

Improving the Accountability of Zones of Integrity towards Anti-Corruption and Public Service

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Abstract

This study aims to determine: (1) The implementation of developing a Zone of Integrity towards corruption-free zones (Wilayah Bebas Korupsi/WBK) and clean bureaucracy serving areas at the Faculty of Economics and Business (FEB), University of National and Development (Universitas Pembangunan Nasional 'Veteran' Yogyakarta/UPNYK), (2) The challenges faced by the FEB UPNYK. In this study, the researcher applies Eko Prasodjo's theory (Prasodjo & Kurniawan, 2013), which refers to the 3 criteria of good bureaucracy: improving the quality of public services, combating Corruption, Collusion, and Nepotism (Korupsi, Kolusi, dan Nepotisme/KKN), and performance accountability. The findings of this research indicate that the FEB UPNYK is still in the process of developing its ZI, addressing various aspects related to the development of the ZI at the FEB UPNYK. From another perspective, the researcher observes a lack of coordination between the Faculty and the Rectorate, as well as a lack of awareness among faculty members and educational staff regarding the implementation of

the ZI at the FEB UPNYK, resulting in suboptimal achievement of the 6 leverages of compliance targets.

Keywords: Actuating, Zone of Integrity, Anti-Corruption, Public Service.

Introduction

Minister of State Apparatus Utilization and Bureaucratic Reform (*Kementerian Pendayagunaan Aparatur Negara dan Reformasi Birokrasi/Kemenpan RB*) of the Republic of Indonesia issued Permenpan RB Number 10 of 2019 concerning Guidelines for Developing Zones of Integrity (ZI) towards Corruption-Free and Clean and Service-Oriented Bureaucracy Areas within Government Institutions. This regulation replaces Permenpan RB Regulation Number 52 of 2014. The development of the ZI towards Corruption-free Zones (*Wilayah Bebas Korupsi/WBK*)/Clean and Servant Bureaucracy Area (*Wilayah Birokrasi Bersih dan Melayani/WBBM*) is a concrete step to accelerate the achievement of the Bureaucratic Reform work program within the work unit (Rompas, Pioh, Monintja, 2023). Particularly in terms of corruption prevention and improving the quality of public services.

Towards WBK is a predicate given to a work unit that fulfils most of the change management, governance structuring, human resources management system structuring, strengthening supervision, and performance accountability strengthening. Towards WBBM is a predicate given to a work unit that fulfils most of the change management, governance structuring, human resources management system structuring, strengthening supervision, performance accountability strengthening, and public service quality strengthening.

Administrators should listen rather than instruct and serve rather than control to achieve effectiveness in service within an administration. This means that achieving organizational goals requires effectiveness in public service. It underscores the importance and priority of serving the community.

As a provider of services and the community as a recipient of services, the demand for service effectiveness must be implemented by the dimensions of service that are simple, clear, firm, open, efficient, economical, and just as a manifestation of service. This has yet to be fully implemented by government institutions such as FEB UPNYK.

In carrying out duties and functions in the field of Education, FEB UPNYK implements bureaucratic reform to realize a government free from corruption, as well as a clean and service-oriented bureaucracy. In implementing bureaucratic reform, FEB UPNYK establishes the development of ZI towards WBK areas and WBBM. In order to accelerate the achievement of these objectives, the FEB UPNYK needs to implement bureaucratic reform through the development efforts of ZI.

Establishing the ZI at the FEB UPNYK aims to develop a corruption-free and clean bureaucratic service area within the FEB UPNYK. The development of the ZI at FEB UPNYK is carried out to achieve a corruption-free environment and enhance the quality of public services within the FEB UPNYK. The implementation of the ZI development at the FEB UPNYK is an interesting subject to explore in this research.

The issues in this research are (1) how is the implementation of the ZI towards WBK and WBBM at FEB UPNYK?; (2) How is the measurement of the ZI towards WBK and WBBM at FEB UPNYK?

This research aims to (1) Explain the implementation of the ZI towards WBK and WBBM at FEB UPNYK; (2) Describe the measurement of the ZI towards WBK and WBBM at UPNYK.

