Guidelines for Handling Conflicts of Interest, which is defined as: "the condition of a Government Official who has a personal interest to benefit himself and/or others in the use of Authority so that it can influence the neutrality and quality of Decisions and/or Actions made and/or carried out". Regulation of the Minister of Administrative and Bureaucratic Reform No. 12/2016, the meaning of conflict of interest is: "A situation in which a State Administrator has or is reasonably suspected of having a personal interest in any use of authority that may influence the quality of his/her decisions and/or actions" (MENTERI PEDAYAGUNAAN APARATUR NEGARA DAN REFORMASI BIROKRASI REPUBLIK INDONESIA, 2016). Conflict or dispute is a form of competitive behavior between individuals or between groups of people. The potential for conflict will exist when two or more actors compete excessively or there is no compatibility of goals in conditions of limited resources (Wulandari & Rofi'ah, 2023).

Central Papua Province, as a newly formed region, faces challenges in managing effective and clean governance. In this context, the Inspectorate of Central Papua Province has a strategic role in supervising and ensuring the control of gratification. The implemented gratification control program is expected to function as an instrument to prevent conflicts of interest in the regional government environment. With the gratification control program, there are indications of a decrease in cases of conflicts of interest among employees. This shows that efforts to supervise and enforce regulations can minimize the potential for abuse of authority. However, even though this program has been launched, there are still challenges in its implementation. Several reports indicate that gratification and conflicts of interest still occur, indicating gaps in the effectiveness of the program being run. Therefore, ongoing efforts are needed in education and coaching (Mangopo et al., 2025). This is used as a phenomenon that is used as a reason for research. The phenomenon of implementing the gratification control program at the Central Papua Provincial Inspectorate shows a positive impact in preventing conflicts of interest (Paembonan et al., 2024). Therefore, it is important to evaluate this gratification control program to find out how effective the program is in preventing conflicts of interest.

The background of this study focuses on the importance of evaluating the effectiveness of the gratification control program at the Inspectorate of Central Papua Province with the aim of understanding the current gratification control program, identifying challenges and obstacles faced in implementing the program and the effectiveness of the program in preventing conflicts of interest in the government environment. By conducting this study, it is expected to provide constructive recommendations for the development and improvement of the gratification control program, as well as increasing integrity and transparency in the implementation of government in Central Papua Province. This study is also expected to contribute to the development of better public policies in the context of gratification control and

preventing conflicts of interest. This study aims to determine and analyze the evaluation of the effectiveness of the Gratification Control Program in Preventing Conflicts of Interest: A Strategic Study within the scope of the Inspectorate of Central Papua Province.

METHODOLOGY

This type of research is a Qualitative Research approach. The location of this research is at the Inspectorate of Papua Province. Data sources in this study: Primary data and secondary data. Data collection methods ranging from observation, interviews and documentation. The interview involved 7 (seven) employees of the Inspectorate of Central Papua Province as informants. The data analysis method with Qualitative Interactive analysis techniques starting from the Data Reduction, Data Presentation and Conclusion Drawing and Verification stages (Fiantika et al., 2022; Sugiyono, 2020; Yusuf, 2017).

RESULTS AND DISCUSSION

Observation is a very important data collection method in research and various other fields. Observation allows researchers to gain a better understanding of the context and environment in which a phenomenon occurs (Yusuf, 2017). By observing directly, researchers can see interactions, behaviours, and situations in real time, which helps in understanding dynamics that cannot be captured through other methods. Through observation, researchers can collect more realistic and accurate data. This is because direct observation reduces the possibility of bias that may arise in reports or answers from respondents, such as in interviews or questionnaires. Previous observations in this study identified that the Central Papua Provincial Inspectorate has a strategic role in supervising and ensuring the control of gratification. The gratification control program that is implemented is expected to function as an instrument to prevent conflicts of interest in the local government environment. With the gratification control program, there are indications of a decrease in cases of conflicts of interest among employees. This shows that efforts to supervise and enforce regulations can minimize the potential for abuse of authority. However, this program has been launched, there are still challenges in its implementation.

Several reports indicate that gratification and conflict of interest still occur, indicating a gap in the effectiveness of the program being run. Therefore, ongoing efforts are needed in education and coaching. This is used as a phenomenon that is used as a reason for research. Furthermore, to obtain accurate information about the objectives and intent of this study, the researcher continued to the interview stage with 7 (seven) employees of the Central Papua Provincial Inspectorate. Where this interview was conducted with informants because the researcher saw that the informants knew about the Gratification Control Program within the Central Papua Provincial Inspectorate. Interviews allow researchers to dig deeper into information about the experiences, views, and feelings of respondents. By asking openly, researchers can obtain rich and detailed qualitative data. Interviews provide flexibility in delivering questions. Researchers can change or adjust questions based on the responses given by respondents, allowing for further exploration of relevant topics.

