

Fraud threats: How organization improves the anti-fraud team quality?

Kharisma Fatmalina Fajri*, Hendi Yogi Prabowo

Department of Accounting, Universitas Islam Indonesia, Yogyakarta, Indonesia

*Corresponding Author: kharismaffajri@gmail.com

ARTICLE INFO

Article history:

Received 2022-10-31

Accepted 2024-08-29

Published 2024-09-04

Keywords:

anti-fraud strategy, fraud prevention, fraud detection, anti-fraud teams' quality, rural bank.

DOI:

<https://doi.org/10.20885/jaai.vol28.iss1.art10>

ABSTRACT

This study aims to discover how the Indonesian Local Government Rural Bank improves the quality of the anti-fraud team to prevent and detect fraud based on a mechanism of the anti-fraud strategy issued by Bank Indonesia. A qualitative analysis approach was applied 12 semi-structured interviews with the anti-fraud team and related officers. The content analysis approach supported by NVivo software and has discovered several required competencies and competencies already developed by the organization's anti-fraud team for fraud prevention and detection. This study provides a detailed discussion of how these competencies are used in the anti-fraud mechanism by identifying the gaps between the required competencies and developed competencies to give recommendations for the organization to enhance the quality of the anti-fraud team in conducting fraud prevention and detection.

Introduction

Fraud is believed to be among the most critical problems and challenges in the corporate environment (Smith et al., 2005). Especially in the banking sector, financial fraud is a danger to the integrity and stability of the global banking sector (Mabior & Wanyama, 2024). Bank fraud involves intentional misconduct in banking transactions, which can be committed by institutions, employees, customers, or any combination of these, and it can occur through either manual accounting practices or automated systems (Thunga et al., 2024). To respond these problems and challenges in the banking sector, Bank Indonesia issued Circular Letter Number 13/28/DPNP on December 9th, 2011 regarding the implementation of the Anti-Fraud Strategy for Commercial Banks due to the disclosure of various fraud cases that harmed customers and banks. In this Circular Letter, Bank Indonesia stipulates that Banks—both Conventional Banks and Commercial Banks—that carry out business activities based on *sharia* principles must have and implement an effective anti-fraud strategy to strengthen the internal control system, specifically for fraud control (Bank Indonesia, 2011). Commercial banks, as crucial financial institutions, are especially susceptible to fraudulent activities because of their operational nature and the high volume of financial transactions they process (Gupta & Pass, 2019). Implementation of an anti-fraud strategy aims to achieve zero fraud organizations (Suhartono, 2016). Although the methods for fraud disclosure are evolving, financial fraud always occurs (Butcovan, 2015) and increasingly pervades the banking sector posing significant risks to institutions and their customers (Prabha et al., 2024).

Fraud also occur in rural banks (*Bank Pengkreditan Rakyat*), which are the financial institutions close to the community that carry out business activities conventionally or based on *sharia* principles, but do not provide payment traffic services (Hidajat, 2020). Indonesia Deposit Insurance Agency's (*Lembaga Penjamin Simpanan*) data for 2006-2018 found that 90 rural banks were liquidated, with most of the problems caused by fraud (Diantika, 2015). Rural banks need the support and role of top management to prevent fraud (Rustiarini et al., 2016). Early prevention and detection against potential fraud can increase organizational awareness and resistance to fraud (Rustiarini et al., 2016). Several studies were conducted to reduce fraud risks by arranging fraud indicators or red flags (Rustiarini et al., 2016) improving the banking system through collaboration between institutions (Butcovan, 2015), establishing an anti-fraud committee (Suhartono, 2016), and developing information system technology using machine learning and data analytics to combat banking fraud (Prabha et al., 2024; Mabior & Wanyama, 2024; Kamdjoug et al., 2024). These studies focused on 'how to establish a proper system and mechanism to prevent and detect fraud, however, the anti-fraud team role is rarely studied, even though fraud prevention and detection have

become the responsibility of the anti-fraud team in rural banks. Paredes and Vega (2023) also found that workers' behavior and ethical quality were inversely related to internal fraud loss.

