

**Article Title****The Effectiveness of the Implementation of Supervisory Functions by the Head of Wassidik Division in Handling Corruption Cases at the West Sulawesi Regional Police****Author (s)****Andi Janganlolo**

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## ABSTRACT

This study examines the effectiveness of the implementation of supervisory functions by the Head of the Wassidik Division in handling corruption cases at the West Sulawesi Regional Police. Corruption in Indonesia has developed into a systemic and complex problem that requires professional, accountable, and transparent law enforcement. The investigation stage plays a crucial role in determining the success of uncovering corruption cases, making supervisory functions essential in ensuring procedural compliance and preventing abuse of authority. This research employs an empirical legal approach with a sociological perspective, focusing on law in action. Data were collected through interviews and document studies, then analyzed qualitatively using descriptive, interpretative, and evaluative techniques. The findings indicate that the supervisory function has been implemented but has not yet reached optimal effectiveness. Several inhibiting factors were identified, including limitations in human resources, inadequate infrastructure, weak inter-unit coordination, organizational cultural challenges, regulatory weaknesses, and the complexity of corruption cases. External intervention and limited budget allocation also affect supervisory performance. Strengthening institutional capacity, improving human resource competence, enhancing technological support, and reforming organizational culture are necessary to improve supervisory effectiveness. The study concludes that effective supervision is essential to ensure high-quality investigations and to support fair and accountable law enforcement in corruption cases.

**Keywords:** Supervisory Function, Corruption Investigation, Law Enforcement Effectiveness

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## INTRODUCTION

Corruption in Indonesia constitutes a structural problem that has become deeply rooted and developed systematically across various sectors of national and state life. This phenomenon does not only occur at the central level but has also spread to regional levels, including within law enforcement institutions (Puanandini, Maharani & Anasela, 2025). The intensity and complexity of corruption cases indicate increasingly organized patterns involving networks of power. This condition results in significant state losses and hampers national development (Tampubolon, Panggabean & Tampubolon, 2024). Corruption also leads to a decline in public trust in state institutions. Weak law enforcement further exacerbates the situation (Sahbania, *et al*, 2025). Therefore, systematic and sustainable efforts are required to effectively address corruption.

Law enforcement against corruption requires professionalism and integrity from law enforcement officials. The investigation process becomes a crucial stage in determining the success of uncovering corruption cases (Hariyanto, Hasibuan & Sulastri, 2026). Unaccountable investigations may result in failure to prove cases in court. In this context, supervision of the investigation process becomes highly important (Sirait & Maysarah, 2026). The supervisory function aims to ensure that every action taken by investigators complies with applicable laws. Supervision also

plays a role in preventing deviations or abuse of authority (Dm, 2024). The existence of an effective supervisory system is a key indicator of the quality of law enforcement.

The police, as one of the law enforcement institutions, play a strategic role in combating corruption. At the regional level, the Regional Police are responsible for handling corruption cases through the Special Criminal Investigation Directorate (Hutahaeen & Indarti, 2020). This organizational structure is equipped with an investigative supervisory function carried out by the Investigation Supervision Division. The Head of the Investigation Supervision Division plays an important role in ensuring the quality of the investigation process (Putra & Ridwan, 2026).. These duties include controlling, evaluating, and supervising investigators' performance. This role is crucial in maintaining the integrity of the legal process. Optimizing this function will impact the effectiveness of case handling (Pramudya, 2025).

Supervision of investigations is an integral part of the criminal justice system oriented toward justice and legal certainty. This function is not only administrative but also substantive in maintaining the quality of legal processes (Hutajulu, Hadiyanto & Ciptono, 2026). Effective supervision can prevent procedural errors that may have fatal consequences. Errors in investigations can lead to the annulment of legal processes or the acquittal of offenders (Sioti, Faisal & Basoddin, 2019). Therefore, supervision must be carried out strictly and continuously. The role of supervisors becomes decisive in maintaining accountability in investigations. Weak supervisory systems will open opportunities for irregularities.

