THE ROLE OF ORGANIZATIONAL LEADERS IN ENCOURAGING TRANSPARENCY AND BUILDING AN ANTI-CORRUPTION CULTURE ON CAMPUS

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Abstract
Corruption is one of the biggest challenges facing organizations in various sectors. Transparency is considered an important principle in preventing corruption. This research aims to determine the role of leaders in encouraging transparency and the strategies used to prevent corruption in organizations. By using a qualitative approach through interviews, this research found that ethical and open leadership can increase a culture of transparency in the work environment. Leaders act as role models in obeying regulations, enforcing anti-corruption policies, and establishing effective monitoring systems. In addition, good leadership has a positive impact in motivating organizational members to behave ethically and report suspected violations. This research suggests the importance of leadership training that focuses on integrity and transparency to create a corruption-free organizational environment.

Keywords: Leader, Transparency, Corruption, Organization, Ethical Leadership

1. Introduction

Corruption is something corrupt, evil and destructive, immoral, rotten nature and circumstances, this is related to the economy or finance, as well as positions, and also abuse of power in office. Thus, it concerns economic and political factors where the placement of the family or group into the service under the power of the position held. According to Law Number 31 of 1999 jo Law Number 20 of 2001 concerning the eradication of corruption crimes, which is included in the crime of corruption, namely everyone is categorized as unlawful by enriching themselves, benefiting corporations, and abusing their position or authority because of their position or position that is detrimental to the state or the country's economy. Basically, without us realizing it, in Indonesia, corruption culture is often taught to the nation's children from an early age, such as when they were still in childhood there was a lot of small-scale corruption culture that occurred, for example, cheating, by getting used to corruption from an early age will usually be carried over to adulthood.

Anti-corruption education should be instilled from childhood from elementary school to university. Instilling anti-corruption values in higher education is an important step in preventive efforts to prevent corruption. Universities play a role in shaping the character of students so that they have strong integrity and ethics in rejecting all forms of corruption. Anti-corruption education will have an impact on the psychological development of students or the younger generation. Through education about anti-corruption when it is time to enter society, children will not be affected and have sufficient knowledge about anti-corruption. And the culture of corruption will not be attached to the child. Various ways have been taken to eliminate and even reduce the existing culture of

corruption, for example what has been done by the KPK in eradicating and preventing corruption. It can be seen that the way it has been done has undergone a lot of changes in reducing existing corruption, but the community needs to participate in eradicating corruption in order to be able to rank a country clean from corruption. As an educational institution that has an important role in molding future generations, the campus is required to be an exemplary example in terms of ethics and honesty (Suryani, 2013).

As we know, corruption occurs because there are several main factors, namely: intention, opportunity and authority. Intention is a desire so that it is related to the individual, while opportunity is related to the existing system, and authority will strengthen the existing opportunity. Efforts to improve human behavior can be started, among others, by instilling values that support the creation of anti-corrupt behavior. The values in question include honesty, care, independence, discipline, responsibility, hard work, simplicity, courage, and justice. The instillation of these values into the community is carried out in various ways that are tailored to needs. It is also important to instill these values in students. Anti-corruption education for students can be provided in various forms, including socialization activities, seminars, campaigns or other forms of extra-curricular activities. Anti-Corruption Education and Culture can also be provided in the form of lectures, both in the form of compulsory and elective courses.

The anti-corruption movement is a joint effort of all components of the nation to prevent opportunities for corrupt behavior. In the world of education, the anti-corruption movement is carried out by providing anti-corruption education at all levels of education. Anti-corruption education is included in the category of value education, this is because what is pursued in anti-corruption education is to form value education. Efforts to improve the system can be carried out, among others, by improving applicable laws and regulations, improving governance, bureaucratic reform, creating an anti-corruption work environment, applying the principles of using technology for transparency and others. Of course, efforts to improve this system are not only the responsibility of the government, but must also be supported by all stakeholders, including students. Knowledge about efforts to improve this system is also important to be given to students so that they can better understand efforts to fight corruption.

