

Implementation Of Development Of Integrity Zones Towards Wbk (Corruption-Free Area) And Wbbm (Clean Service Bureaucracy Area) In Implementation Of Government To Fulfill The Community's Rights To Public Services

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Abstract

The Government of Indonesia's efforts to reform the bureaucracy is not something new. For the public to feel the results of the acceleration of Bureaucratic Reform that has been carried out by the government, especially in work units, the Ministry of Empowerment of State Apparatus and Bureaucratic Reform (Ministry of PAN RB) has issued Ministerial Regulation of PAN RB No. 52 of 2014 concerning Guidelines for the Development of an Integrity Zone towards a Corruption-Free Area and a Clean Bureaucratic Area Serving in Government Agencies, which was later refined by Ministerial Regulation of PAN RB No. 10 of 2019. In the context of the right to public services as a constitutional right of every citizen, can the development of this integrity zone be able to solve the problem of the poor quality of public services by the government? The research method used is a qualitative research method with a statutory approach and then analyzes the implementation in the field. The results of the study indicate that the current Integrity Zone implementation has not been maximized in fulfilling the constitutional rights of citizens related to public services and the fulfillment of economic, social, cultural rights (ekosob) as implications for public services. This is due to several reasons that the Integrity Zone evaluation notes. Therefore, the formulation of a strategy to accelerate the Integrity Zone needs to be carried out as a solution for providing appropriate public services.

Keywords: Implementation, Integrity Zone, Public Service, Constitutional Rights.

INTRODUCTION

The government's efforts to revitalize government governance and achieve good governance carry out bureaucratic reform¹. Bureaucratic reform is essentially an effort to make reforms and fundamental changes to the system of government administration, especially regarding aspects of institutions (organizations), management (business processes), and human resources of the apparatus².

When public services are held by the state, in this case, the government, the question arises "public services/public services organized by the government will it always run well? Does the government in providing public services never make mistakes in acting? Does the government need to provide public services? supervised?" These questions must have arisen for the first time from parties outside the government, be it citizens/communities as service users, opposition parties, or parties who adhere to the idea of good and clean governance³.

Various problems/obstacles that cause the government administration system to not work or are not expected to run properly must be reorganized or renewed. Bureaucratic reform is carried out to realize good governance. According to Zauhar, bureaucratic reform is a strategic step to build the state apparatus to be more efficient and effective in carrying out the general tasks of government and national development by taking steps that are fundamental, comprehensive, and systematic, so that the goals and targets that have been set can be achieved. effectively and efficiently⁴. In addition, the very rapid progress of science, information, and communication technology as well as changes in the strategic environment require the government bureaucracy to be reformed and adapted to the dynamics of society's demands. Therefore, it is necessary to immediately take steps that are fundamental, comprehensive, and systematic, so that the goals and targets that have been set can be achieved effectively and efficiently. Reform here is a process of renewal that is carried out gradually and continuously so that it does not include radical and revolutionary efforts and/or actions.

When citizens/communities access services, who can guarantee that service users receive good treatment and according to procedures? The answer may or may not be guaranteed. Any answer that guarantees where it is located? In-Law Number 25 of 2009 concerning Public Services (Public Service Law). In this Public Service Act, the state is obliged to serve citizens/communities to fulfill their basic rights and needs in

¹ Agus Dwiyanto. (2013). *Mengembalikan Kepercayaan Publik Melalui Reformasi Birokrasi*. Jakarta: PT. Gamedia Pustaka Utama. hlm 76.

² *Ibid*,

³ <https://ombudsman.go.id/artikel/t/artikel--filosofi-pengawasan-pelayanan-publik>

⁴ Soesilo Zauhar.(2002). *Reformasi Administrasi Konsep, Dimensi dan Strategi*. Jakarta : PT Bumi Aksara. hlm. 67.

public services. Why is there a statement that no one can guarantee citizens/communities to get good public services? This is because the Public Service Law is only a state norm or instrument, but those who carry out public services are human beings who serve as policymakers and/or public service officers (public service providers). On the other hand, there are still many public service providers who are not aware that their duties are very noble, namely serving other people, namely citizens/society.