This study focuses on the role of the anti-fraud team in one of the Indonesian Local Government Rural Banks, where the entire equity is owned by the local government and the organization has to encourage the surrounding economic growth. In addition, the research also investigates how the organization improves the anti-fraud team's competencies to prevent and detect fraud. A qualitative case study was employed. This study is expected to give both literature and practical contributions. The results are expected to enrich the references on anti-fraud strategy implementation and suggests the government-owned organizations build and improve an effective team to combat fraud.

Literature Review

Fraud

Fraud is defined as "an act that can be perpetrated in three ways, by failing to disclose information through false representation and abuse of position or authority" (Popoola, 2014). Fraud is a deliberate act that mocks an organization's rules or politics that illegally helps fraudsters for financial benefit (Lisic et al., 2015). Fraud can harm people's livelihoods, minimize business assurance, and hinder economies (West & Bhattacharya, 2016). An increase in fraud affects the economies of both developed and developing countries around the globe (Agrawal et al., 2014). Kimani (2011) classifies fraud into two categories based on the perpetrator: internal fraud and external fraud. In this study, internal fraud, refer to Bank employees who act alone or in groups with parties outside the Bank. External fraudsters are third parties organizations that work together with the Bank employees to deceive the Bank. Peltier-Rivest (2009) defines internal fraud as occupational fraud, since it uses one's occupation for personal gain by intentionally misusing or misapplying the resources (assets) of an organization. This type of fraud, encompasses any fraudulent activity carried out by an employee, manager, executive, and even an owner of an organization, with the organization itself being the victim.

Fraud Triangle Theory

The fraud triangle theory introduced by Cressey (1953) is a framework for understanding the psychological factors behind fraudulent behavior. According to this theory, three key elements—pressure, opportunity, and rationalization—must be present for an individual to engage in fraud (Wells, 2005). Pressure involves financial or personal situations that drive an individual to commit fraud, such as financial difficulties or a craving for a luxurious lifestyle. Opportunity pertains to the circumstances that allow fraud to occur, such as inadequate internal controls. Rationalization is the way individuals justify their fraudulent actions, such as convincing themselves that they are underpaid and deserve illicit gains.

One of the strengths of the fraud triangle theory is its simplicity and intuitive nature, making it easy to understand and apply for both scholars and practitioners (Mabior & Wanyama, 2024). By analyzing and intervening in one or more aspects of the fraud triangle, organizations can reduce the chances of fraudulent activities (Mabior & Wanyama, 2024).

Fraud Prevention

Fraud prevention is defined as the first measure to prevent fraud from occurring (Bolton & Hand, 2002). Fraud prevention can be implemented through improvements to internal control by enhancing the control environment, risk assessment, and control activities (Albrecht et al., 2006). The success of internal control implementation assures the management that the company has achieved its goals and objectives (Nyakarimi et al., 2020). In rural banks, fraud prevention has several functions, including protecting and securing assets, reducing the impacts of losses and fraud, and increasing organizational effectiveness and cost efficiency (Otoritas Jasa Keuangan, 2016).

Fraud Detection

Controlling fraud to achieve 'zero fraud organization' is not just limited to implementing fraud prevention, but it needs to pair with fraud detection (Amrizal, 2004). Fraud detection ensures that once fraud is committed, it can be detected as soon as possible after failing to prevent fraud (Mansour et al., 2020). Usually, fraud detection is carried out by looking at several anomaly symptoms which are known as red flags, such as a change in the fraudsters' lifestyle and behavior, and the tendency to keep their work disclosed to other employees (Amrizal, 2004; Arsendy, 2017). Red flags are not always an indication of fraud, but they appear in almost every fraud case (Afrizal, 2014). Fraud detection continually evolves and if one fraud detection strategy is known, the perpetrators are going to adopt new tactics and strategies (Mansour et al., 2020), so fraud detection techniques must be agile and adaptable (Chairunnisa & Ibrahim, 2019).