Literature Review

Zone of Integrity (ZI)

ZI is an accolade awarded to government agencies whose leaders and personnel are committed to achieving Clean Government and Clean Service areas through bureaucratic reform, particularly in preventing corruption and improving the quality of public services. WBK is a designation given to a work unit that fulfils most aspects of change management, administrative structure arrangement, human resources management system arrangement, strengthening of supervision, and performance accountability. WBBM is a designation given to a work unit that fulfils most aspects of change management, the administrative structure arrangement, human resources management system arrangement, strengthening of supervision, performance accountability, and improvement of public service quality.



Figure 1. Concept of Zone of Integrity

Based on Figure 1 above, it can be explained that the ZI components consist of 60% leverage components and 40% result components. Leveraging components include change management, governance arrangement, human resources management arrangement, strengthening supervision, performance accountability, and public service. At the same time, the result components include a clean and free-from-corruption government and improving the quality of public services (Hanafi & Mugi, 2010).

Corruption-free Zones (WBK) and Clean and Servant Bureaucracy Areas (WBBM)

WBK is an accolade given to a work unit that meets extensive criteria in change management, organizational structuring, human resources management system arrangement, reinforcement of supervision, and enhancement of performance accountability. Meanwhile, WBBM is an accolade bestowed upon a work unit that fulfils most criteria in change management, organizational structuring, human resources management system arrangement, reinforcement of supervision, enhancement of performance accountability, and improvement of public service quality.

Methods of Research

This research was conducted at the FEB UPNYK. The method used in this research is descriptive research. Descriptive research is a method used to explore knowledge extensively about the research object at a specific period (Hidayat, 2010).⁴ Therefore, descriptive research in this study aims to explain the implementation and measurement of the ZI towards WBK and WBBM at FEB UPNYK.

In this research, the researcher divided the data into two sources, namely primary data and secondary data. Primary data refers to data directly obtained from FEB UPNYK, whereas secondary data refers to data obtained indirectly through intermediaries (collected and recorded by other parties). Secondary data in this study was gathered through technical documentation using records or documents available at FEB UPNYK and other relevant sources related to the research object. A literature review was also conducted as a data collection technique using literature such as books, magazines, journals, research reports, and others.

This research records explicitly visible aspects and examines the overall phenomena occurring (Sugiyono, 2012). The selection of informants has been determined based on their known primary duties corresponding to their functions related to the development of the ZI towards WBK and WBBM. This means informants were intentionally chosen as individuals who truly understand the issues and are trusted within FEB UPNYK. The informants in this study include individuals directly involved with the focus and locus of the research, namely the Dean, Vice Dean, and heads of the ZI department.

The data types used include text/writing, written words, phrases, or symbols that depict or represent people, actions, and events in social life. The primary data sources are structured interviews, where the interviewer sets the issues and questions or observations that contribute to listening, seeing, and inquiring (Moeloeng, 2004).

Primary data sources are obtained through structured interviews with informants, observations, and documentation. Secondary data sources are derived from processed data from institutions or other researchers who have collected data at FEB UPNYK. Data collection techniques involve interviews, observations, and gathering secondary data such as statistical data, official reports from institutions, and legislative data⁶. The data obtained are subsequently analyzed systematically through three simultaneous steps: data condensation, data presentation, drawing conclusions, and verification. The validity of the data in this research is ensured using methodological triangulation, which involves comparing information or data using different methods to ascertain its accuracy. Exploring a singular phenomenon from diverse perspectives enhances comprehensive understanding. The researcher employs both unstructured and structured interview methods. Additionally, different informants may be utilized to cross-verify the accuracy of the information obtained.

Data and Discussion

The Actuating of Zone of Integrity (ZI)

Implementation of the ZI at the FEB UPNYK towards a WBK and WBBM is stipulated in the Regulation of the Minister of Industry of the (Kementerian Perindustrian/Kemenperin) Republic of Indonesia Number 108/M-IND/PER/12/2015 concerning the Development of

Zones of Integrity Towards Corruption-Free Areas and Clean and Service-Oriented Bureaucracy Areas within the FEB UPNYK. The development of ZIs in units within FEB UPNYK is carried out through two components: leveraged components and result components. The leveraged component is the determinant of achieving the targets of ZI development towards WBK or WBBM. The leveraged component includes change management, arrangement of governance, arrangement of human resources management systems, strengthening performance accountability, strengthening supervision, and enhancing the quality of public services. The result component determines achieving Bureaucratic Reform programs and Good Governance implementation. The result component includes clean and anti-corruption governance and improving the quality of public services to the community.