Field realities indicate that the implementation of investigative supervision has not been fully optimal. Several cases show delays in case resolution. This condition is often caused by limited human resources and supporting facilities (Margono & Arief, 2025). In addition, the complexity of corruption cases poses its own challenges. The process of proof, which requires specific expertise, often becomes an obstacle. Inadequate supervision worsens the situation. This condition reflects a gap between normative expectations and practical realities.

The gap between *das sollen* and *das sein* becomes a critical issue in assessing the effectiveness of investigative supervision. Normatively, supervision is regulated through various regulations emphasizing professionalism and accountability. However, in practice, supervision often faces various obstacles. These obstacles can be internal or external. Pressure from certain parties may affect investigators' independence. This condition has the potential to disrupt the objectivity of the legal process. Therefore, strengthening supervisory functions becomes an urgent necessity.

Internal police regulations have provided a clear legal basis for the supervisory function of investigations. These regulations govern supervision, evaluation, and control mechanisms in investigations (Rejeki, Madiung & Oner, 2025). The Head of the Investigation Supervision Division has the authority to correct investigation processes.

This authority covers both formal and material aspects of investigations (Kurniawatie, 2025). The implementation of these regulations should improve the quality of law enforcement. However, their effectiveness still needs to be examined empirically. Evaluation of regulatory implementation becomes an important step.

Corruption as an extraordinary crime requires extraordinary handling approaches. The complex and concealed characteristics of corruption demand specific strategies in law enforcement (Ghani & Saputra, 2025). Investigative supervision becomes one of the important instruments in this strategy. Effective supervision can improve the quality of investigations and accelerate case resolution. In addition, supervision can enhance public trust in law enforcement agencies. Public trust is an important capital in combating corruption (Siregar, *et al*, 2024). Therefore, the effectiveness of supervision must be a primary concern.

The West Sulawesi Regional Police, as a regional law enforcement institution, face particular challenges in handling corruption cases. Geographic conditions and limited resources influence law enforcement performance. Social and political dynamics in the region also affect the investigation process. The role of the Head of the Investigation Supervision Division becomes highly important in this context. The supervisory function is expected to overcome these various obstacles. Optimizing this role will improve the quality of case handling. This research focuses on the effectiveness of this function.

Effectiveness is a measure of the success of a policy or function in achieving its intended objectives. In the context of investigative supervision, effectiveness can be seen from the extent to which supervision improves the quality of investigations (Sutmasa, 2021). Indicators of effectiveness include timeliness, compliance with procedures, and investigation outcomes. Evaluating these indicators is important in assessing supervisory performance. This research uses an empirical approach to measure such effectiveness. The collected data will be analyzed comprehensively. The results are expected to provide an objective overview.

Studies on investigative supervision have been widely conducted in previous research. However, studies focusing specifically on the role of the Head of the Investigation Supervision Division at the regional level remain limited (Daeng, *et al*, 2024). This research attempts to fill that gap by examining the case of the West Sulawesi Regional Police. The approach used combines normative and empirical aspects. The analysis considers the theory of legal effectiveness. This theory emphasizes the importance of legal factors, law enforcement officers, facilities, society, and culture. This approach is expected to provide a comprehensive analysis.

Human resource factors constitute an important aspect in the effectiveness of investigative supervision. The competence and integrity of supervisors greatly determine the quality of supervision. Adequate training and education are essential for

supervisory personnel. The limited number of personnel also poses challenges. High workloads may affect the quality of supervision. Therefore, strengthening human resource capacity becomes a priority. These efforts must be supported by appropriate policies.

Facilities and infrastructure also play an important role in supporting the effectiveness of supervision. Information technology can be utilized to monitor investigation processes in real time. Integrated information systems will facilitate supervision. However, limited facilities often become obstacles. This condition may hinder supervisors in carrying out their duties. Investment in facilities and infrastructure becomes an urgent need. Adequate budget support is essential.

Organizational culture within the police institution also affects the effectiveness of supervision. Values of professionalism and integrity must become embedded organizational culture. A strong culture will support effective supervision. A weak culture will create opportunities for deviations. Organizational culture change requires time and strong commitment. Visionary leadership becomes an important factor in this process. The Head of the Investigation Supervision Division plays a strategic role in shaping this culture.