In connection with the many problems and obstacles in the community related to the provision of excellent, easy, cheap, accountable, and transparent public services, it is necessary to develop a policy that is a breakthrough as a way out of these problems. The strategy taken by the government is to carry out bureaucratic reform in a structured and sustainable manner from the center to the regions. the government and the public seem to have the same view on the importance of immediately implementing reforms in the bureaucracy or government environment. stated that bureaucratic reform is a government strategy in realizing good governance by making changes and improvements to the government administration system that targets human resources, management, and institutions. Guidelines for implementing bureaucratic reform in Indonesia are regulated in Presidential Regulation Number 81 of 2010 concerning the grand design of bureaucratic reform 2010-2025, where all levels of government from the center to the regions have implemented eight areas of change which are the spirit of the implementation of bureaucratic reform itself which consists of:⁵ Change Management; Organizational Structuring and Strengthening; Structuring the Legislation; Arrangement of Human Resources; Management arrangement; Strengthening Supervision; Strengthening Performance Accountability; Improving the Quality of Public Services.

To accommodate this, Presidential Regulation No. 81 of 2010 concerning the Grand Design of Bureaucratic Reform 2010-2025 with three main targets, namely increasing organizational capacity and accountability, a clean and free government of Corruption, Collusion, and Nepotism (KKN), and improving public services. In line with this, government agencies build pilot units for the implementation of bureaucratic reform that can serve as pilots for implementation in other work units, such as the Integrity Zone. The concept of the Integrity Zone comes from the concept of the island of integrity. Island of integrity or island of integrity is commonly used by the government and NGOs (Non-Government Organizations) to show enthusiasm in eradicating and

⁵ Deviyanti dan Kusumo Bintoro. (2021), "Analisis Penerapan *Good Corporate Governance (GCG)* Melalui Reformasi Birokrasi Menuju Wilayah Bebas Korupsi dan Wilayah Birokrasi Bersih dan Melayani (WBK/WBBM)". *Jurnal Ilmiah Indonesia*, 6(6), hlm. 2.

preventing corruption. It is no secret that bureaucratic services in Indonesia have to go through many "tables" that are prone to corrupt practices⁶.

Corrupt services ultimately cause citizens to tend to be more tolerant of the practice of extortion so that the community indirectly participates in institutionalizing the practice of KKN. Based on the Regulation of the Minister of State Apparatus Empowerment and Bureaucratic Reform Number 52 of 2014 concerning Guidelines for the Development of Integrity Zones Towards a corruption-free Area and a Clean and Serving Bureaucratic Area within government agencies. The definition of an Integrity Zone is a predicate given to government agencies where the leadership and staff are committed to realizing a Corruption Free Area (WBK)/Clean and Serving Bureaucratic Region (WBBM) through bureaucratic reform, especially in terms of preventing corruption and improving the quality of public services.

For some government agencies, the construction of the Integrity Zone is still a discourse among some leaders because of the need for strong commitment and hard efforts in the process of realizing it. However, in line with the regulatory mandate, data from the Ministry of PAN-RB (2016) states that there has been a very significant increase in the proposals of work units towards WBK/WBBM in 2015-2016, namely there are 223 proposals for work units "Towards a Corruption Free Area" in various agencies. government at the local and national levels. However, this significant percentage increase was not followed by an increase in the number of work units that passed to get the WBK/WBBM predicate⁷.

Until now, almost all ministries have implemented the construction of Integrity Zones in their working areas. However, in reality, there are still some records of the results of the 2021 WBK and WBBM Integrity Zone evaluations according to the Deputy for Bureaucratic Reform, Apparatus Accountability, and Supervision in public services. If this record is not immediately addressed, the 2025 vision in the form of achieving development goals and targets will be even better marked by: no corruption; no offense; APBN and APBD are good; all programs completed well; all permits are completed quickly and accurately; good communication with the public; effective and productive use of time (working hours); application of rewards and punishments consistently and

⁶ Rustiono dan Dwiyanto dalam Julia Hapsari dkk. (2019). "Implementasi Pembangunan Zona Integritas Menuju Wilayah Bebas dari Korupsi dan Wilayah Birokrasi Bersih dan Melayani di BBWS Pemali Juana Semarang". *Dialogue Jurnal Ilmu Administrasi Publik*, 1 (1), hlm. 25-42.

⁷ *Ibid*,

continuously; real development results (pro-growth, job creation, and pro-poverty reduction) cannot be realized.