Anti-Fraud Strategy

The objectives of implementing an anti-fraud strategy are to control fraud, strengthen internal control, and enforce the code of conduct. Anti-fraud strategy is conducted through prevention, early detection, investigations reports, and sanctions (Hidajat, 2020; Bank Indonesia, 2011). Prevention activities begin with promoting anti-fraud awareness through anti-fraud culture socialization, vulnerability identification, and knowing your employee strategy (Bank Indonesia, 2011). Detection activities that aim to identify and discover fraud can be conducted through a whistleblowing system, surprise audit, and surveillance system (Bank Indonesia, 2011).

Anti-Fraud Team

Anti-fraud team has a responsibility to prevent, detect, and ensure that fraud occurs. The anti-fraud team must have the ability to carry out fraud prevention and detection, enforce forensic audit, provide expert statements, and calculate and track the assets loss. The professionalization of the anti-fraud team affects the level of fraud, increases organization services, and reduces the number of fraud (Frimpong, 2015). The ability of the anti-fraud team reflects the organization’s quality in combating fraud (Durnila & Santoso, 2018).

Research Method

Research Design

This study is guided by the interpretivism philosophy, where the research focuses on small sample size and details of the situation by using a qualitative approach (Saunders *et al.*, 2012). The qualitative approach enables researcher to address the intricate questions starting with “how” and “why” (Hamilton & Finley, 2020). This research employed semi-structured interviews, as this approach was considered the most credible for understanding the phenomena of the data sources (Hamilton & Finley, 2020). In the qualitative approach, researchers serve as the research instrument (Patton, 2003), that mediate and interpret the entire process (Khalid, 2009). The qualitative approach used in this study enabled the participants to share their knowledge, experiences, and perspectives, as they were seen as key contributors with a vested interest in the phenomena being investigated (Gaskell, 2000). Through this approach, this study aims to interpret how the Indonesian Local Government Rural Bank has improved the quality of its anti-fraud team to prevent and detect fraud before the COVID-19 pandemic, especially in Indonesia. The study was conducted at one of the Local Government Rural Banks in the Special Region of Yogyakarta.

Data Collection

This study used primary data, the original data collected from the participants, which must not be changed or falsified (Saunders *et al.*, 2012). The data were collected through semi-structured interviews that contained open-ended questions and took place face-to-face (8), by telephone (1), and by e-mail (3). The researchers developed the questions based on the mechanisms of anti-fraud strategy with a total of 12 questions, consisting of 6 questions regarding fraud prevention and detection mechanisms, and 6 questions regarding required competencies. Furthermore, the questions were extended based on the participants’ answers. The participants of this study were selected based on their knowledge of fraud prevention and detection mechanisms, and the role and ability of an anti-fraud team. Table 1 provides the demographic of the participants.

Table 1. Demographic Details of Participants

ID	Gender	Age Group (Year)	Work Position
P1	Female	26 – 30	Senior Internal Audit
P2	Female	36 – 40	Legal, Compliance & AML/CFT Manager
P3	Male	26 – 30	Risk Management Staff
P4	Female	26 – 30	Human Resources & Development Officer
P5	Female	26 – 30	Human Resources & Development Staff
P6	Female	26 – 30	Director Secretary

Source: Data processed

Data Analysis

The data were analyzed using content analysis approach (Holsti, 1969), on the written text. Qualitative content analysis aims to reduce the data—text or sentences—into several levels of interpretation to describe them systematically (Silva, 2022) through coding process (Molinari & de Villiers, 2021). The data analysis used NVivo software. The researchers referred to Shi *et al.*, 2022, who applied qualitative content analysis with the support of NVivo software in their study.

In this study, the data analysis process was divided into several steps. First, the interview audio records were transcribed into text, then the researchers read the text carefully to obtain a general understanding of the participants' perspectives. Subsequently, the researchers generated the categories and sub-categories based on the anti-fraud strategy mechanisms, and applied open coding (Corbin & Strauss, 2008) for the aspects regarding anti-fraud strategies as mentioned by the participants. Second, the researchers applied axial coding (Corbin & Strauss, 2008) to find the relationships between the categories and sub-categories, as the process of theoretical development (Saunders et al., 2012). Third, as the final step, the researchers conducted a validity test to ensure that the results were a representation of the actual occurrence (Saunders et al., 2012). The validity test was carried out using triangulated inquiry, consisting of three elements, namely researchers, participants, and audiences or expertise (Hancock & Algozzine, 2006). The researchers disclosed the interview transcripts and results to the participants to validate the researchers' findings and interpretations. The interview transcripts which were not permitted to be known publicly are not discussed in this study. Furthermore, the researchers discussed the research findings and interpretations with one expert in forensic accounting to obtain an expert review and a potential overview from the audience's perspective.