Community participation is also an important factor in investigative supervision. Public complaints can indicate irregularities in legal processes. An open supervisory system will enhance accountability. Society plays a role as social control over law enforcement officers. Therefore, complaint mechanisms must be well managed. Prompt responses to complaints will increase public trust. Community involvement becomes part of the supervisory system.

External constraints such as intervention of interests also pose challenges in investigative supervision. Pressure from certain parties may influence the independence of law enforcement officers. This condition can disrupt the objectivity of investigations. Strong supervision is required to address such challenges. The integrity of supervisors is key to maintaining independence. Supervisory systems must be able to withstand external pressures. This requires support from institutional leadership.

The concept of legal effectiveness emphasizes the importance of harmony between norms and practice. Good law must be effectively implemented in society. Investigative supervision is part of efforts to achieve such effectiveness. This research examines the extent to which supervisory functions bridge the gap between norms and practice. The analysis considers various influencing factors. The approach used is multidimensional. The results are expected to contribute both theoretically and practically.

This research has high urgency in the context of combating corruption at the regional level. The effectiveness of investigative supervision will directly impact the quality of law enforcement. The findings can serve as evaluation material for the police

institution. The research may also provide policy recommendations. These recommendations are expected to improve supervisory performance. Improved performance will impact the effectiveness of case handling. The contribution of this research is expected to be significant.

The research adopts a juridical-empirical approach. Data are collected through interviews and document studies. The analysis is conducted qualitatively using a descriptive approach. This approach allows in-depth understanding of the phenomenon. The data will be analyzed systematically. The results will be presented in a comprehensive narrative. This method is expected to answer the research questions.

The theoretical framework of this research refers to the theory of legal effectiveness. This theory emphasizes factors influencing the success of law implementation. These factors include law, law enforcement officers, facilities, society, and culture. The analysis considers these five factors. This approach provides a holistic perspective. The research also incorporates concepts of supervision in public administration. The integration of theories strengthens the analysis.

The problem formulation in this research focuses on the effectiveness of the implementation of investigative supervisory functions. The research questions include the extent to which the role of the Head of the Investigation Supervision Division improves the quality of investigations. The research also examines factors influencing such effectiveness. The analysis considers empirical conditions in the field. The findings are expected to provide comprehensive answers. The results will be used to formulate recommendations. The focus of the research is expected to be clear and directed.

This research is expected to contribute to the development of legal science, particularly in criminal law and criminal procedure law. The research is also expected to provide practical benefits for police institutions. The findings may be used as evaluation material and policy improvement. Another contribution is increasing awareness of the importance of supervision in law enforcement. The research is also expected to serve as a reference for future studies. Further research in this field remains widely open. Thus, this research holds strategic value in efforts to combat corruption.

## **METHOD**

This research employs an empirical legal research type (law in action) with a sociological approach that positions law as a social phenomenon interacting with various variables within society. This approach enables an analysis of the effectiveness of the implementation of investigative supervisory functions in practice, not merely at the normative level. The research is descriptive in nature, aiming to systematically and factually describe the implementation of supervisory functions by the Head of the Wassidik Division in handling corruption cases. The research was conducted at the

Special Criminal Investigation Directorate of the West Sulawesi Regional Police as the primary locus of investigative supervision. The selection of this location is based on its institutional relevance and the limited number of studies specifically examining the function of investigative supervision in the region. The data used consist of primary data obtained through interviews with respondents selected using purposive sampling, as well as secondary data derived from scientific literature, official documents, and relevant laws and regulations. This approach is expected to provide a comprehensive overview of the effectiveness of supervision in the context of handling corruption cases.

Data collection techniques were carried out through in-depth interviews and document studies to obtain relevant and accurate data. Interviews were conducted with parties directly involved in the investigation process, including structural officials and investigators within the Special Criminal Investigation Directorate of the West Sulawesi Regional Police. Document studies were conducted by reviewing various regulations, reports, and literature related to the supervision of corruption case investigations. Data analysis in this study employed a qualitative method by systematically comparing primary and secondary data. The analysis process was conducted using descriptive techniques to illustrate empirical conditions, interpretative techniques to interpret applicable legal norms, and evaluative techniques to assess the effectiveness of supervisory functions. Argumentative techniques were also used to construct logical and systematic legal analysis. The results of the analysis were then formulated to answer the research problems and provide recommendations for improving the effectiveness of investigative supervision. Thus, this research method is expected to produce findings that are valid, objective, and relevant to the needs of legal development.