Information obtained through interviews is often more valid because informants can provide additional context and explain their answers. Researchers can also clarify questions that respondents may not understand. Then the researcher conducted unstructured interviews with the informants of this study to be able to analyze and achieve the objectives and intent of this study.

The interview process was conducted with the Central Papua Provincial Inspectorate employee who was given the initials as informant 1 (one) related to the questions: 1) How is the implementation of the gratification control program in Preventing Conflicts of Interest within the scope of the Central Papua Provincial Inspectorate? 2) Has the gratification control program been effective in preventing conflicts of interest within the scope of the Central Papua Provincial Inspectorate? And 3) What are the inhibiting factors in the implementation of the gratification control program within the scope of the Central Papua Provincial Inspectorate? and the answers obtained by the researcher was:

"What we have implemented.... in the implementation of the gratification control program at the Central Papua Provincial Inspectorate has been carried out through several strategic steps, including socialization and training for employees on the importance of gratification control. The Inspectorate has also prepared clear guidelines and operational procedures regarding gratification management. However, there are still several challenges in its implementation, such as the lack of active involvement of employees in these programs and low understanding of the correct definition of gratification. Nevertheless, the Inspectorate has tried to raise awareness of the importance of this program through internal campaigns and effective communication. The gratification control program has not been fully effective in preventing conflicts of interest at the Central Papua Provincial Inspectorate. Despite the efforts made, there are still cases that indicate undetected gratification, which can potentially lead to conflicts of interest. The level of employee compliance with the gratification control guidelines still needs to be improved, and there is a need for periodic evaluation of the effectiveness of the program in order to identify areas that require improvement and strengthening. Inhibiting factors in the implementation of the gratification control program at the Inspectorate include the fact that there are still employees who do not fully understand the concept of gratification and its impact on the integrity of the institution, so that they are not fully aware of the importance of compliance with this program" (Interview with Respondent 1, October 2024).

Based on the interview results above, it can be concluded that the implementation of the gratification control program at the Central Papua Provincial Inspectorate has been carried out with strategic steps, including socialization and training to improve employee understanding of the importance of gratification control. The Inspectorate has also prepared clear operational guidelines and procedures for gratification management. However, challenges still exist, such as the lack of active employee involvement and low understanding of the correct definition of gratification. This indicates that the gratification control program has not been fully effective in preventing conflicts of interest, with cases of undetected gratification that have the potential to cause problems. To increase the effectiveness of the program, it is necessary to increase the level of employee compliance with the established guidelines, as well as periodic evaluations to identify areas that need improvement. Inhibiting factors, such as the lack of employee understanding of the concept of gratification and its impact on the integrity of the institution, must be addressed so that awareness of the importance of this program can be increased. With more focused efforts and strong support from all parties, it is hoped that the gratification control

program can run more effectively and contribute to efforts to prevent conflicts of interest in the Central Papua Provincial Inspectorate.

Then the interview was conducted with the employees of the Inspectorate of Central Papua Province who were given the initials as informants 2 (two) related to the questions: 1) How is the implementation of the gratification control program in Preventing Conflicts of Interest within the scope of the Inspectorate of Central Papua Province?, 2) Has the gratification control program been effective in preventing conflicts of interest within the scope of the Inspectorate of Central Papua Province? And 3) What are the inhibiting factors in the implementation of the gratification control program within the scope of the Inspectorate of Central Papua Province? and the answers obtained by the researcher was:

"I know that this has begun to be done with the preparation of clear operational guidelines and procedures. This effort aims to increase employee awareness and understanding of the importance of controlling gratification. The gratification control program has not been fully effective in preventing conflicts of interest. Inhibiting factors include the lack of active employee involvement, low understanding of the definition of gratification, and limited resources for socialization and training." (Interview with Respondent 2, October 2024).