The characteristics of each province and district in Indonesia are also another challenge in the process of achieving good quality public services. Supervision of discipline and evaluation of human resources within the scope of local government seems to be still very low. Innovation and progress on the quality of public services within the scope of local government also depend on the ability and willingness of each regional head. The inspectorate which is expected to be able to attend as a supervisor has not been able to carry out their duties properly.⁸

Not to mention that the election factor which is held every 5 years is a new branch of problems to improve the quality of human resources in the government. Political interests often collide with the interests of the wider community. Likewise, political priorities are not necessarily in line with the priorities of the people. Changing leaders is the same as changing work programs is not ideal with the program to improve the quality of public services which is a long-term program

Based on this background, this paper raises the title by explaining deductively to inductively regarding issues or problems related to the Development of Integrity Zones Towards the Predicate of WBK (Corruption-Free Region) and WBBM (Clean Serving Bureaucratic Area) within the Scope of State Institutions in Fulfilling Community Rights. On Government Public Service. With subject: Analyzing the juridical basis of the Integrity Zone Program Towards the Predicate of WBK (Corruption Free Area) and WBBM (Clean Serving Bureaucratic Area) and its relation to other relevant legal bases. Analyzing the quality of public services by the government on the implications of the Integrity Zone development program.

RESEARCH METHODS

The research method used in this study is qualitative. The qualitative research method as an overall concept (holistic) seeks to reveal the secrets of something, carried out by gathering information in a natural setting, using a systematic, directed, and qualitatively accountable way of working so that it does not lose its scientific nature.

⁸ Hapsari, Julia, Hartuti Purnaweni, and Budi Puspo Priyadi. "Implementasi Pembangunan Zona Integritas Menuju Wilayah Bebas Dari Korupsi Dan Wilayah Birokrasi Bersihdan Melayani Di Bbws Pemali Juana Semarang." *Dialogue: Jurnal Ilmu Administrasi Publik* 1.1 (2019), hlm. 25-42.

This means that this research does not only record things that appear explicitly but also looks at the overall phenomena that occur.

RESULTS AND DISCUSSION

Integrity Zone Concept in Governance

1. Definition of Integrity Zone

Integrity is defined as an attitude or culture that shows consistency between words and actions as well as an attitude to reject all disgraceful actions that can harm themselves and their institutions. The zone or island is described by units of government agencies that have instilled the value of integrity in it. One of the things that are also emphasized in the Integrity Zone is that it is very possible to create new zones/islands that also implement the integrity system in it. The emergence of this new island is made possible through a replication process by other government agency units to government agency units that have instilled an integrity system first.

To accelerate the achievement of the concept of integrity, government agencies (central and regional) need to build a pilot project for the implementation of bureaucratic reform that can serve as a model for the implementation of work units in structuring a good, effective and efficient government administration system, so that it can serve the community quickly, accurately, and professionally as well as eliminating abuse of authority, KKN practices, and weak supervision. For this reason, it is necessary to concretely implement a bureaucratic reform program in work units through efforts to develop an Integrity Zone.

In the Regulation of the Minister of State Apparatus Empowerment and Bureaucratic Reform of the Republic of Indonesia number 52 of 2014 concerning guidelines for the development of Integrity Zones towards WBK and WBBM within government agencies, it is stated that the Integrity Zone is a predicate given to government agencies whose leaders and staff have a commitment to WBK and WBBM through bureaucratic reform, especially in terms of preventing corruption and improving the quality of public services, as well as reforming the bureaucracy in the work environment for which he is responsible, which begins with the signing of an Integrity Pact by all employees.

In essence, the development of the Integrity Zone towards WBK/WBBM is aimed at building and implementing a bureaucratic reform program well at the work unit

level within government agencies (K/L/Pemda), to be able to develop an anti-corruption bureaucratic work culture and a bureaucratic culture that serves public well, and able to increase public trust in the bureaucracy within government agencies.⁹

2. Corruption Free Area (WBK)

According to the PAN-RB Ministerial Regulation Number 52 of 2014 concerning Guidelines for the Development of an Integrity Zone Towards a corruption-free Area and a Clean and Serving Bureaucratic Area within government agencies, a Corruption-Free Area is a predicate given to a work unit that fulfills most of the change management, structuring management, structuring the HR management system, strengthening supervision, and strengthening performance accountability. This is to eliminate the abuse of authority; the practice of Corruption, Collusion, and Nepotism (KKN); and weak supervision in the administration of government to improve the quality of equitable public services and facilitate and bring services closer to the community.