Results and Discussion

Based on the results of the content analysis and the application of open coding, two main categories are identified, namely fraud prevention and detection mechanisms. The researchers also applied open coding for developing the required competencies based on the activities of fraud prevention and detection mechanisms, which was followed by axial coding to identify the relationships between the activities of fraud prevention and detection mechanisms and the required competencies.

This study reveals that the implementation of fraud prevention and detection has been in accordance with Bank Indonesia's Anti-Fraud Strategy (Bank Indonesia, 2011). Table 2 shows the activities of fraud prevention and detection mechanisms, and their required competencies.

Table 2. Fraud Prevention & Detection Mechanisms, and the Required Competencies

Anti-Fraud Strategy	Mechanisms	Activities	Required Competencies
Prevention	Anti-Fraud Culture	a. Employee awareness through morning briefing; b. Management inherent surveillance	Understanding the anti-fraud policy Evaluating the internal control
	Vulnerability Identification	a. Risk identification and mitigation; b. Risk assessment; c. Risk reporting	Understanding banking operational mechanisms; Risk reporting
	Know Your Employee	a. Verification to the previous workplace; b. Credit reputation through SLIK OJK	Implementing an effective recruitment procedure
Detection	Whistleblowing System (WBS)	WBS socialization and mechanism	Understanding the anti-fraud policy; Managing WBS
	Surprise Audit	Surprise audit	Understanding banking operational mechanisms; Audit technique implementation
	Surveillance System	a. CCTV; b. User ID for the selected employee	Understanding the anti-fraud policy

Source: Data processed

Based on the activities, the researchers applied axial coding and identified that the Indonesian Local Government Rural Bank had developed several competencies to improve the anti-fraud team’s quality in preventing and detecting fraud. The competencies are divided into knowledge and skill. These competencies are developed through annual training and courses using the workshop method, which aims to facilitate the anti-fraud team in understanding the material presented. The workshop themes and developed competencies are shown in Table 3.

Table 3. Workshop Theme and Developed Competencies

Workshop Theme	Developed Competencies	
	Knowledge	Skill
Risk Management	Understanding banking operational mechanisms; Understanding the anti-fraud policy	Risk reporting
Audit Techniques	Understanding banking operational mechanisms; Understanding the anti-fraud policy; Understanding audit procedure	Auditing
Fraud Control	Understanding the anti-fraud policy	Auditing

Source: Data processed

Regarding the workshop activities, the participants mentioned in the interview as follows:
“The workshop facilitated the team to obtain the insight of the materials, both knowledge and practice because the materials were explained through theory and ‘how to implement the theory’ using a case study.” (P1 and P3).
“The training related to fraud threats and dangers is always conducted every year for each employee.” (P5 and P6).
“The trainers were from private training institutions and individual mentors. The trainers were selected based on their experience related to fraud cases in the banking sector and their communication style.” (P4).
“OJK (Financial Service Authority) often hosts courses and training related to fraud cases.” (P2).

The workshops invited individual mentors, private institutions, and government institutions. The Indonesian Local Government Rural Bank divides the workshop into three main themes, namely risk management, audit techniques, and fraud control. Each workshop theme has the key role of developing the anti-fraud team’s competencies to prevent and detect fraud.

Furthermore, to expand the insights of the research findings, the researchers applied axial coding regarding the required competencies and the developed competencies. Through this coding process, the competencies that should be developed can be indicated. Table 4 shows a comparison between the developed competencies and the required competencies.