2. Theoretical Background
2.1 Corruption

Corruption is a serious threat to the integrity of educational institutions, including campus organizations. Eradicating corruption in this context requires a significant role from leaders who have integrity, transparency, and a strong commitment to creating an academic environment that is free from unethical practices. Leadership that focuses on transparency in every aspect of campus management is key to preventing abuse of power and funds. Good leaders are able to implement policies that encourage openness in financial management systems, decision-making processes, and in the enforcement of internal regulations that prioritize accountability.

Hasan, Z., (2024) emphasized that anti-corruption education applied in the context of higher education has an important role in shaping the character of leaders with integrity and being able to be an example for the entire academic community. Without leaders who are consistent in upholding these principles, it will be difficult to prevent corruption on campus. In addition, Hasan, Z., (2024) also underlined that one of the challenges in implementing transparency policies is the resistance from parties who are used to a closed culture. Therefore, more intensive educational innovations and strategies are needed in

building integrity among campus organizational leaders, which can directly prevent corruption and promote ethics in the academic environment (Hasan et. al., 2024).

2.2 Transparency

Transparency and integrity are the main foundations in creating good organizational governance, including in the campus environment. Leadership that prioritizes transparency is becoming increasingly important in campus organizations, which often have intellectual and moral influence. Transparency allows leaders to monitor all actions and policies taken and hold all members of the organization accountable. Transparency will not succeed without ethical leadership. In addition to carrying out administrative duties, ethical leaders also have the responsibility to maintain integrity and prevent all forms of wrongdoing, including corruption. Corruption can occur in various forms in campus organizations, including misappropriation of funds, mismanagement of resources, and manipulation of academic policies. This is where the role of leaders is very important in creating an environment free from these practices.

2.3 Organization

Leadership, organizational culture, and ethical behavior are three key elements that are interconnected in determining the success of an organization. Effective leadership is not only determined by a leader's managerial abilities, but also by the ability to build an organizational culture that supports ethical behavior. A strong organizational culture can be the foundation of ethical behavior demonstrated by its members, which will ultimately contribute to achieving the organization's overall goals. Leaders who are able to instill ethical values into the organizational culture will more easily encourage the creation of an ethical and productive work environment. In an organization that has an ethical culture, its members will tend to follow applicable rules and norms, and show consistent behavior with high ethical standards. This is important because ethical behavior not only affects the reputation of the organization, but also increases internal and external trust, which ultimately contributes to the organization's desires (Hasan et al., 2024).

2.4 Ethical Leadership

Ethical leadership that emphasizes integrity and transparency is key in building a system that can prevent corruption. By applying ethical leadership principles, leaders can build sound oversight structures, ensure accountability, and create a workplace culture that values moral values. In addition, leaders, both at the rectorate, dean, and student organization levels, must be able to encourage transparency and prevent corruption in campus organizations. Transparent and ethical leaders can also lead by example and influence the behavior of other members of the organization, either directly or indirectly.

The main objective of this journal is to examine the important role played by leaders in promoting transparency and preventing corrupt practices in organizations. This journal aims to provide a deeper understanding of how a leader can form a transparent organizational culture, where information management and decision-making are carried out openly and accountably. Transparency is considered a strong foundation to prevent legal exposure, and through this research it is hoped that leadership strategies that can be applied in different types of organizations can be identified to create an honest and corruption-free work environment.

2.5 Leader

Leaders who have integrity and are committed to ethical values are expected to be able to create an effective supervision system and enforce strict rules against behavior that violates the principle of honesty. The journal seeks to provide guidance for leaders in facing the emerging challenges of creating a more transparent organization, as well as highlighting the importance of consistent leadership in strengthening integrity and accountability in organizations. Therefore, this study aims to highlight the importance of the role of leaders in encouraging transparency and preventing corruption in campus organizations. It is hoped that by implementing ethical leadership, campus organizations will be able to create a strong system in maintaining integrity and accountability. In addition, this journal examines how to effectively implement ethical leadership strategies to create a more open, responsible, and corruption-free campus environment (Hasan et al., 2024).

3. Methods

This study uses a qualitative method with a case-by-case approach. Data was collected through interviews with the Vice President of the Student Executive Board of the Faculty of Economics and Business. This approach was chosen to explore the role of leaders in encouraging transparency and preventing corruption in campus organizations.