## **RESULT AND DISCUSSION**

### **A. The Effectiveness of the Implementation of Supervisory Functions by the Head of the Wassidik Division in the Investigation of Corruption Cases at the West Sulawesi Regional Police**

The discussion on the effectiveness of the implementation of supervisory functions by the Head of the Wassidik Division in the investigation of corruption cases needs to be analyzed comprehensively based on normative, structural, operational, and cultural dimensions. These dimensions reflect the overall supervisory system operating within the police institution. Each dimension has its own contribution in determining the quality of investigative supervision. Evaluation of these four dimensions provides a comprehensive overview of empirical conditions in the field. Supervision is not only viewed as an administrative function but also as a control instrument over legal processes. This approach is important to ensure that law enforcement operates

professionally and accountably. A multidimensional analysis serves as the basis for assessing the effectiveness of such supervision.

The normative framework of investigative supervision plays an important role in providing legitimacy for supervisory actions. Legal foundations such as the Criminal Procedure Code, the Anti-Corruption Law, and internal police regulations serve as the main references in implementing supervision. These norms regulate the limits of authority and procedures that must be followed by investigators. Compliance with norms becomes a primary indicator in assessing the quality of investigations. Violations of normative provisions have the potential to create legal defects in the investigation process. Therefore, supervision must ensure alignment between investigators' actions and legal provisions. This function emphasizes the importance of supervision as a guardian of the legality of legal processes.

The aspect of legality in investigative supervision requires that every action taken by investigators be based on applicable law. Actions such as arrest, detention, search, and seizure must meet formal and material requirements. Supervision plays a role in ensuring that there is no abuse of authority in the use of coercive measures. Proper implementation of supervision will prevent violations of human rights. This is important because the investigation stage is vulnerable to potential rights violations. Strict supervision will strengthen the legitimacy of legal processes. Legality becomes the fundamental basis in fair law enforcement.

Professionalism and procedural compliance are the main principles in the implementation of investigative supervision. Professionalism relates to the competence and integrity of investigators in performing their duties. Procedural compliance refers to adherence to procedures established in laws and regulations. Supervision functions to ensure that these two principles operate in balance. Imbalance between professionalism and procedural compliance may create problems in investigations. Effective supervision will improve the quality of investigators' performance. This will have an impact on the success of proof in court. Investigator integrity becomes a determining factor in this process.

Accountability in the use of coercive measures is an important aspect of investigative supervision. Every action taken by investigators must be legally and morally accountable. Supervision ensures that such actions are carried out proportionally and in accordance with investigative needs. Abuse of coercive measures may result in legal violations and undermine public trust. Strong supervision will prevent arbitrary actions. This is important to uphold the principle of due process of law. Accountability becomes an important indicator in assessing the quality of law enforcement.

Administrative control of investigations is an important part of the supervisory function. Every document and case file must be organized systematically and in

accordance with applicable regulations. Supervision ensures that investigative administration is orderly and accurate. Administrative errors may affect the validity of legal processes. Proper control will minimize procedural errors. This is important to support the smooth operation of judicial processes. Orderly administration reflects investigator professionalism.

Prevention of deviations is the main objective in the implementation of investigative supervision. Deviations such as abuse of authority and maladministration may damage the integrity of legal processes. Supervision acts as a control mechanism to prevent such deviations. A layered supervisory system is required to ensure effectiveness. Internal and external supervision must operate synergistically. Prevention is more effective than enforcement after violations occur. This highlights the importance of the preventive function in supervision.

The strategic role of the Head of the Wassidik Division is central to the implementation of investigative supervision. This position holds authority in monitoring and evaluating investigative processes. This function enables early detection of potential issues in investigations. Regular supervision will improve the quality of legal processes. The Head of the Wassidik Division also plays a role in providing guidance to investigators. This role is important to ensure uniformity in investigative practices. Strong leadership is a key factor in supervisory effectiveness.