The findings of the developed competencies based on each workshop theme as indicated by the participants are consistent with the Bank Indonesia’s suggestions and the findings of previous studies. Bank Indonesia (2011) suggests that developing the quality of the anti-fraud team is necessary to improve anti-fraud awareness and the implementation of fraud control. Additionally, other researchers also mention that trainings have a significant effect on the quality of employees (Pratiwi & Cahyono, 2018). Training can improve the ability, performance, and professionalism of the employees (Ambar, 2009). The study conducted by Nandemar et al. (2024) reveals that participation in training programs, workshops, and seminars can improve the fraud risk judgment capabilities, thus the anti-fraud team members who regularly participate in professional development activities tend to exhibit higher competence in assessing and detecting fraud risks. Therefore, this finding suggests that the developed competencies are sufficient to meet the overall required competencies for preventing and detecting fraud in the Indonesian Local Government Rural Bank.

However, in the mechanism of fraud prevention through know your employee (KYE) activity, one participant mentioned the following statement in the interview:
“We have not had a written procedure for employee recruitment.” (P4).
 The organization does not have an effective recruitment procedure. This finding implies that the anti-fraud team has access barriers to knowing the background of the employees as a part of KYE activities in fraud prevention mechanisms. Based on the previous study, a lack of organizational recruitment procedures increases a lack of competent employees (Setiani, 2013). Furthermore, incompetent employees tend to lack integrity in combating fraudulent activities (Mathenge, 2014). Personal integrity is important for every employee to maintain discipline, follow the rules and regulations, and take accountability for their actions (Mabior & Wanyama, 2024; Bakri et al., 2017). Meanwhile, in the mechanism of fraud detection, one participant stated that:
“WBS has not been managed properly by the anti-fraud team because there is no WBS management training proposed to the organization.” (P4).

Table 4. Developed Competencies and Required Competencies

Workshop Theme	Anti-Fraud Strategy Mechanism	Developed Competencies		Required Competencies	
		Knowledge	Skill	Knowledge	Skill
Risk Management	<ul style="list-style-type: none"> ▪ Vulnerability Identification; ▪ Anti-Fraud Culture 	<ul style="list-style-type: none"> ▪ Understanding banking operational mechanisms; ▪ Understanding the anti-fraud policy 	Risk reporting	Understanding banking operational mechanisms	Risk reporting
Audit Techniques	<ul style="list-style-type: none"> ▪ Anti-Fraud Culture; ▪ Surprise Audit; ▪ Surveillance System 	<ul style="list-style-type: none"> ▪ Understanding banking operational mechanisms; ▪ Understanding the anti-fraud policy; ▪ Understanding audit procedure 	Auditing	<ul style="list-style-type: none"> ▪ Understanding banking operational mechanisms; ▪ Understanding the anti-fraud policy 	<ul style="list-style-type: none"> ▪ Evaluating the internal control; ▪ Audit technique implementation
Fraud Control	Anti-Fraud Culture	Understanding the anti-fraud policy	Auditing	Understanding the anti-fraud policy	Evaluating the internal control
-	Know Your Employee	-	-	-	Implementing an effective recruitment procedure
-	WBS	-	-	-	Managing WBS

Source: Data processed

The anti-fraud team still needs to manage the whistleblowing system, as a previous study argues that the absence of the whistleblowing system increases fraud intention (Triantoro et al., 2018). However, this finding indicates that the competencies have not been covered in the developed competencies, thus it does not meet the required competencies. The training programs are oriented to fraud detection using forensic audit should be conducted immediately as a partial response to investigate the reasons behind fraudulent activities (Carnes & Gierlasinski, 2001). After 23 years of Carnes and Gierlasinski's study, Mabior and Wanyama (2024) also find that providing training of anti-fraud teams within financial institutions is identified as a way to improve their effectiveness in addressing fraud, strengthening internal control systems, and fostering a culture of transparency and accountability.

Conclusion

Since fraudulent activities still occur and become a serious problem in government organizations, the role and quality of the anti-fraud team are very important, especially in the Indonesian Local Government Rural Bank, where the entire equity is owned by the local government. Indonesian Local Government Rural Bank as a financial intermediary institution has the responsibility to encourage local economic growth and enhance public services. It indicates that fraud in local government rural banks obstructs economic growth, public services, and funds distribution for local program efficiency. The bank must improve the anti-fraud team's competencies to carry out fraud prevention and detection.