3. Clean and Serving Bureaucracy Area (WBBM)

The Clean and Serving Bureaucratic Area is a predicate given to a work unit that fulfills most of the change management, management arrangement, HR management system arrangement, strengthening supervision, strengthening performance accountability, and strengthening the quality of public services (Permen PAN-RB Number 52 of 2014). This is done in the context of structuring a good, effective, and efficient government administration system, so that it can serve the community quickly, accurately, and professionally to realize convenience and comfort in the fulfillment of people's rights.

4. The Concept of Governance for the Fulfillment of Community Rights to Public Services

In many terms used, the term institution or state organ contains a meaning that can theoretically refer to Hans Kelsen's view of the concept of the State Organ. Hans Kelsen explained that Whoever fulfills a function determined by the legal order is an organ¹⁰. institutions formed by and for the state or by and for the community¹¹. Thus, it

⁹ LukmanMunawar dan Asep Bambang. (2017). "Strategi *Dynamic Governance* Dalam Penyelenggaraan Pemerintahan Provinsi Jawa Barat". *Jurnal Ilmiah Ilmu Pemerintahan*, 3(3), hlm. 13-30.

¹⁰ Nurainun Magunsong, (2010). *Hukum Tata Negara I*. Yogyakarta : Fakultas Syari'ah dan Hukum Press, hlm. 151.

can be said that any institution that is not formed as a community institution can be called a state institution.

One of the goals of the state in the preamble of the 1945 Constitution stipulates that the state has the responsibility to promote the general welfare in the broadest sense because it is related to the interests of the community as a whole¹². In this case, the responsibility of the state is how to seek all the prerequisites, conditions facilities, and infrastructure that can support the achievement of the general welfare. This means that getting good and excellent public services is a constitutional right for all Indonesian people from Sabang to Merauke without exception. The government is obliged to provide standardized public service facilities fairly to all corners of the archipelago. The founding fathers of the nation have understood very well that public service is one of the vital instruments in daily life. All elements needed in carrying out daily activities, the entire management is carried out in government agencies.¹³

In the body of the 1945 Constitution, the state's obligation to provide public services is stated in Article 34 paragraph (3) which states: "The state is responsible for providing health service facilities and proper public service facilities". This shows that proper public service is the right of citizens and it is to fulfill this welfare that the state provides services to its people which we know as public services. Public services are very strategic as a liaison for the community to access substantive human rights such as education and health which in this case belongs to the category of economic, social, and cultural rights (ekosob)¹⁴. Ecosob rights allow people to make their basic needs a right that must be claimed (rights to claim) and not donations obtained (charity to receive). In the context of public service delivery, the state is the first and foremost party responsible for the fulfillment of people's rights. Likewise, in the reform process in the public service sector, the state must take the dominant role. With the autonomous system, the regional government is the spearhead of public services in the region. The granting of autonomy to the regions through the decentralization process is inseparable from the goals of the state. In this case, autonomy has many functions related to the purpose of granting

¹¹ Jimmy Assiddiqie, (2012). *Perkembangan dan Konsolidasi Lembaga Negara Pasca Reformasi, Cetakan Kedua*. Jakarta : Sinar Grafika, hlm. 28.

¹² Oman Sukmana, (2016). "Konsep dan Desain Negara Kesejahteraan (Welfare State)". *Jurnal Sospol*, 2(1), hlm. 103-122

¹³ Sinaga, Edward James, and Indonesia Jalan HR Rasuna Said Kav. "Aktualisasi Tata Nilai 'PASTI' dalam Mewujudkan Wilayah Bebas dari Korupsi serta Wilayah Birokrasi Bersih dan Melayani." *Jurnal Ilmiah Kebijakan Hukum* 13.1 (2019), hlm. 31.

¹⁴ Muhaimin. (2018). "Penguatan Penyelenggaraan Pelayanan Publik Melalui Penyelesaian Sengketa Informasi Publik". *Jurnal Ilmiah Kebijakan Hukum*, 12(2), hlm.213-226.

autonomy. Bagir Manan identified 5 functions of autonomy, one of which is the function of public services¹⁵. Public services are the most visible measure of government performance. In this case, the public can directly assess the government's performance based on the quality of public services received, because the quality of public services is in the interest of many people and the impact is felt by people from all walks of life.