Monitoring and evaluation of cases are essential components of investigative supervision. These activities aim to assess the progress and quality of investigations. Evaluations are conducted periodically to ensure that investigations proceed according to plan. Effective monitoring helps identify challenges faced by investigators. Supervision allows for timely improvements to address deficiencies. This is important for maintaining the quality of investigations. The evaluation process serves as a basis for decision-making.

Assistance and supervision of investigators constitute a developmental form of supervision. These activities aim to improve investigators' competence in handling cases. Supervision ensures that investigators perform their duties in accordance with established standards. This form of supervision also functions as a means of knowledge transfer. Effective assistance will improve the quality of investigations. Investigators will better understand proper procedures and techniques. This contributes to increased professionalism among law enforcement personnel.

Investigative audits serve as an important instrument in investigative supervision. These activities are conducted to evaluate case handling in depth. Audits enable the identification of errors or deviations in investigations. Audit results form the basis for corrective actions. Supervision through audits will enhance investigator accountability. This is important for maintaining the integrity of legal processes. Investigative audits also function as an internal control mechanism.

An early warning system represents an important strategy in preventing deviations. This system enables early detection of potential violations in investigations. Proactive supervision is more effective in preventing problems. Early warning systems assist supervisors in taking preventive measures. This is important for maintaining the quality of investigations. Responsive supervision will increase public trust. Innovation in supervision becomes a critical necessity.

Quality control of case files is an essential stage in investigative supervision. Examinations are conducted to ensure the formal and material completeness of case files. This supervision aims to prevent the return of files by prosecutors. The quality of case files determines the success of prosecution. Strict supervision will improve the quality of case files. This has an impact on the effectiveness of judicial processes. Quality control becomes an important indicator in supervision.

The effectiveness of investigative supervision can be measured by the success rate of investigations. Indicators of effectiveness include timeliness, file quality, and public satisfaction. Effective supervision will result in high-quality investigations. However, various obstacles are still encountered in the implementation of supervision. Limited resources constitute one of the main factors. This affects overall supervisory performance. Evaluation of these obstacles becomes important.

Limited personnel numbers present a challenge in the implementation of supervision. High workloads may reduce the quality of supervision. Suboptimal supervision creates opportunities for deviations. Increasing personnel numbers becomes a necessary solution. Improving competence also becomes an important need. Human resource support is crucial in determining supervisory effectiveness. This issue requires attention from institutional leadership.

Infrastructure factors also influence the effectiveness of supervision. Limited facilities may hinder supervisors' performance. Information technology can be utilized to improve supervisory effectiveness. Digital systems will facilitate the monitoring of investigative processes. Investment in technology becomes a critical need. This will enhance efficiency and accuracy in supervision. Budgetary support is a determining factor.

Organizational culture within the police institution also affects supervisory effectiveness. Values of integrity and professionalism must become part of the work culture. A strong culture will support effective supervision. A weak culture will create opportunities for deviations. Cultural change requires strong commitment from leadership. Good leadership will drive such transformation. Organizational culture becomes a key factor in supervisory effectiveness.

Community participation constitutes an important element in investigative supervision. Public complaints may indicate irregularities in legal processes. The supervisory system must remain open to public participation. Prompt responses to

complaints will increase public trust. Society acts as social control over law enforcement officers. Public involvement will strengthen the supervisory system. This is important in achieving accountability.

Intervention of interests poses a serious challenge in investigative supervision. Pressure from certain parties may affect investigator independence. Supervision must maintain the objectivity of legal processes. Supervisor integrity becomes a key factor in addressing such pressures. Supervisory systems must be designed to withstand interference. This is important for maintaining justice. Independence becomes a fundamental principle in law enforcement.

The effectiveness of investigative supervision is closely related to the protection of human rights. The investigation process must uphold the rights of suspects and victims. Supervision ensures that these rights are not violated. Human rights violations may undermine the legitimacy of law. Proper supervision will strengthen rights protection. This is important within the criminal justice system. Human rights protection becomes a key indicator of supervisory effectiveness.