4. Results and Discussion

In the context of campus organizations, the role of leaders is very important in creating a transparent and corruption-free environment. Based on the journals researched, it was revealed that ethical and integrity leaders can significantly influence organizational culture. Leaders should be role models in their behavior and decisions, which in turn can shape the attitudes and actions of the members of the organization. In this case, good leadership focuses not only on results, but also on the processes and values held by the organization.

In a journal written by Haryanto (2020), it is explained that transparency in resource management is highly dependent on the policies set by leaders. Clear policies related to financial statements and decision-making can minimize the possibility of corruption. Leaders need to ensure that all members of the organization have equal access to information and can participate in the decision-making process. This creates a sense of belonging among members, which is crucial for maintaining the integrity of the organization.

Furthermore, research conducted by Sari (2021) shows that the application of ethical values in educational organizations is urgently needed to encourage transparency. Leaders should implement training programs that focus on developing ethical awareness among members of the organization. When members understand and appreciate the importance of ethics, they are more likely to report suspicious acts and refuse to engage in corrupt practices. In addition, this training also helps to build an organizational culture that emphasizes honesty and accountability.

Purwanto (2022) added that the use of information technology in organizational management can support transparency efforts. By leveraging digital platforms for financial reporting and decision-making, leaders can ensure that information is disseminated quickly and efficiently. This allows members of the organization to access important information at any time, thereby increasing accountability and transparency. Technology can also be used to build secure reporting systems, where members can report acts of corruption anonymously without fear of retaliation (Haryanto, 2020).

Furthermore, in research by Rahman (2021), the importance of stakeholder involvement in supervision and decision-making is emphasized. Leaders must invite students, lecturers, and outsiders to participate in this process, thereby creating a sense of shared responsibility for the integrity of the organization. The involvement of these various parties not only increases accountability, but also strengthens the collective commitment to maintaining transparency and preventing corruption.

Finally, research by Anwar (2023), shows that regular evaluations and audits are essential to identify potential corruption risks. Leaders must ensure that the organization conducts regular internal and external audits to assess the effectiveness of the transparency policies implemented. Through this evaluation, leaders can find weaknesses in the existing system and make the necessary improvements to prevent corruption in the future (Rahman, 2021).

According to the Vice President of BEM FEB, campus leaders play an important role in building a culture of transparency both at the administrative and student levels. Transparency can be achieved through open financial reporting, decision-making involving various parties, and clear policies that are accessible to the entire academic community. Leaders who have integrity and open communication contribute significantly to creating a more accountable environment. The role of leaders in encouraging transparency is very important, especially in creating an open and trusting work environment. Some of the key role's leaders play in encouraging transparency are:

1) Providing Clear and Accurate Information: Leaders must ensure that relevant information is shared openly with the entire team, especially as it relates to strategic decisions, organizational goals, and company policies.
2) Encourages Open Communication: Transparent leaders encourage two-way communication, where every member of the organization feels comfortable to voice opinions and share ideas without fear.
3) Setting a Good Example: Leaders must set an example by being open and honest in their actions and words. They must also be consistent in practicing the values of transparency.
4) Give Feedback Publicly: Transparent leaders not only give rewards, but also provide honest and constructive feedback. They provide feedback based on real and reliable data.
5) Involve all members in the decision-making process: Leaders can encourage transparency by involving all members in the relevant decision-making process, so that they feel valued and involved.
6) Managing Expectations and Risks: Leaders need to communicate clearly about what can be achieved, the challenges faced, and the risks that may occur. This helps build trust because team members know what to expect.

Challenges and Solutions in Promoting Transparency and Preventing Corruption in Campus Organizations Corruption in the educational environment, including in campus organizations, is a serious challenge that can damage the integrity of educational institutions and hinder academic development. To address this, it is important to understand the challenges and solutions that are relevant in promoting transparency and preventing corruption. Challenges in Promoting Transparency:

1) Lack of Accountability in Fund Management. One of the main challenges in encouraging transparency is the low level of accountability in the management of campus funds, both internal and external funds. Many campuses do not have an

adequate financial supervision mechanism, thus triggering budget abuse. Dwiyanto (2015) noted that the absence of an independent audit system makes the financial reporting process inaccurate and vulnerable to manipulation.