Based on the interview with the informant above, it can be seen that the preparation of clear operational guidelines and procedures is a crucial step in the implementation of the gratification control program at the Inspectorate of Central Papua Province. This guideline serves as a reference for all employees in understanding and implementing gratification control practices consistently. With structured guidelines, it is hoped that employees can more easily identify actions that include gratification and understand the consequences of these actions. This effort aims to increase employee awareness and understanding of the importance of gratification control, which is part of an effort to maintain organizational integrity and prevent conflicts of interest. Through integrated training and socialization, employees are expected to internalize ethical values and responsibilities in carrying out their duties. Although the gratification control program has been implemented, its effectiveness in preventing conflicts of interest still needs to be improved. Several inhibiting factors faced include: lack of active employee involvement, low understanding of the definition of gratification and limited resources for socialization and training.

The interview was continued with the employee of the Inspectorate of Central Papua Province who was given the initials as informant 3 (three) related to the questions: 1) How is the implementation of the gratification control program in Preventing Conflicts of Interest within the scope of the Inspectorate of Central Papua Province?, 2) Has the gratification control program been effective in preventing conflicts of interest within the scope of the Inspectorate of Central Papua Province? And 3) What are the inhibiting factors in the implementation of the gratification control program within the scope of the Inspectorate of Central Papua Province? and the answers obtained by the researcher was:

"What we do in implementing the gratification control program starts from socialization to the schedule of activities in the field according to the Letter of Assignment. The gratification control program is not yet fully effective. The obstacles experienced are that

"many employees are still not involved in this program" (Interview with Respondent 3, October 2024)

The results of the interviews with the informants above can be explained that in implementing the gratification control program at the Central Papua Provincial Inspectorate, we have carried out various stages starting with socialization to all employees. This socialization aims to provide a deep understanding of the meaning of gratification, the consequences that can arise, and the importance of maintaining integrity in carrying out duties. This socialization activity is carried out periodically and involves various methods, including seminars, discussions, and distribution of educational materials. Prepare a schedule of activities in the field in accordance with the established Letter of Assignment. Field activities include practical training and direct supervision to ensure that gratification control guidelines are applied consistently in daily practice. Although systematic and planned efforts have been made, we realize that the gratification control program has not been fully effective in preventing gratification and conflicts of interest. One of the main obstacles faced is the lack of active involvement of employees in this program. Many employees are still not motivated to participate in activities related to gratification control, so that the impact of the socialization and training that has been carried out has not been fully achieved. This indicates the need for new strategies to increase employee involvement, such as creating incentives for active participation, and fostering an organizational culture that is more supportive of transparency and accountability.

The interview was conducted again with the employees of the Central Papua Provincial Inspectorate who were given the initials as informants 4 (four) related to the questions: 1) How is the implementation of the gratification control program in Preventing Conflicts of Interest within the scope of the Central Papua Provincial Inspectorate? 2) Has the gratification control program been effective in preventing conflicts of interest within the scope of the Central Papua Provincial Inspectorate? And 3) What are the inhibiting factors in the implementation of the gratification control program within the scope of the Central Papua Provincial Inspectorate? and the answers obtained by the researcher are:

"This program includes several activities, such as counseling employees on gratification policies, preparing internal guidelines, and implementing periodic monitoring. This program has not been carried out optimally. Limited resources, both in terms of budget and time to carry out socialization and training, are also obstacles" (Interview with Respondent 4, October 2024)

Based on the interview results above, it can be seen that: The gratification control program which includes counseling to employees, preparation of internal guidelines, and implementation of periodic monitoring shows a positive effort in increasing awareness of the gratification policy. The implementation of this program has not been carried out optimally, so its effectiveness in achieving the desired goals is still limited. The main obstacles faced, such as limited resources. Therefore, there needs to be more attention to optimizing existing resources and designing more effective strategies so that the gratification control program can run better and contribute to the integrity of the organization.

Furthermore, interviews were conducted with employees of the Central Papua Provincial Inspectorate who were given the initials as informants 5 (five) related to the questions: 1) How is the implementation of the gratification control program in

Preventing Conflicts of Interest within the scope of the Central Papua Provincial Inspectorate?, 2) Has the gratification control program been effective in preventing conflicts of interest within the scope of the Central Papua Provincial Inspectorate? And 3) What are the inhibiting factors in the implementation of the gratification control program within the scope of the Central Papua Provincial Inspectorate? and the answers obtained by the researcher was:

"It is carried out through a series of activities designed to improve employee understanding of the gratification policy. These activities include socialization, training, and the preparation of clear internal guidelines. This program is not yet effective. The inhibiting factor in implementing the gratification control program is that there are still employees who are less actively involved in this program, which can reduce the impact of the activities carried out" (Interview with respondent 5, October 2024)

Based on the results of the interviews above, it was obtained that the gratification control program implemented through a series of activities, such as socialization, training, and preparation of internal guidelines, aims to improve employee understanding of gratification policies. Although there have been significant efforts in implementing this program, its effectiveness is still not optimal. One of the main inhibiting factors is the lack of active involvement of employees in the program, which has the potential to reduce the impact of the activities that have been carried out. Therefore, there needs to be an additional strategy to encourage employee participation and increase their awareness so that the gratification control program can function more effectively in creating an accountable work environment that is free from corrupt practices.