Measurement of Zone of Integrity According to The Ministry of Research, Technology, and Higher Education Indonesia

The assessment of ZI within FEB UPNYK is conducted by the Internal Assessor Team (*Tim Asesor Internal/TPI*) established by the Minister of Education, Culture, Research, and Technology (*Kementerian Pendidikan, Kebudayaan, Penelitian, dan Teknologi/Kemdikbudristek*). The team's task is to evaluate work units towards achieving the title of WBK/WBBM. The TPI membership consists of the Inspectorate General of the Kemdikbudristek, and the Bureaucratic Reform Team of the Kemdikbudristek. The TPI conducts assessments based on leverage components (60%) and outcome components (40%), detailed as follows: a. Leverage components with a weight of 60%, divided into change management 5%, organizational arrangement 5%, human resources management system arrangement 15%, performance accountability strengthening 10%, supervision strengthening 15%, and public service quality strengthening 10%. b. Outcome components with a weight of 40%, divided into achieving clean and free-from-corruption governance at 20% and achieving improvement in public service quality to the community at 20%.

In assessing work units, TPI uses evaluation worksheets. To achieve the title of WBK, a work unit must meet a minimum score of 75, while for the WBBM predicate, the minimum score required is 85 for both leverage components and outcome components. TPI conducts the ZI measurement at FEB UPNYK; real-time measurement results are available on the FEB UPNYK website.

The Role of Actors during the Development of the Zone of Integrity (ZI)

With the Decree of the Rector of UPNYK Number 14/UN62/OT.02/KEP/2022 regarding the ZI Development Task Force of FEB UPNYK, as a form of support from the Rector in accelerating the implementation of ZI development, can proceed smoothly. This decree outlines the duties of the ZI Development Acceleration Team, ensuring their performance is more focused, organized, and clear. The tasks of the ZI Development Acceleration Team specified in the Rector's decree are: (1) Developing a work plan to accelerate the development of ZI, prioritizing the target goals of achieving the WBK and WBBM; (2) Coordinating, assisting, and mentoring the proposed Technical Implementation Units aiming for WBK/WBBM accreditation, and; (3) Reports the results of task implementation to the Rector.

The progress of implementing the ZI Development The progress of implementing the ZI Development Monitoring the development of the ZI is known through regular monitoring and evaluation conducted by the TPI; these activities are carried out as one way of nurturing and monitoring how far the progress of developing the ZI in a work unit. In addition, the TPI also

provides facilitation and socialization to provide a new understanding and clarify the basis of the development of the ZI in each work unit. Monitoring progress with the evaluation of the desk is carried out by the TPI twice a year. The assessment results are the following:

| No. | Description | Score Attained | Minimum Score |
|--------------|------------------------------------|----------------|---------------|
| 1 | Management of Changes | 4,4 | 4,8 |
| 2 | Stewardship | 2,7 | 4,5 |
| 3 | Stewardship of the Human Resources | 7,35 | 6,0 |
| 4 | Accountability | 6,78 | 6 |
| 5 | Supervision and Oversight | 4,01 | 9 |
| 6 | Quality of Public Service | 2,81 | 6 |
| TOTAL | | 28.32 | 40 |

Survey component 15.49 (minimum 15.75). Performance achievement of 8 with 3 achieved independent values 1.25 (minimum 1.5); service quality 14.18 (minimum 14) and total value 59.

Changes Before and After the Development of Zone of Integrity

The changes that can be directly felt are integrity, change management, and supervision. Before establishing the ZI, employees needed to be more aware and discerning of gratuities. After establishing the ZI, employees must understand and apply all applicable rules regarding preventing corruption, gratuities, bribery, and extortion.