2) Organizational Culture that is Tolerant of Corruption. Corruption often occurs because there is a permissive culture against unethical practices in campus organizations. Setiawan (2018) highlighted that weak enforcement of rules and internal supervision resulted in many corrupt acts that were not taken seriously. This creates an environment that supports corrupt behavior (Dwiyanto, 2015)

3) Lack of Student and Public Participation. In many cases, students and the wider community are less involved in campus oversight and policymaking, especially with regard to budget transparency. According to Yulianto and Rahmawati (2017), the lack of student access to information about fund management makes it difficult to realize transparency, because supervision tends to be closed and only carried out by a few parties.

4) Gaps in Anti-Corruption Policy. Setiawan (2018) revealed that although some campuses already have anti-corruption policies, often these policies have loopholes that can be taken advantage of by certain parties. For example, there are deficiencies in whistleblower reporting and protection mechanisms, which discourage people from reporting acts of corruption.

Solutions to Increase Transparency and Prevent Corruption:
1) Application of Technology for Financial Transparency. One of the solutions proposed by Nurhadi and Anwar (2020) is the use of a technology-based audit system that allows financial statements to be published in real-time. By using a digital platform, financial information can be accessed by students, lecturers, and external parties, thereby increasing transparency and preventing irregularities.

2) Improvement of External Supervision and Audit. Wardhana (2021) emphasized the importance of involving external parties in the campus audit and supervision process. External audits that are carried out periodically can provide an objective assessment of campus fund management and operations, as well as a means to detect potential corruption early.

3) Strengthening Anti-Corruption Regulations and Whistleblower Protection. To address policy gaps, it is important to strengthen anti-corruption regulations in the campus environment. Setiawan (2018) suggested stronger protection for whistleblowers so that they feel safe in reporting corruption cases. This must also be supported by strict law enforcement against corrupt actors.

4) Leadership with Integrity. Campus leaders have a crucial role in upholding the values of transparency and integrity. According to Wardhana (2021), leaders who are committed to corruption prevention and transparency will create a more open and accountable organizational culture. They should lead by example by practicing transparency in decision-making and resource management.

5) Increased Student and Public Participation. Involving students and the public in monitoring campus policies is an important step in increasing transparency. Yulianto and Rahmawati (2017) proposed the establishment of a forum or supervisory committee involving various elements of the campus, including students, to monitor the management of funds and campus policies (Nurhadi & Anwar, 2020).

5. Conclusion

Encouraging transparency and preventing corruption in campus organizations requires collaboration between various parties, ranging from campus leaders, students, to external auditors. The application of technology, strengthening regulations, and leadership with integrity are the keys to creating a transparent campus environment and free from corruption. In addition, active participation from all elements of the campus can strengthen supervision and accountability in the management of campus resources. Leaders play an important role in encouraging transparency in an organization, both in the context of administration and student affairs. By providing clear information, encouraging open communication, setting a good example, and involving members in decision-making, leaders can create a more open and accountable environment. Leaders also need to manage expectations and risks well to build trust in time. However, efforts to encourage transparency are often reflected in challenges, such as a rejection of a closed organizational culture, a lack of secure reporting systems, asymmetrical information, and political interference or personal interests. Suggestion:

1) Changing Organizational Culture: Leaders need to proactively change a closed culture to be more transparent by instilling ethical and integrity values throughout the organization.
2) Provide a Secure Reporting System: Organizations should provide a secure and anonymous reporting system so that their members are not afraid to report ethical violations. Leaders must affirm that all reports will be taken seriously and without discrimination.
3) Fair Dissemination of Information: Leaders must ensure that important information is shared openly and fairly across the organization to reduce gaps in access to information.
4) Transparency Training: Leaders need to be provided with specific training on the importance of transparency and how to apply it in day-to-day decision-making.
5) Strong and Independent Policy: To prevent political interference or personal interests, it is necessary to implement a policy that is neutral with independent external or internal oversight.
6) Strengthening Accountability: Organizations should establish a clear accountability system, with performance evaluations that focus on integrity and behaviors that support transparency, as well as rewarding members who uphold transparency.

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