Implementation of Integrity Zone Development Towards WBK and WBBM towards the Fulfillment of Citizens' Rights

1. Implementation of Integrity Zone Development Towards WBK and WBBM

On the one hand, the implementation of WBK and WBBM Development has succeeded in bringing positive impacts in several agencies. For example, as data from the Ministry of Empowerment of State Apparatus and Bureaucratic Reform, the WBK and WBBM programs have succeeded in bringing several benefits, especially to legal institutions. First, the Indonesian Police. Several police offices have been able to eradicate brokers in the Police, digitizing services (making SIM - online and mobile STNK, Electronic Traffic Law Enforcement), services are carried out until the evening, and efforts to approach the community are carried out more intensely. Second, the Indonesian Attorney General's Office. Starting from making progress applications for Case Management System (CMS) case handling, free legal assistance to the community & other agencies, legal assistance in strategic sectors (eg Village Funds), and witness protection, such as witness shelters. Third, the Ministry of Law and Human Rights (Kemenkumham). There are 2 (two) main achievements, namely the speed and convenience of passport services (online passport & ball pick-up) and the digitization of the supervision system at the Correctional Institution (LAPAS). Fourth, the Supreme Court (MA). The Supreme Court's achievements include the transparency of case settlement through the information system, digitizing the judge's control system to maintain integrity, data integration with other agencies such as the Disdukcapil PA. Fifth, the Department of Population and Civil Registration (Dukcapil). As the agency that receives the most criticism from the public regarding public services, there are several achievements of WBK and WBBM obtained by several Dukcapil agencies, including prevention of touts at Disdukcapil, digitization of Dukcapil services online, speed of 3 in 1 service, 1-hour finish, ball pick-up service, bridge independent to the sub-district and village levels.

¹⁵ Bagir Manan dalam Yusdianto. (2015). "Hubungan Kewenangan Pusat dan Daerah Menurut UU No. 23 Tahun 2014 tentang Pemerintahan Daerah". *Padjajaran Journal of Law*, 2(3) : 483-504.

In line with the mandate of the regulations, data from the Ministry of PAN-RB in 2016 stated that there was a very significant increase in the proposals of work units towards WBK/WBBM in 2015-2016, namely, there were 223 proposed work units "Towards a Corruption Free Area" in various government agencies at the local level. as well as national. with details of 175 work units in the Ministry, 18 work units in the Province, and 30 work units in the Regency/City. When compared to 2015, there were only 60 work units, namely 45 work units in Ministries/Institutions, 4 work units in Provinces, and 11 work units in Regencies/Cities. by a significant increase in the number of work units that passed to get the WBK/WBBM predicate. It was noted that out of a total of 223 work units submitted in 2016, only 19 work units (8.5%) passed. In 2015, of the total work units that proposed the construction of work units towards WBK/WBBM as many as 60 work units, 13 units (21%) of them successfully passed the WBK/WBBM predicate.

Logically, the PAN-RB Ministerial Regulation Number 52 of 2014 concerning Guidelines for the Development of Integrity Zones Towards a corruption-free Area and a Clean and Serving Bureaucratic Area in Government Agencies becomes the basis/rules for implementing community services so that when many government agencies do not realize the norms in With these regulations, it can be said that the services provided by government agencies are contrary to the law and the state's goals, namely to promote public welfare. Therefore, the realization of norms in the Permen PAN-RB is not a matter of implementing and achieving performance according to the direction of superiors so that it does not have any implications when it is not implemented. However, more than that, this is a problem in the discourse on guarantees and violations of the rights of citizens born of guaranteeing human rights.¹⁶

The PAN-RB Ministerial Regulation is the basis of services to guarantee the rights of the community so that the logic that must be inspired is that when government agencies do not implement the PAN-RB Ministerial Regulations, guarantees of rights are realized, and vice versa when government agencies do not carry out which is measured by whether or not the agency passes. In the Integrity Zone, there will certainly be violations of the rights of citizens, especially in the process of public services by the government. Therefore, the imposition of sanctions on government agencies that do not realize the PAN-RB Ministerial Regulation as well as the rehabilitation of the rights of

¹⁶ Haryadi, Wresni, Abdul Rahman Jannang, and Rahmat Sabuhari. "Analisis Pelaksanaan Zona Integritas di Kepolisian Resor Ternate Guna Terwujudnya Wilayah Bebas dari Korupsi." *Jurnal Ilmiah Wahana Pendidikan* 8.2 (2022), hlm. 65-77.

the people who do not receive services according to the PAN-RB Ministerial Regulation must be applied to enforce the law and guarantee the rights of citizens.