The interview was conducted again with the Central Papua Provincial Inspectorate employee who was given the initials as informant 6 (six) related to the questions: 1) How is the implementation of the gratification control program in Preventing Conflicts of Interest within the scope of the Central Papua Provincial Inspectorate? and 2) Has the gratification control program been effective in preventing conflicts of interest within the scope of the Central Papua Provincial Inspectorate? And 3) What are the inhibiting factors in the implementation of the gratification control program within the scope of the Central Papua Provincial Inspectorate? and the answers obtained by the researcher was:

"I understand that in the implementation of the gratification control program, periodic monitoring is also carried out to ensure that the guidelines are followed by all employees. Although efforts have been made to involve employees in this program, its implementation still needs improvement to be more effective. The implementation of the gratification control program here is not yet effective. Inhibiting factors in the implementation of the gratification control program include employees who do not understand what is meant by gratification and its implications, so this lack of understanding can result in non-compliance with the guidelines" (Interview with respondent 6, October 2025)

Based on the interview results above, the researcher can conclude that the implementation of the gratification control program at the Central Papua Provincial Inspectorate has included periodic monitoring activities to ensure that the guidelines are followed by all employees. However, despite efforts to involve employees in this program, its implementation is still ineffective and requires further improvement. One

of the main inhibiting factors is the lack of employee understanding of the meaning of gratification and its implications, which can result in non-compliance with the established guidelines. Therefore, a better strategy is needed to improve employee understanding and awareness so that the gratification control program can function more optimally.

Then the interview was conducted again with the employees of the Inspectorate of Central Papua Province who were given the initials as informant 7 (seven) related to the questions: 1) How is the implementation of the gratification control program in Preventing Conflicts of Interest within the scope of the Inspectorate of Central Papua Province?, 2) Has the gratification control program been effective in preventing conflicts of interest within the scope of the Inspectorate of Central Papua Province? And 3) What are the inhibiting factors in the implementation of the gratification control program within the scope of the Inspectorate of Central Papua Province? and the answers obtained by the researcher was:

"While I was here.....the implementation of the gratification control program at the Central Papua Provincial Inspectorate was carried out through a series of activities aimed at increasing employee awareness and understanding of the gratification policy. These activities include socialization, training, and preparation of internal guidelines. If we talk about effectiveness, yes.....this program is not yet effective and needs to be improved. One of the inhibiting factors in the implementation of the gratification control program is that employee participation in this program is still low, which can reduce the effectiveness of the socialization and training activities carried out". (Interview with respondent 7, October 2024)

The results of the interview above can be obtained information that the implementation of the gratification control program at the Central Papua Provincial Inspectorate has been carried out through various activities aimed at increasing employee awareness and understanding of the gratification policy, including socialization, training, and preparation of internal guidelines. However, this program has not been effective and requires further improvement. One of the main factors that hinders the effectiveness of the program is the low participation of employees in the activities carried out, which has a negative impact on the results of socialization and training. Therefore, efforts need to be made to encourage active employee involvement so that the gratification control program can function more optimally in preventing gratification practices in the inspectorate environment.

Discussion on the Implementation of the Gratification Control Program in Preventing Conflicts of Interest within the Central Papua Provincial Inspectorate

The implementation of the gratification control program at the Central Papua Provincial Inspectorate is an important part of efforts to prevent corruption and strengthen integrity in government circles. This program is in line with various government regulations and rules governing gratification control and preventing conflicts of interest.

1. Regulations Regarding Gratification Control

One of the regulations that is used as a reference in implementing the gratification control program is Government Regulation Number 53 of 2010

concerning Civil Servant (PNS) Discipline. This regulation regulates the obligation of PNS to maintain integrity and not accept gratification that can affect objectivity in carrying out duties. Gratification control aims to prevent PNS from being involved in corruption, collusion, and nepotism. In addition, Law Number 30 of 1999 concerning the Eradication of Criminal Acts of Corruption also emphasizes the importance of efforts to prevent corruption, including gratification control. This shows that gratification control must be an integral part of the culture of government organizations.