The data collected from the participants reveal that the Indonesian Local Government Rural Bank has developed several competencies, both knowledge and skill, to improve the quality of the anti-fraud team in carrying out fraud prevention and detection. These competencies are developed through the workshops which are divided into three main themes, namely risk management, audit techniques, and fraud control. The workshops given to the anti-fraud team can fulfill the overall required competencies to prevent fraud, such as the competencies to socialize anti-fraud culture, identify vulnerability, and know employees, and those to detect fraud such as surprise audit and

surveillance system. However, to enhance fraud detection, the Indonesian Local Government Rural Bank must be proactive in facilitating the training for WBS management because currently, the WBS has not been properly managed by the anti-fraud team. In the areas to prevent fraud, the organization must develop and determine the recruitment strategy to facilitate the anti-fraud team in conducting KYE activities.

The findings of this study have some implications in both academic field and organizational practices. The study contributes to the anti-fraud literature, by explaining the anti-fraud mechanisms and the required competencies of the anti-fraud team in a rural bank. Furthermore, this study findings can also assist the organization in breaking the barriers to improve the anti-fraud teams' quality and build an effective anti-fraud team to combat fraud in government organizations.

There are several limitations of this study since its nature may limit generalizability because it was only conducted at an institutions. The absence of permission to access the documents about the anti-fraud strategy mechanisms is another limitations of this study which resulted in the qualitative analysis which was limited to the participants' interviews only. Finally, the subjective nature of this study make it not free from bias. It is recommended that future research investigate several local government rural banks to develop the generalizability, use a mixed approach to assess the effectiveness of the anti-fraud teams' developed competencies, and mitigate the possibility of bias.

References

- Afrizal. (2014). *Metode penelitian kualitatif, sebuah upaya mendukung penggunaan penelitian kualitatif dalam berbagai disiplin ilmu* (1st ed.). Rajawali Pers.
- Agrawal, A., Catalini, C., & Goldfarb, A. (2014). Some simple economics of crowdfunding. *Innovation Policy and the Economy*, 14(1), 63–97.
- Albrecht, C. C., Albrecht, W. S., Albrecht, C. O., & Zimbelman, M. F. (2006). *Forensic accounting* (4th ed.). South Westren-Cengage.
- Ambar. (2009). *Manajemen sumber daya manusia*. Graha Ilmu.
- Amrizal, C. F. E. (2004). *Pencegahan dan pendeteksian kecurangan oleh internal auditor*.
- Arsendy, M. T. (2017). *Pengaruh pengalaman audit, skeptisme profesional, red flags, dan tekanan anggaran waktu terhadap kemampuan auditor dalam mendeteksi kecurangan (studi empiris pada Kantor Akuntan Publik di DKI Jakarta)*. Universitas Riau.
- Bakri, H. H. M., Mohamed, N., & Said, J. (2017). Mitigating asset misappropriation through integrity and fraud risk elements: Evidence emerging economies. *Journal of Financial Crime*, 24(2), 242–255. <https://doi.org/10.1108/JFC-04-2016-0024>
- Bank Indonesia. (2011). *Surat Edaran Bank Indonesia Nomor 13/28/DPNP tentang Penerapan Strategi Anti-Fraud bagi Bank Umum*. <http://www.bi.go.id>
- Bolton, R. J., & Hand, D. J. (2002). Statistical fraud detection: A review. *Statistical Science*, 17(3), 235–255.
- Butcovan, A. (2015). Banking security in the context of international relations. *International Relations*, 7.
- Carnes, K. C., & Gierlasinski, N. J. (2001). Forensic accounting skills: Will supply finally catch up to demand? *Managerial Auditing Journal*, 16(6), 378–382. <https://doi.org/10.1108/02686900110395514>
- Chairunnisa, C., & Ibrahim, M. (2019). Evaluasi penerapan strategi anti fraud dalam mengelola risiko kecurangan pada PT X. *Jurnal Riset Akuntansi Dan Keuangan*, 7(3), 465–476.
- Corbin, J., & Strauss, A. (2008). *Basics of qualitative research* (3rd ed.). SAGE.
- Cressey, D. R. (1953). *Other people's money: A study in the social psychology of embezzlement*. Free Press.
- Diantika, A. (2015). *Analisis kebijakan perbankan mikro: Sebuah studi tentang fraud dan pengawasan terhadap Bank Perkreditan Rakyat di Indonesia*. Universitas Gadjah Mada.
- Durnila, K., & Santoso, C. B. (2018). Pengaruh audit forensik dan kompetensi auditor terhadap pencegahan fraud dengan kecerdasan emosional sebagai variabel moderating pada BPK RI Perwakilan Provinsi Kepulauan Riau. *Measurement: Jurnal Akuntansi*, 12(1).
- Frimpong, K. (2015). Back to basics: Fighting fraud and austerity. *Journal of Financial Crime*, 22(2), 219–227. <https://doi.org/10.1108/JFC-11-2013-0065>
- Gaskell, G. (2000). *Individual and group interviewing. Qualitative researching with text, image and sound*. SAGE.

