

Implementation of Prevention and Investigation Programs in Organizational Oversight

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Abstract

Purpose: This study aims to analyze and describe the implementation of the Prevention and Investigation program within the scope of supervisory duties carried out by the Metro City Inspectorate in Indonesia.

Research Methodology: A qualitative descriptive method was used to describe the conditions in the Prevention and Investigation Sector. The research sample from the Prevention and Investigation Sector consisted of six individuals: (1) Assistant Inspector for Prevention and Investigation, (2) Intermediate Auditor, (3) Intermediate *Pengawas Penyelenggaraan Urusan Pemerintahan Daerah (PPUPD)* Officer, (4) Junior Auditor, (5) *Laporan Hasil Kekayaan Pejabat Negeri (LHKPN)* Administrator, and (6) Head of the Planning, Evaluation, and Reporting Subdivision. The data used were primary and secondary, and the data collection techniques included interviews, collection of related documents, and direct observation.

Results: The Prevention and Investigation Program at the Metro City Inspectorate achieved quality supervisory results by implementing a reporting system using the e-LHKPN application, with a significant increase in the e-LHKPN score from 42.37% to 100%.

Conclusions: The ongoing program may require mandatory changes to achieve good governance.

Limitations: The organizational scope of The Metro City Inspectorate is limited to prevention and investigation programs.

Contributions: Improving the quality of the Metro City Inspectorate's organizational oversight function through the implementation of the e-LHKPN.

Keywords: *Investigation, Management, Organization, Prevention*

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1. Introduction

Supervision is a crucial element in government management because it plays a strategic role in achieving public accountability in governance and development (Meme & Subardjo, 2019). With a comprehensive and supportive supervisory policy, it is hoped that the capacity of public administration, currently considered weak, particularly in the area of supervisory control, can be enhanced to build a more competitive bureaucratic infrastructure. Supervision is essentially a function inherent to a leader

in every organization, aligned with other basic management functions such as planning and implementation ([Djadjuli, 2018](#); [Haris, Kusmanto, & Mardiana, 2016](#)). In government organizations, supervision is the duty and responsibility of the head of government; for example, the governor is responsible for the provincial level, and the regent/mayor is responsible for the district/city level.

This is further explained in Article 380, Paragraph 1 of Law No. 23 of 2014 concerning Regional Government, which states that the regent or mayor, as the head of the district or city, is obliged to provide guidance and supervision to the district/city regional apparatus. However, due to the limitations of a leader in carrying out their duties, these duties and responsibilities are delegated to subordinates through the distribution of power ([Supriatal & Mulyanto, 2023](#)). To create good governance, the effectiveness and efficiency of every government institution are crucial ([Riwukore, Habaora, & Terttiaavini, 2022](#); [Supriatal & Mulyanto, 2023](#)). Therefore, participation from all levels of society is needed to help oversee public service activities that do not meet expectations or applicable regulations.

Through supervision, information is obtained regarding the efficiency, efficiency, and effectiveness of activity implementation ([Kausar, Yuliantini, & Setiawan, 2024](#)). This information, as stipulated in Decree Number IX/MPR/1998 concerning the Governance of a Clean State Free from Corruption, Collusion, and Nepotism, makes supervision a crucial aspect of personnel management. Through the Socialization of Decree of the Minister of Administrative and Bureaucratic Reform No of. KEP/46/M.PAN/4/2004, concerning Guidelines for the Implementation of Supervision in the implementation of government, government regulation No. 79 of 2005 concerning Guidelines for the Development and Supervision of the Implementation of Regional Government, it is emphasized that supervision is one of the most important elements in the framework of increasing the Empowerment of State Apparatus in carrying out general government and development tasks towards the realization of a clean and authoritative government.

Supervision has meanings such as (1) knowing the progress of work, whether it is smooth or not, (2) correcting errors made by employees and taking preventive measures so that the same errors do not recur or new errors arise, and (3) knowing whether the use of the budget that has been set in the plan is directed at its targets and in accordance with what has been planned ([Amin, Razak, & Fatmasari, 2020](#)). Therefore, to carry out supervisory duties through Law No. 23 of 2014 article 216, an Inspectorate was appointed to assist the Regional Head in fostering and supervising the implementation of government affairs that are the authority and assistance tasks of the regional apparatus. The Inspectorate is a government agency that functions as a supervisory institution in the region. The Inspectorate is a supporting element of the Regional Government in the field of supervision, led by an inspector who is under and responsible to the Regional Head (Governor/Regent/Mayor) through the Regional Secretary. The Inspectorate is tasked with carrying out functional supervision of the implementation of the Regional Government and the Management of Regionally-Owned Enterprises and other Regional Businesses.