2. Strategic Steps in Program Implementation

The implementation of the gratification control program at the Central Papua Provincial Inspectorate has been carried out through various strategic steps, including:

a. Socialization and Training

The Inspectorate has carried out socialization and training for employees to improve their understanding of gratification control. This is very important so that every employee has a high awareness of the dangers of gratification and its negative impact on the integrity of the institution.

b. Preparation of Guidelines and Operational Procedures

The Inspectorate has also prepared clear guidelines and operational procedures regarding the management of gratification. This is in accordance with the direction in government regulations which require every agency to have a clear mechanism in handling gratification.

3. Challenges in Program Implementation

Although strategic steps have been taken, there are several challenges faced in implementing the gratification control program:

a. Lack of Active Employee Involvement

One of the main challenges is the lack of active employee involvement in gratification control programs. Employee involvement is very important to create an organizational culture that supports the prevention of gratification. This indicates the need for a more effective strategy to encourage employee participation.

b. Low Understanding of the Definition of Gratification

There are still employees who do not understand the definition of gratification and its consequences. This can result in non-compliance with the established guidelines. Therefore, further efforts are needed to provide more comprehensive education on what gratification is, including concrete examples.

4. Efforts to Increase Awareness

The Inspectorate has made efforts to increase awareness of the importance of the gratification control program through internal campaigns and effective communication. In this context, ongoing education and training programs need to be continuously carried out to ensure that all employees understand the regulations and consequences of gratification actions. Internal campaigns involving various communication media, such as posters, seminars, and group discussions, can be an effective means of conveying messages about the importance of gratification control. This is in line with the principles of transparency and accountability expected in the government environment.

By referring to government regulations and the steps that have been taken, the implementation of the gratification control program at the Central Papua Provincial Inspectorate shows a strong commitment to preventing corrupt practices and increasing integrity. However, challenges in the implementation require special attention so that this program can run more effectively. Efforts to increase employee involvement and their understanding of gratification must continue to be carried out so that gratification control can function optimally in creating a clean and accountable government.

Discussion of the gratification control program has been effective in preventing conflicts of interest within the Central Papua Provincial Inspectorate.

The gratification control program at the Central Papua Provincial Inspectorate is an integral part of efforts to prevent corruption and improve integrity in government, which is in line with existing government policies and regulations. However, challenges in its implementation indicate that this program has not been fully effective in preventing conflicts of interest. The following is a more in-depth analysis of this issue based on applicable policies and regulations.

1. Policies and Regulations Related to Gratification Control

The Indonesian government has established various policies and regulations governing gratification control, including:

- a) Government Regulation Number 53 of 2010 concerning Civil Servant Discipline, which requires civil servants to maintain integrity and not accept gratification that can affect objectivity in carrying out their duties.
- b) Law Number 30 of 1999 concerning the Eradication of Criminal Acts of Corruption, which emphasizes the importance of preventing acts of corruption, including gratification, as part of good governance. This policy emphasizes that every government agency must have a clear mechanism to handle gratification and prevent conflicts of interest.

2. Challenges in Program Implementation

Although the Inspectorate has made various efforts to implement the gratification control program, several challenges still hamper its effectiveness:

a) Undetected Gratification Cases.

Although there are established guidelines and procedures, there are still undetected gratification cases. This indicates weaknesses in the existing monitoring and reporting system. In this context, it is important to strengthen internal monitoring mechanisms and increase transparency in gratification reporting.

b) Low Level of Employee Compliance.

The level of employee compliance with gratification control guidelines still needs to be improved. This could be due to a lack of understanding of the consequences of gratification actions and the minimal sanctions applied to violations. Therefore, there needs to be stricter and more consistent enforcement of discipline in accordance with applicable regulations.

3. Periodic Evaluation of the Program

Periodic evaluation of the effectiveness of the gratification control program is essential to identify areas that require improvement. This evaluation should include:

- a) Data and Case Analysis

Collecting and analyzing data on gratification cases that occur, and assessing the responses and actions taken by the Inspectorate. This can provide insight into weaknesses in program implementation.

b) Employee Surveys and Interviews

Involving employees in surveys or interviews to find out their views on the gratification control program, as well as factors that influence their compliance. This information can be used to formulate more effective strategies.

c) Improvement Recommendations

Based on the evaluation results, the Inspectorate needs to prepare clear and measurable improvement recommendations, and plan steps to be implemented. This also includes developing and updating guidelines and operational procedures that are in accordance with current needs and conditions.