The results of the analysis of this study indicate that the problem of the realization of the PAN-RB Ministerial Regulation is caused by various obstacles that are noted in the results of the 2021 WBK and WBBM Integrity Zone evaluations according to Apparatus Accountability and Supervision in public services, namely as follows: (1) Work units that have not to meet the criteria of the PAN-RB Ministerial Regulation Number 10 of 2019. ¹⁷The Internal Supervisory Team has not been fully involved in the process of developing the Integrity Zone. This is because there has not been a complete understanding of the substance of the 6 (six) areas of change so that the implementation of the supervision system is not yet ideal, it is still just a public campaign and not yet in a systemic development; (2) The work unit does not meet the minimum score for the external survey with the criteria. Less than optimal building intimacy with service users and stakeholders so that improvement efforts are not in line with stakeholder expectations; (3) The work unit has tried to build innovation. However, these innovations are not enough to improve the convenience and quality of services as required by service users. As a result, there has not been a change in mindset and work culture, but only the pursuit of values / awards. Program innovations and service activities have not been able to answer strategic issues by stakeholder expectations. Management of the media to inform the construction of the Integrity Zone to internal and external stakeholders/community has not been carried out effectively; (4) A strong commitment to improving the bureaucracy in each work unit has not been fully supported by an adequate understanding of the leadership and members of the work unit on how to implement the construction of a more effective integrity zone. As a result, there is an inconsistency in the implementation of services to the public according to the internal evaluation work paper with real conditions in the field; (5) The head of the work unit does not fully understand its performance, so they are unable to build the right strategy and focus on achieving better performance, even the active involvement of the leadership in the monitoring and evaluation of the implementation of the Integrity Zone development is still low. Likewise, leadership involvement in the implementation of performance management is also still low. Likewise, the implementation of the community satisfaction survey is only a formality and cannot be used to improve service quality according to community expectations; (6) The work unit has not fully

¹⁷ Ifada, Taufilillah, Sukarno Hardjo Soewito, and Adi Soesiantoro. "Penerapan Pedoman Pembangunan Zona Integritas Menuju Wbk Dan Wbbm: Studi Kasus Di Biro Organisasi Sekretariat Daerah Provinsi Jawa Timur." *PRAJA observer: Jurnal Penelitian Administrasi Publik* (e-ISSN: 2797-0469) 1.03 (2021), hlm. 57-64.

implemented risk management and its mitigation, to prevent deviations that hurt integrity.

The six-note points can be drawn using several perspectives, namely the compliance of institutional members as implementers of the WBK and WBBM Integrity Zones, the smoothness of routines, the level of problems or problems that occur, and the realization of the expected impact.¹⁸

The first perspective is to understand the success of implementation in a narrow sense, namely the compliance of the implementers in implementing the policies contained in the legislation, both laws and sectoral regulations. Edward III said that: if policy implementation is to be effective and efficient, implementers not only know what to do and have the ability to implement the policy, but they must also have the will to implement the policy. This means that the understanding and attitude or behavior of the implementer is a very important indicator to see the compliance of the implementor in a policy. Based on the notes from the Deputy for Bureaucratic Reform, Apparatus Accountability and Supervision above, especially in point 1 (one), it shows that the compliance level of implementers in various work units is still very low.¹⁹

The second perspective is the smoothness of routines or the level of problems or problems that occur. Routines have the meaning of regular and unchanging procedures, the procedures themselves are certain stages in a program that must be carried out to achieve a goal, with the smooth routine of an implementation of an activity program can make a good implementation too, so that a success Policy implementation can be characterized by smooth routine functions and the absence of problems encountered. This variable is explained by several indicators, namely the number of actors involved, clarity of purpose, and participation in all government units. Based on the notes from the Deputy for Bureaucratic Reform, Apparatus Accountability and Supervision above in points 2 (two) to 6 (six) it shows that the indicators for the smoothness of routines or the level of problems or problems that occur have not been fulfilled.