The overall analysis indicates that investigative supervision plays a strategic role in law enforcement. The effectiveness of supervision is influenced by various interrelated factors. Strengthening supervisory functions becomes an urgent necessity. Improvement efforts must be carried out systematically and sustainably. Synergy among various stakeholders is essential for success. Effective supervision will improve the quality of law enforcement. This ultimately supports the goal of combating corruption.

## **B. Factors Hindering the Implementation of Investigative Supervisory Functions in Corruption Cases at the West Sulawesi Regional Police**

The discussion on the factors hindering the implementation of supervisory functions in the investigation of corruption cases at the West Sulawesi Regional Police indicates a multidimensional complexity. These obstacles do not originate from a single aspect but rather from the interaction of structural, cultural, and technical-operational factors. Each factor has distinct characteristics and varying impacts on the effectiveness of supervision. An analysis of these factors is essential to comprehensively understand the root causes of the problem. This approach enables the formulation of more targeted solutions. Evaluation of these constraints also serves as a basis for improving the quality of supervision. A thorough understanding of these inhibiting factors will strengthen the investigative supervision system.

Limited human resources constitute one of the main factors hindering the effectiveness of supervision. The number of Bagwassidik personnel is not proportional to the number of cases being supervised, resulting in a high workload. This condition leads to a decline in the quality of supervision conducted. Supervision that should be carried out intensively becomes suboptimal. A shortage of personnel also hampers the

comprehensive implementation of monitoring and evaluation. This highlights the importance of increasing the number of supervisory personnel. Adequate human resources are a key requirement for effective supervision.

Human resource competence is also a significant factor in the implementation of supervision. Not all supervisors possess sufficient expertise in handling corruption cases. Corruption cases are highly complex and require specialized knowledge. The lack of training in investigative auditing becomes a constraint in supervision. Supervisors lacking adequate competence will face difficulties in conducting evaluations. This situation affects the overall quality of supervision. Enhancing competence becomes an urgent necessity.

Inadequate facilities and infrastructure also pose challenges to investigative supervision. Limited information technology hinders real-time monitoring processes. Digital-based supervisory systems have not been fully implemented. This results in delays in obtaining information on case developments. Manual supervision has limitations in accuracy and speed. These conditions affect the overall effectiveness of supervision. Strengthening technological infrastructure becomes an important requirement.

Limited access to cross-institutional data also becomes an obstacle in supervision. Handling corruption cases requires data from various institutions such as the Audit Board (BPK) and the Financial and Development Supervisory Agency (BPKP). Restricted access hinders data verification processes. This leads to delays in decision-making. Supervision becomes less optimal due to limited information. Integration of data systems across institutions is necessary. Inter-agency coordination must be improved.

The aspect of coordination and synchronization among work units shows significant challenges. Coordination between Bagwassidik and the Corruption Sub-Directorate has not been optimal. Ineffective communication results in delays in case handling. Sectoral ego among units becomes a major inhibiting factor. This condition reduces the effectiveness of supervision. Synergy among work units is essential. Good coordination will enhance the quality of supervision.

The response to supervisory recommendations is also an important indicator of supervisory effectiveness. Recommendations provided by supervisors are often not immediately followed up. Such delays hinder improvement processes in investigations. This reflects a lack of commitment in implementing supervision. Supervision becomes ineffective if recommendations are not implemented. Strengthening follow-up mechanisms is necessary. Evaluation of recommendation implementation is essential.

Organizational culture becomes a cultural factor influencing supervisory implementation. Resistance from investigators toward supervision indicates issues within the work culture. Supervision is often perceived as intrusive interference. This

condition hampers the optimal execution of supervisory functions. A culture of openness has not been fully established. This impacts the low level of transparency in investigations. Organizational culture reform becomes essential.

The culture of seniority also hinders objectivity in supervision. Senior investigators tend to resist input from supervisors. This condition affects the quality of supervision conducted. Objectivity is compromised due to hierarchical factors. Non-objective supervision impacts the quality of investigations. This highlights the importance of professionalism within the organization. Work culture must be directed toward meritocracy.

Supervision that is treated as an administrative formality becomes a problem in its implementation. The supervisory function has not been fully understood as substantive control. Administrative-focused supervision cannot detect problems in depth. This leads to low-quality supervision. A paradigm shift in supervision is necessary. Supervision must focus on substantive aspects. This will improve supervisory effectiveness.