To achieve an optimal work result, a leader is required to control the organization's operations. This allows the work burden and responsibility of the leader to be delegated to subordinates according to the capacity and ability of each employee ([Sari & Josiah, 2025](#)). This is because a leader naturally has limitations in terms of time, knowledge, ability, and attention. Therefore, division of labor is necessary to create an effective work environment, as well as existing facilities and infrastructure that can support daily work. The Inspectorate is a regional apparatus responsible for the administration of the government within the specific authority delegated to it ([Zainuddin, 2024](#)).

To carry out their roles and duties effectively, an inspector must divide tasks and responsibilities among their subordinates, ensuring that their duties and responsibilities in carrying out their work do not overlap. By avoiding overlapping authority in their work, employees can carry out their work effectively, thereby achieving organizational goals. The Metro City Inspectorate's duties include assisting the Regional Head in developing and supervising the implementation of government affairs within the region's authority and assisting with tasks assigned by the Regional Apparatus.

The Metro City Inspectorate has various departments, including economics and governance, infrastructure and spatial planning, social and cultural affairs, and prevention and investigation (Metro Mayor Regulation No. 43 of 2021). The three departments, which carry out their daily duties, are to supervise compliance, review Regional Apparatus Organizations, and conduct performance audits of regional apparatuses in accordance with the Annual Supervisory Work Program established through a Decree of the Regional Head. However, one department within the Metro City Inspectorate has distinct duties from the other three, as stipulated in the regulations. This department implements two main programs: Prevention, Preventive Education, and Investigation. The Prevention and Investigation Department generally carries out outreach activities, collects and investigates general public complaints, and conducts audits with specific objectives assigned by the Regional Head.

In the implementation of activities carried out at the Metro City Inspectorate before the formation of the Prevention and Investigation Division, several activity programs were carried out in the supporting fields related to the inspection work program and were also carried out in the evaluation and reporting sub-section. In this case, the activity program has not run optimally due to the lack of focus on the work carried out due to the very large volume of work in the Metro City Inspectorate in each field and subsection. There is an activity program in reporting *LHKPN (Laporan Hasil Kekayaan Pejabat Negeri)*, which was not optimally implemented in handling its reporting. The Metro City Inspectorate has an additional 1 (one) field, which was formed based on Government Regulation Number 72 of 2019 concerning Amendments to Government Regulation Number 18 of 2016 concerning Regional Apparatus, which has a specific task, namely carrying out the Prevention and Investigation function.

The need to improve good governance, transparency, accountability, and effectiveness in the management of public resources led to the formation of the Prevention and Investigation Division. The factors behind the formation of this division are (a) the rampant corruption that occurs in government institutions, so that the prevention and investigation division is needed in the government's efforts to reduce and prevent corrupt practices, by implementing prevention through the implementation of policies, procedures, and oversight mechanisms within the regional government environment; (b) efforts to increase accountability and transparency in terms of preparing clear financial reports, implementing efficient monitoring of budget use, and making decisions in good faith and in accordance with regulations; (c) managing risks that may occur in regional governments by identifying, evaluating, and handling risks that can affect the achievement of objectives; (d) compliance with applicable regulations and laws; (e) the quality of public services that are well-organized and in accordance with established standards; (f) preventing abuse of authority and deviations from regulations; and (g) the existence of a culture of compliance with ethical norms, legal norms, and regulations.

Based on the description above, from previous studies, the majority focused on the role of the Inspectorate in preventing fraud (fraudulent acts), there are studies [Khatimah, Junaid, and Alam \(2024\)](#), [Elvina \(2022\)](#), and [Kuntadi and Patingalloang \(2022\)](#) which discuss the influence of the ability of Investigative Auditors on the Effectiveness of Implementing Audit Procedures on the Effectiveness of Implementing Audit Procedures, there has been no research on the Prevention and Investigation Sector in the Inspectorate, Therefore, the author will examine one of the factors causing the existence of this sector, most research focuses solely on prevention or investigation separately, without considering the integration of both within a single oversight system.