- Gupta, P., & Pass, B. (2019). *Understanding and preventing financial fraud in the global economy*. Palgrave Macmillan.
- Hamilton, A. B., & Finley, E. P. (2020). Reprint of: Qualitative methods in implementation research: An introduction. *Psychiatry Research*, 283(August 2019), 112629. <https://doi.org/10.1016/j.psychres.2019.112629>
- Hancock, D., & Algozzine, B. (2006). *A practical guide for doing case study research*.
- Hidajat, T. (2020). Rural banks fraud: A story from Indonesia. *Journal of Financial Crime*, 27(3), 933–943. <https://doi.org/10.1108/JFC-01-2020-0010>
- Holsti, O. (1969). *Content analysis for the social sciences*. Addison-Wesley.
- Kamdjoug, J. R. K., Sando, H. D., & Kala, J. R. (2024). Data analytics-based auditing: A case study of fraud detection in the banking context. *Ann Oper Res* 340, 1161–1188. <https://doi.org/https://doi.org/10.1007/s10479-024-06129-8>
- Khalid, S. N. A. (2009). Reflexivity in qualitative accounting research. *Journal of Financial Reporting and Accounting*, 7(2), 81–95. <https://doi.org/10.1108/19852510980000005>
- Kimani, J. W. (2011). *Fraud risk assessment plan for Barclays Bank of Kenya*.
- Lisic, L. L., Silveri, S. D., Song, Y., & Wang, K. (2015). Accounting fraud, auditing, and the role of government sanctions in China. *Journal of Business Research*, 68(6), 1186–1195.
- Mabior, M. M., & Wanyama, K. W. (2024). Role of forensic investigations in reduction of financial fraud among commercial banks in South Sudan. *International Journal of Finance and Accounting*, 3(1), 1–14. <https://doi.org/10.37284/ijfa.3.1.1645>
- Mansour, A. Z., Ahmi, A., & Popoola, O. M. J. (2020). The personality factor of conscientiousness on skills requirement and fraud risk assessment performance. *International Journal of Financial Research*, 11(2).
- Mathenge, G. D. (2014). An empirical study to measuring corruption and integrity in Kenyan Police Agency: an Ethical Perspective. *Public Policy and Administration Research*, 4(2), 67–79.
- Molinari, M., & de Villiers, C. (2021). Qualitative accounting research in the time of COVID-19 – changes, challenges and opportunities. *Pacific Accounting Review*, 33(5), 568–577. <https://doi.org/10.1108/PAR-09-2020-0176>
- Nandemar, D., Haliah, Syarifuddin, & Nirwana. (2024). *Enhancing the performance of fraud risk judgments by Indonesian state auditors through continuous learning and development* (Issue Icame 2023). Atlantis Press International BV. https://doi.org/10.2991/978-94-6463-400-6_3
- Nyakarimi, S. N., Kariuki, S. N., & Kariuki, P. W. (2020). Application of internal control system in fraud prevention in banking sector. *International Journal of Scientific and Technology Research*, 9(3), 6524–6536.
- Otoritas Jasa Keuangan. (2016). *SEOJK Nomor 5/SEOJK.03/2016 tentang Penerapan Tata Kelola bagi Bank Pengkreditan Rakyat*. <http://ojk.go.id>
- Paredes, R., & Vega, M. (2023). An internal fraud model for operational losses in retail banking. *Applied Stochastic Models in Business and Industry*. <https://doi.org/https://doi.org/10.1002/asmb.2814>
- Patton, M. Q. (2003). Qualitative research and evaluation methods (3rd ed.). In *Evaluation Journal of Australasia* (Vol. 3, Issue 2, pp. 60–61). <https://doi.org/10.1177/1035719X0300300213>
- Peltier-Rivest, D. (2009). An analysis of the victims of occupational fraud: A Canadian perspective. *Journal of Financial Crime*, 16(1).
- Popoola, O. M. J. (2014). *Forensic accountants, auditors and fraud capability and competence requirements in the Nigerian public sector*. Universiti Utara Malaysia.
- Prabha, M., Sharmin, S., Khatoon, R., Imran, M. A. U., & Mohammad, N. (2024). Combating banking fraud with it: integrating machine learning and data analytics. *The American Journal of Management and Economics Innovations*, 6(7), 39–56. <https://doi.org/10.37547/tajmei/volume06issue07-04>
- Pratiwi, S. L., & Cahyono, H. (2018). Pengaruh pendidikan dan pelatihan terhadap peningkatan kualitas SDM bank syariah pada Bank Syariah Mandiri KCP Lamongan. *Jurnal Ekonomi Islam*, 1(2), 145–153.
- Rustiarini, N. W., Suryandari, N. N. A., & Nova, I. K. S. (2016). Red flags and fraud prevention on rural banks.