Weaknesses in regulations and standard operating procedures also hinder supervision. Supervisory SOPs have not been consistently implemented. The absence of clear performance indicators complicates evaluation. Overlapping authority among units creates confusion. This condition complicates the implementation of supervision. Regulatory improvement becomes necessary. Clear standards will enhance effectiveness.

The complexity of corruption cases presents its own challenges in supervision. Corruption cases involve multiple parties with diverse backgrounds. Complex documentation requires in-depth analysis. The process of auditing state losses takes considerable time. This affects the duration of investigations. Supervision becomes more difficult to implement. Complex cases require specialized approaches.

External intervention is another factor influencing supervision. Pressure from certain parties may affect investigator independence. This condition impacts the objectivity of investigations. Supervision must be able to withstand such pressures. The integrity of supervisors becomes crucial. Supervisory systems must be strengthened to resist intervention. This is essential to uphold justice.

Budget limitations also hinder supervisory implementation. Supervision, assistance, and monitoring activities require adequate funding. Limited budgets restrict field supervision activities. This impacts the quality of supervision conducted. Supervision becomes suboptimal due to resource limitations. Budgetary support is essential. This issue must receive governmental attention.

Administrative-based supervision represents a weakness in the supervisory system. The focus is more on document completeness than on investigative substance. This makes supervision less effective in identifying issues. Evaluation of investigative

techniques is often lacking. Formal supervision cannot improve investigation quality. A change in approach is necessary. Supervision must be more substantive.

Interview findings indicate the importance of coordination and collaboration in supervision. Synergy among stakeholders is key to effectiveness. Good coordination improves investigation quality. Collaboration among units must be strengthened. This will reduce sectoral ego. Supervision becomes more effective when conducted collectively. A collaborative approach is a solution.

Lawrence Friedman's legal system theory provides insight into supervisory challenges. Structural, substantive, and cultural factors influence legal effectiveness. These three factors are interrelated. Weakness in one factor affects the entire system. This analysis offers a comprehensive understanding. A systemic approach is essential in evaluation. This aids in formulating solutions.

Structural factors relate to institutional capacity and human resources. Limited personnel is a major issue in supervision. Organizational structures must be strengthened. Increasing personnel becomes urgent. Strengthened structures improve effectiveness. This must be a policy priority. Institutional support is crucial.

Cultural factors also determine supervisory effectiveness. The normalization of corruption in society is a serious issue. Permissive public attitudes toward corruption affect law enforcement. This leads to low support for supervision. Cultural change is a significant challenge. Public education becomes necessary. Anti-corruption culture must be strengthened.

Overall analysis shows that supervisory obstacles are complex and interrelated. Improvement efforts must be systematic and sustainable. Synergy among factors is key to enhancing effectiveness. Strengthening human resources, infrastructure, and regulations is a priority. Organizational and societal cultural changes are equally important. A holistic approach is required to overcome challenges. Supervisory effectiveness will improve when all factors are addressed simultaneously.

## **CONCLUSION AND SUGGESTIONS**

The effectiveness of the implementation of supervisory functions by the Head of the Wassidik Division in the investigation of corruption cases at the West Sulawesi Regional Police has been carried out but has not yet been fully optimal, as it is still influenced by various interrelated structural, cultural, and technical-operational factors. Limitations in human resources, inadequate support of facilities and infrastructure, weak coordination among units, and an organizational culture that has not fully supported transparency and professionalism constitute the main obstacles in the implementation of supervision. The complexity of corruption cases and the potential for external intervention also affect the quality of supervision conducted. Therefore, it is recommended to strengthen institutional capacity through increasing

both the number and competence of supervisory personnel, developing information technology-based supervisory systems, and refining regulations and standard operating procedures that are clearer and more measurable. Enhancing coordination and collaboration among work units also needs to be optimized to reduce sectoral ego. Transforming organizational culture toward the values of integrity, professionalism, and accountability must become a top priority. These efforts are expected to improve the effectiveness of investigative supervision and support more qualified and equitable law enforcement in corruption cases.

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