Furthermore, previous research has been normative in nature and has not explored actual implementation in the field, nor has it used clear indicators to assess the success of programs in improving organizational accountability, namely, the rampant corruption that occurs in government institutions by preventing corruption. To achieve quality supervision, it is necessary to have a deeper understanding of how the work program for the prevention and investigation sector in the Metro City Inspectorate is optimally implemented. Therefore, this study aimed to Analyze the Implementation of the Work Program for the Prevention and Investigation Sector in the Implementation of Supervisory Duties at the Metro City Inspectorate.

2. Literature Review

2.1 Policy Implementation

Measuring the performance of public policy implementation is influenced by three main aspects: the policy, the implementing organization, and the environment ([Ramadan, Uceng, Erfina, & Muhammad, 2025](#); [Ramdhani & Ramdhani, 2017](#)). Appropriate policies encourage public participation, and the organization provides authority and resources ([Nasoha, Atqiya, Alfani, Jalaludin, and Dueramae \(2025\)](#)), while a positive environment supports successful implementation. Conversely, a negative environment can hinder success. Furthermore, the compliance of target groups determines the impact of policies on the public. The effectiveness of policy implementation within the Inspectorate is largely determined by the quality of the internal oversight system, which can function in an integrated and adaptive manner. This success depends on three main aspects: the integration of oversight data, the capacity of internal auditors, and the utilization of information technology.

Data integration enables real-time, evidence-based monitoring and evaluation processes, thereby reducing information fragmentation between work units. Furthermore, the capacity of internal auditors is a key factor in interpreting data, providing appropriate recommendations, and ensuring effective follow-up of oversight results. Meanwhile, the use of information technology, such as audit information systems and digital oversight platforms, plays an enabling role in increasing the efficiency, transparency, and accountability of the policy implementation process. However, the study also confirms that digital transformation in oversight still tends to focus on technical-operational aspects and has not yet been fully developed into a comprehensive conceptual framework that integrates the structural, processual, and strategic dimensions of policy implementation.

2.2 Work Programs in the Prevention and Investigation Sub-Division of the Inspectorate

A program within an organization is a series of planned, systematic, and integrated activities implemented by the government, private sector, and community to achieve specific goals ([Nugrahani, Suwarlan, & Taufiq, 2025](#)). The work program in the Prevention and Investigation Sub-Division of the Inspectorate needs to shift from a reactive approach to a risk-based preventive approach by integrating prevention and investigation functions into a single, mutually supportive system. This indicates that the effectiveness of supervision is influenced by the level of integration, which is strengthened by an information system that links risk data, audit results, and complaint reports in an integrated manner.

The digitalization of supervision plays a crucial role in accelerating risk detection and improving decision-making accuracy. In practice, prevention serves as an early warning system, while investigations provide lessons learned for future improvements, although there are still constraints on human resource capacity and the use of analytical technologies. Therefore, an integrated framework is needed in a continuous cycle so that supervision is not only administrative but also improves the quality of governance more effectively and adaptively.

Organizational programs are developed based on the desired targets and summarized in the organization's work program, which is a directed and structured organizational activity plan with a clear timeframe, division of tasks, and implementation guidelines ([Anjastari & Gorda, 2025](#); [Erisusanto, Satriawan, & Khaddafi, 2025](#)). A work program serves as an important guide for an organization to carry out its functions and responsibilities to achieve its goals ([Saleh, Mangngasing, & Sasterio, 2025](#)). In its implementation, the organization's program must adhere to its core duties and applicable regulations for effective implementation, as implemented by the Prevention and Investigation Division, in accordance with the Decree of the Regional Head.

2.3 The Role of the Inspectorate Organization in Prevention and Investigation Management

The Inspectorate, as part of the supervisory organization, plays a crucial role in prevention and investigation to maintain compliance with laws and regulations. For prevention, the Inspectorate ensures that each organizational unit complies with regulations through routine supervision and outreach to stakeholders to prevent violations ([Syukri & Heliza, 2025](#)). In investigations, the Inspectorate investigates suspected violations or emergency incidents within the organizational structure, coordinates with law enforcement officials, and recommends organizational sanctions if

violations are found ([Rejeki, Madiong, & Oner, 2025](#)). The Inspectorate's organizational role supports the improvement of safety, quality, and organizational governance across various sectors ([Gemina, Kartini, & Sulistiawati, 2026](#)).