4. Increasing Awareness and Employee Education and Training

It is important to continue to increase employee awareness regarding gratification control and potential conflicts of interest. Continuous education and training programs need to be held to ensure that all employees understand the regulations and consequences of gratification actions. In addition, creating an organizational culture that supports transparency and accountability is also very necessary.

The gratification control program at the Central Papua Provincial Inspectorate requires further attention and effort to increase its effectiveness in preventing conflicts of interest. By following existing government policies and regulations, and conducting periodic evaluations, it is hoped that this program can be improved and become more effective in creating a clean and accountable government environment. Efforts to increase employee involvement, understanding of gratification, and stricter disciplinary enforcement will be key to achieving these goals.

Discussion on inhibiting factors in the implementation of the gratification control program within the Central Papua Provincial Inspectorate

The implementation of the gratification control program at the Central Papua Provincial Inspectorate faces several significant inhibiting factors, which must be addressed so that awareness of the importance of this program can be increased. The following is a detailed discussion of these inhibiting factors:

1. Lack of Employee Understanding of the Concept of Gratification

One of the main factors that inhibits the effectiveness of the gratification control program is the lack of employee understanding of what is meant by gratification and its impact on the integrity of the institution. Many employees may not be fully aware that gratification is not just a gift or reward, but can also potentially create a conflict of interest that is detrimental to the institution.

This lack of understanding can result in non-compliance with existing guidelines, because employees are not aware of the importance of rejecting gratification that has the potential to damage their integrity and the institution. It can also create a culture where gratification is considered commonplace, which ultimately reduces accountability and transparency in the organization.

To overcome this problem, more intensive and targeted educational efforts need to be carried out. Activities such as workshops, seminars, and more in-depth counseling on the consequences of gratification, as well as how to recognize and

handle it, must be held. In addition, utilizing internal communication media, such as bulletins or digital platforms, can expand the reach of information to employees.

2. Low Employee Participation in the Program

Another inhibiting factor is the low participation of employees in the gratification control program. Although socialization and training have been carried out, many employees are not actively involved in the activities. This can be caused by various reasons, including lack of motivation, lack of understanding of the importance of the program, or even the busyness of daily tasks that make them not have time to participate.

Low employee participation can reduce the effectiveness of each socialization and training activity carried out. If employees are not actively involved, the information conveyed will not be absorbed properly, and the expected practices will not be implemented in their work environment. This can create a gap between the policies set and the reality in the field.

To increase participation, a more inclusive and interesting approach is needed. Holding interactive activities that involve employees, such as group discussions, simulations of real situations, or competitions related to gratification control, can increase involvement. In addition, providing incentives or awards for employees who actively participate can encourage more people to get involved.

3. Lack of Support from Management

Management support is very important in implementing a gratification control program. If the leadership does not show a strong commitment to the program, employees may feel that the program is not important and does not need to be considered.

Without clear support from management, the gratification control program tends not to get the attention it deserves, and employees may feel that they are not encouraged to comply with existing guidelines. This can result in ignoring established policies.

Management must lead by example. They need to be actively involved in the program, show concern for the issue of gratification, and emphasize the importance of integrity. Management commitment can also be demonstrated through clear and consistent policies, as well as strict disciplinary enforcement against violations.

By overcoming these inhibiting factors through more focused efforts and strong support from all parties, it is hoped that the gratification control program at the Central Papua Provincial Inspectorate can run more effectively. This will not only increase employee awareness of the importance of the program, but will also contribute significantly to efforts to prevent conflicts of interest, creating a more transparent and accountable work environment.

CONCLUSION

The implementation of the gratification control program at the Central Papua Provincial Inspectorate reflects a strong commitment to preventing corrupt practices and improving integrity in the government environment. The implementation is carried out starting from socialization, training for employees on the importance of gratification control, preparing clear operational guidelines and procedures regarding gratification management. In addition, the gratification control program at the Central

Papua Provincial Inspectorate requires further attention and effort to improve its effectiveness in preventing conflicts of interest. By complying with government policies and regulations and implementing periodic evaluations, this program has the potential to be improved and become more effective in creating a clean and accountable government environment. The inhibiting factors in the implementation of the gratification control program within the Central Papua Provincial Inspectorate include: Lack of Employee Understanding of the Concept of Gratification, Low Employee Participation in the Program and Lack of Support from Management.

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