Employees should have paid more attention to performance measurement and left their comfort zones in jobs that matched their competence, resulting in less encouragement for them to engage in activities aimed at developing their competencies in other areas and becoming more dependent on superiors' orders. Changes after the establishment of the ZI include measurable performance, increased employee understanding of duties, functions, and performance targets, adherence to performance agreements, personnel management, and public services based on information systems, systematic work results through reporting, and compliance with provisions that can directly or indirectly change employees' mindset about work methods and control methods by Standard Operating Procedures (SOP) referring to the conditions that should be done, such as:

1. Standard operating procedures refer to the agency's business map;
2. Standard procedures have been applied, and
3. Standard operating procedures have been evaluated

Hampering Factors During the Development of The Zone of Integrity

The obstacles that hinder the development of the ZI are found in the proposed work units and the Internal Assessment Team. The hindrance within the work units lies in the readiness of each employee and unit, as bureaucratic reform focusing on the development of ZI is not the primary task and function of the employees in those units. This lack of enthusiasm or encouragement to engage in bureaucratic reform and build ZI within their units causes the impediment. The challenges in developing ZI in FEB UPNYK include the incomplete

achievement of the four leverage pillars: change management, governance, oversight, and public service quality.

Conclusion

Zone of Integrity is a concept implemented by government agencies in Indonesia as an effort to create a work environment of WBK/WBBM and to ensure high-quality public service performance. Its main objective is to increase public trust in public services by fostering an anti-KKN culture and strengthening transparency and accountability within government institutions.

But, the implementation of the ZI Development towards WBK and WBBM at FEB UPNYK, has not yet been fully optimized. The outcomes of these activities have not been able to achieve several goals as stipulated in Permenpan RB Number 52/2014. Among the six implementation indicators of the ZI Development towards WBK and WBBM, four of them are still assessed as inadequate: management of changes, governance, supervision and oversight, and public service quality.

The assessment has been good in the Accountability and Human Resource System (HRS) indicators of FEB UPNYK, as a driving factor in the implementation of ZI towards WBK and WBBM. The communication model has been implemented through morning briefings and several internal coordination meetings. Communication is conducted bidirectionally by leaders to employees; leaders provide clear and firm instructions so that the policy objectives are thoroughly understood by policy implementers. Policy implementers provide information to manifest public service. HRS recruitment is based on criteria emphasizing capability and competence, especially in service delivery and task completion. Task distribution aligns with employees' educational backgrounds.

The budget allocated to FEB UPNYK has been utilized for education and training for employees. There is a consistent attitude that starts from the leadership, team leaders, down to the executing employees. The planning that has been formulated is implemented based on the predetermined dates and years. Division of authority, coordination among work teams to achieve the goal of establishing a corruption-free zone institution has been conducted based on established SOPs, guided by directions and instructions from the leadership.

The inhibiting factor is the suboptimal understanding among operational staff in providing basic services to the public. Some employees also do not fully grasp the information conveyed by the leadership, resulting in errors in public service delivery. Human resources at FEB UPNYK, are still not very responsive, and the implementation of regulations often misses the mark. Employee commitment also depends on the solidarity fostered by leadership, and the numerous extracurricular activities outside of office hours somewhat disrupt work and achievement of employee performance targets.

Regardless, the implementation of Zone of Integrity has been quite efficacious in regard of stimulating productivity and preventing KKN practices. Employees are increasingly aware regarding the practice of KKN on the university. It is to be observed that adherence to formal SOP's and established regulation has been increased. For example, employees has been known to be more in line with the documentation and reporting procedure that are a part of the SOP. It is also noted that the usage of key performance indicator under the Zone of

Integrity system has spurred the employees to constantly improve the quality of their daily operating activities in order to fulfill performance targets which are set.

Suggestion

The success of implementing Zone of Integrity lies on the commitment from the leadership and all employees to create a work culture of integrity. Which encompasses the adherence to the policy, as well as active involvement of all member of the Faculty. Based on the conclusion as mentioned above, the author proposes the following recommendations: to promote the Zone of Integrity program by creating an integrity pact for all officials in the Faculty, Departments, Study Programs, as well as all lecturers and educational staff. Create a service declaration signed by the Rector and develop a ZI work plan. As well as to increase the adherence to the system by increasing the efficiency of the unit/teams which held the responsibility for actuating the implementation of Zone of Integration. Although, UPNYK haven't achieved the model standard of Zone of Integrity, but its implementation has been beneficial. So, continued intensification and extensification of the Zone of Integrity practices is advisable.

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