The Inspectorate's role in prevention and investigation is inseparable because both constitute a mutually supportive oversight system to achieve effective, accountable, and risk-based governance. A shift from a reactive to preventive approach by strengthening risk management, internal control, and early detection, although their integration in practice is still suboptimal. The gaps that arise generally arise because prevention and investigation are still carried out separately, resulting in less-than-optimal oversight of system improvement. Therefore, an integrated oversight model is needed that connects the entire process, from risk identification, prevention, early detection, and investigation to evaluation and system improvement, so that the Inspectorate can play a more strategic role in strengthening governance.

3. Methodology

3.1 Research Design

The research method used was qualitative and descriptive. Qualitative research is a research process to understand social and human problems based on a complete picture formed with words, reporting the views of informants in a complete, detailed, and structured manner ([Abdussamad & Sik, 2021](#)).

3.2 Research Location and Time

The research location was the Metro City Inspectorate. The research location was selected based on the duties and functions of the Prevention and Investigation Division through the Assistant Inspector for Prevention and Investigation, who is the leader in charge of prevention and investigation. The study was conducted from June to August 2025.

3.3 Type of Data Collection

Primary data were collected directly from farmers using questionnaires through face-to-face interviews. Secondary data were obtained from various sources, including books, journals, previous research, other relevant institutions, laws, and other literature related to this research, which is documentary in nature.

3.4 Informants

An informant is a person who provides information about a person or organization to an agency ([Kholmi, 2011](#)). This term is typically used in law enforcement, where it is officially referred to as confidential or criminal. However, the term can also be applied to politics, industry, and academia. In this study, four informants participated: one Assistant Inspector for Prevention and Investigation, one Middle Auditor, one Middle PPUPD, one Junior Auditor, all from the Prevention and Investigation Division, one LHKPN Administrator, and the Head of the Planning, Evaluation, and Reporting Sub-Division.

3.5 Data Analysis

Data analysis is the process of systematically collecting data to facilitate researchers in drawing conclusions from the data. The process of systematically searching for and organizing data obtained from interviews, field notes, and other materials makes it easy to understand, and the findings can be communicated to others ([Safutra, 2021](#)). Qualitative data analysis is inductive, meaning that the analysis is based on the data obtained. Occurring simultaneously, this means that data reduction, data presentation, and conclusion drawing/verification are interconnected, forming a cyclical and interactive process before [Rowirawan, Ulum, Khisomah, Safa, and Cahya \(2024\)](#), [Afrilian \(2021\)](#), and [Elyani, Izzati, and Perdana \(2019\)](#), during and after data collection in a parallel form that builds a general insight called "analysis."

3.5.1 Data Reduction

Data reduction is defined as the process of selecting, focusing on simplifying, abstracting, and transforming raw data emerging from the written field notes. Data reduction activities are ongoing, especially during qualitative-oriented projects or data collection. During data collection, data reduction

occurred, including summarizing, exploring themes, and writing memos. Data reduction is a form of analysis that sharpens, categorizes, discards unnecessary information, and orients data to draw and verify conclusions. Therefore, in qualitative research, data can be simplified through rigorous selection, summarization or brief description, and categorization into broader patterns ([Nurdewi, 2022](#)).

3.5.2 Triangulation

In addition to data reduction, researchers also employ triangulation techniques, which are defined as data validity checks that utilize other sources to compare interview results with the research object ([Susanto & Jailani, 2023](#)).

3.5.3 Drawing Conclusions

Data presentation is the second most important activity in qualitative research. Presenting data as a structured set of information allows for drawing conclusions and taking action ([Abdussamad & Sik, 2021](#)).

4. Results and Discussions

4.1 Work Program in the Prevention and Investigation Division of the Metro City Inspectorate

An organization is a forum for a group of people who work in a coordinated manner to achieve common goals ([Julkifli & Darma, 2021](#)). Within an organization, tasks must be coordinated to achieve the established goals ([Syukran, Agustang, Idkhan, & Rifdan, 2022](#)). With knowledge management, organizations can manage knowledge as an asset with various strategies, including the timely distribution of appropriate knowledge to the right people. This allows all involved resources to interact, share knowledge, and apply it in their daily work to improve organizational performance ([Said, Fatmawati, & Hakim, 2020](#)).

The Metro City Inspectorate's Prevention and Investigation Division implemented a work program based on the Annual Supervisory Work Program. Therefore, its duties are well-programmed and adhere to applicable regulations in accordance with its Main Duties and Functions. The work program, developed based on the Annual Supervisory Work Program, is a systematic and structured supervisory activity plan to be implemented within a fiscal year in accordance with risk priorities and organizational policies ([Widiana et al., 2025](#)). The Metro City Inspectorate for Prevention and Investigation, through the Head of the Prevention and Investigation Division, has coordinated and delegated the Work Program and tasks to existing personnel in accordance with the available Human Resources (HR).