- Buletin Ekonomi Moneter dan Perbankan*, 19(2), 177–206.
- Saunders, M., Lewis, P., & Thornhill, A. (2012). Research methods for business students. In *International Journal of the History of Sport* (Vol. 30, Issue 1). www.pearson.com/uk
- Setiani, B. (2013). Kajian sumber daya manusia dalam proses rekrutmen tenaga kerja di perusahaan. *Jurnal Ilmiah Widya*, 4(2).
- Shi, X., Yao, X., Liang, J., Gan, S., & Li, Z. (2022). China's cultivation of master nursing specialist: A qualitative content analysis of the stakeholders. *Nurse Education in Practice*, 63(May), 1–7. <https://doi.org/10.1016/j.nepr.2022.103359>
- Silva, D. (2022). Pre-service teachers' understanding of culture in multicultural education: A qualitative content analysis. *Teaching and Teacher Education*, 110, 1–11. <https://doi.org/10.1016/j.tate.2021.103580>
- Smith, M., Omar, N. H., Sayd Idris, S. I. Z., & Baharuddin, I. (2005). Auditors' perception of fraud risk indicators: Malaysian evidence. *Managerial Auditing Journal*, 20(1), 73–85. <https://doi.org/10.1108/02686900510570713>
- Suhartono, S. (2016). Komite anti fraud: Solusi menuju zero fraud. *Jurnal Akuntansi*, 5(1).
- Thunga, S. R., Lavanya, P. B., & Chinni, N. (2024). *Analysis and preventive measures of banking frauds with reference to Indian banking sector* (Issue Icrbss 2023). Atlantis Press International BV. https://doi.org/10.2991/978-94-6463-374-0_34
- Triantoro, H. D., Utami, I., & Joseph, C. (2018). Whistleblowing system, machiavellian personality, fraud intention: An experimental study. *Journal of Financial Crime*, 27(1), 202–216. <https://doi.org/10.1108/JFC-01-2019-0003>
- Wells, J. T. (2005). *Corporate fraud handbook: Prevention and detection*. John Wiley & Sons.
- West, J., & Bhattacharya, M. (2016). Intelligent financial fraud detection: A comprehensive review. *Computers and Security*, 57, 47–66.