Competent Human Resources (HR) are individuals who possess sufficient knowledge, skills, professional attitudes, and experience to carry out tasks and responsibilities effectively, efficiently, and accountably ([Murdayanti & Puruwita, 2019](#)). Coordination and delegation of the Work Program are carried out by considering the competency, capacity, and availability of existing Human Resources (HR). Tasks are distributed proportionally and professionally to ensure effectiveness, efficiency, and the achievement of performance targets in accordance with established plans ([Efendi, Nuroh, & Hakim, 2025](#); [Noormilasari, Handayani, & Raudah, 2025](#)).

4.2 Division of Duties in the Implementation of Work at the Metro City Inspectorate for Prevention and Investigation

Delegation of authority is the granting of a portion of authority or work by a delegator to be carried out on their behalf ([Hermawan, 2019](#)). Delegation of authority is the transfer of formal authority and responsibility to a subordinate to complete a specific activity ([Alaydrus, Hasudungan, & Jati, 2025](#)). When a superior is faced with a large amount of work that cannot be carried out by one person, the superior must delegate. According to several experts, delegation of authority is the granting of authority and responsibility to individuals appointed by an authority holder.

The Metro City Inspectorate for Prevention and Investigation, as the leader, has delegated tasks by forming a team with a collaborative and hierarchical work pattern, starting with quality control, technical control, team leaders, and members. The team is led by a Team Leader who carries out its duties. The division of tasks in the implementation of work is the process of determining and allocating

responsibilities to each personnel according to their competence, position, and work capacity to ensure the effectiveness and efficiency of achieving organizational goals ([Alaydrus et al., 2025](#)). In implementing work programs, the effectiveness and efficiency of achieving organizational goals are guaranteed through careful planning, assignment of personnel according to competence, good coordination, optimal utilization of resources, and regular monitoring and evaluation.

Thus, each activity can produce a quality output on time and in accordance with the available budget. The Metro City Inspectorate for Prevention and Investigation through the Team Leader has created an Audit Work Program that contains the tasks to be carried out by each personnel in the Team. The division of tasks in the implementation of work is carried out proportionally by considering the competence and capacity of each personnel ([Fariz, Setiadi, & Rahayu, 2025](#); [Suta & Sutriani, 2025](#)). Therefore, determining roles and responsibilities aims to ensure the smooth implementation of activities and the effective and accountable achievement of predetermined targets ([Sabaruddin & Kadir, 2025](#)).

4.3 Obstacles or Barriers to the Implementation of the Prevention and Investigation Sector Work Program in an Effort to Maximize Supervision

Planning is a systematic arrangement (formulation) of steps (actions) to be taken in the future, based on careful consideration of potential, external factors, and stakeholders to achieve specific goals. Planning is a way to achieve goals optimally (maximum output) with existing resources, thus making them more efficient and effective. Furthermore, planning is defined as determining the objectives to be achieved, or how, when, and by whom ([Jauhariah & Syamsudin, 2023](#)).

The Metro City Inspectorate for Prevention and Investigation reported that work obstacles include both external and internal factors. Internally, there are delays in reporting due to assignments that occur close together, while externally, there are delays in submitting the required documents or data by Regional Apparatus Organizations (OPDs).

Regarding several incidental news reports and tasks that emerged, leadership had to take steps to prioritize efforts. The Metro City Inspectorate for Prevention and Investigation encountered several obstacles related to the reporting carried out, constrained by concurrent time and other incidental tasks that had to be prioritized, resulting in delays in the implementation of tasks and their reporting. In this condition, several things occurred related to the implementation of internal tasks, namely when the activities of reporting and exposing the results of work reports were carried out simultaneously, resulting in one team being delayed in carrying out the exposure ([Rusito, 2022](#)).

4.4 LHKPN Reporting Implementation Activities

According to Luther M. Gullick in his book **Papers on the Science of Administration**, reporting is a management function that involves communicating progress or activity results or providing information regarding all matters related to duties and functions to higher-ranking officials both verbally and in writing. This allows the recipient of the report to obtain an overview of how the reporting party carries out its duties. Furthermore, reporting is a record that provides information about specific activities, and the results are submitted to the appropriate authorities or related parties ([Pratiwi & Widajantie, 2023](#)).

LHKPN reporting is a legal obligation for state officials and administrators to report their assets. LHKPN reporting is a form of transparency and oversight in implementing clean and corruption-free governance. LHKPN reporting is related to mandatory reports on assets owned by employees who are required to submit LHKPN. In 2019, the Evaluation and Reporting Sub-Section conducted LHKPN reporting. Starting in 2021, with the establishment of the Prevention and Investigation Division, the reporting will be handled by the Prevention and Investigation Division.

4.5 Regarding the Budget for Implementing Activities to Support the Prevention and Investigation Sector Programs of the Metro City Inspectorate

A budget can be defined as a financial plan ([Yuliyanto, Khasanah, and Umami \(2022\)](#)) that outlines an organization's plans for serving the public or other activities that can develop the organization's service

capacity, along with an estimate of the costs required to implement these plans, the estimated sources of revenue, and the amount of that revenue.

The Metro City Inspectorate's Prevention and Investigation Sector budget, in this case, has been adequately budgeted to support the Prevention and Investigation Sector's work program in accordance with regulations and established needs. However, incidental activities have not been optimally budgeted because of their uncertain nature and the inability to calculate or allocate funds accurately, in detail, or ideally in budget planning. This is due to the process of increasing previously allocated funds because the initial funding is deemed insufficient or new needs emerge. The work program for the implemented activities has been budgeted according to several stages implemented over one fiscal year, as per research ([Lidimilah, Prasetyo, & Homaidi, 2020](#); [Syukri & Heliza, 2025](#)). However, additional budget allocations are required for incidental and urgent activities. This additional budget is due to incidental activities that could not be optimally budgeted during the initial planning.

5. Conclusions

5.1 Conclusion

Previous research has focused solely on prevention or investigation separately, without considering the integration of both within a single system. Therefore, the results of this study on an oversight system that combines prevention and investigation can be concluded as follows: (a) The Assistant Inspector for Prevention and Investigation, as the Division leader, consistently provides flexibility to employees in carrying out their duties, and the existing work program is well-coordinated, facilitating work execution. Furthermore, work execution can be guided by the established annual supervisory program. (b) Activities within the Prevention and Investigation Division are delegated to employees according to their competencies, ensuring the optimal implementation of the existing work program. (c) Employees in the Prevention and Investigation Division participate in education and training to improve human resource competency, ensuring optimal, effective, and correct work results in accordance with the applicable regulations. The Prevention and Investigation Division has implemented programs, including disseminating knowledge and understanding of the LHKPN and providing technical guidance on how to complete the e-LHKPN application, ensuring that LHKPN reporting requirements are met accurately and on time. (d) The available budget is sufficient to accommodate the work in the Prevention and Investigation Sector so that the work program can run smoothly.

5.2 Research Limitations

This study has a limitation in that its scope is confined solely to the Metro City Inspectorate organization, specifically focusing on the areas of prevention and investigation. As a result, the findings and conclusions drawn from this research are directly relevant only to the context within this particular organization and its operational framework. The restricted focus on one organization may limit the generalizability of the results to other inspectorates or governmental bodies operating in different regions or handling diverse areas of responsibility. Future studies could expand the scope to include a broader range of institutions or explore the application of similar frameworks in various contexts to provide a more comprehensive understanding of the subject matter.

5.3 Suggestions and Directions for Future Research

Researchers provide suggestions for the sustainability of the Prevention and Investigation Sector in the Metro City Inspectorate organization, namely (1) facilities and infrastructure are very supportive in carrying out work; therefore, related to reporting on activities carried out, there are still delays in time, which can disrupt other work programs. Therefore, the Prevention and Investigation Sector through the Assistant Inspector (Urban) can propose several additional facilities and infrastructure so that all work can be completed on time. The implementation of work should create a small team to anticipate incidental assignments so that the small team can accommodate incidental matters. (2) Future researchers should conduct periodic evaluations using quantitative methods and include welfare indicators.

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Author Contributions

DD contributed to the conceptualization of the study, the design of the research methodology, and the drafting of the manuscript. DD also conducted the data analysis and interpretation of results, providing valuable insights into the discussion. AG contributed to the literature review, data collection, and ensured the validity of the findings through critical analysis. Additionally, AG was involved in revising the manuscript for intellectual content and assisted in finalizing the research for publication. Both authors have approved the final version of the manuscript for submission.

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