¹⁸ Kinasih, Wihardiasty Sekar Kinasih Wihardiasty Sekar, and Sujianto Sujianto. "Pelaksanaan Pembangunan Zona Integritas Menuju Wilayah Bebas Korupsi Dan Wilayah Birokrasi Bersih Melayani Di Kantor Imigrasi Kelas I Tpi (Tempat Pemeriksaan Imigrasi) Pekanbaru." *PUBLIKA: Jurnal Ilmu Administrasi Publik* 8.1 (2022), hlm. 104-120.

¹⁹ Hanafi, Andhi Sukma. "Pelaksanaan reformasi birokrasi dengan pembangunan zona integritas pada Kementerian Perindustrian." *JIKAP (Jurnal Informasi Dan Komunikasi Administrasi Perkantoran)* 4.1 (2020), hlm. 31-37.

The third perspective, namely the realization of the desired impact. The desired impact is of course based on the achievement of the objectives of establishing an Integrity Zone. The Bureaucratic Reform and the Integrity Zone have two main objectives, namely, to provide an overview of the quality of public services in general through the Public Service Satisfaction Perception Index (IPP) for each government agency (ministry, institution, provincial, district, and city government) and work units in the Integrity Zone. (ZI) is proposed. Another objective is to provide an overview of anti-corruption behavior in general through the Anti-Corruption Perception Index (IPAK) in each government agency (ministry, agency, provincial, district, and city government) as well as the proposed ZI work unit. Based on the notes from the Deputy for Bureaucratic Reform, Apparatus Accountability and Supervision above in the first to the last points, it certainly shows that the desired impact has not been realized optimally because many indicators have not been achieved.

2. Implementation of the Fulfillment of Citizens' Rights to Public Services

From the analysis of the implementation of the WBK and WBBM Integrity Zones, it can also be analyzed the fulfillment of citizens' rights to public services. As stated in the previous paragraphs, the purpose of the Integrity Zone is to provide an ideal description of the quality of public services to guarantee the rights of citizens to good services and the realization of the state's goals to promote public welfare. Therefore, the failure to carry out the orders in the PAN-RB Ministerial Regulation means that the rights of citizens are not fulfilled based on Article 34 paragraph (3) of the 1945 Constitution of the Republic of Indonesia which states "The State is responsible for providing health service facilities and proper public service facilities". Public services are public liaisons to access substantive human rights such as education and health which in this case are included in the category of economic, social, and cultural rights (ecosob) so that poor public services will limit and even potentially violate the rights of ekosob citizens who are citizens. the responsibility of the state in this case the government.²⁰

This is evidenced by the low Public Service Satisfaction Perception Index (IPKP) in various government work units. Even the Ombudsman's report reveals that public services provided by local governments in Indonesia are the worst when compared to other agencies such as the police, courts, and the National Land Agency.

²⁰ Wilujeng, Deva Sasti, and Octavia Lhaksmi Pramudyastuti. "Evaluasi Penerapan Zona Integritas Menuju Wilayah Bebas Dari Korupsi dan Wilayah Birokrasi Bersih Melayani (Studi Pembangunan Zona Integritas Rumah Sakit Jiwa Prof. Dr. Soerojo Magelang)." *Journal of Economic, Management, Accounting and Technology* 3.2 (2020), hlm. 127-135.

This is based on reports of public complaints submitted to the Ombudsman of the Republic of Indonesia, where maladministration in public services still occurs, for example, protracted delays, abuse of authority, discrimination, and asking for compensation.

3. Improvement of the Concept of Realizing the Integrity Zone Towards WBK and WBBM

Based on some of the notes above, there are several strategies to accelerate the development of the Integrity Zone so that it is oriented towards ideal and comprehensive community services. The steps that became the solution for these improvements were, among others: (1) Strengthening the role of the Internal Assessment Team (TPI) in guarding and building pilot units independently: Formulating the mechanism and standards for determining the independent WBK predicate, Monitoring the results of the TPI evaluation of work units that have obtained the title of WBK/WBBM; (2) Changing the Focus of the Implementation Strategy to Priority Areas and the National Strategy for Corruption Prevention (Stranas PK), namely the focus on the integration of ZI development in work units in Priority Areas, thematic ZI development according to Stranas PK; (3) Synergize with other Units and Agencies: ZI evaluation results will be validated with mystery shopper results, as well as clearance from various agencies such as KPK, ORI, KY, Komolnas, Komjak, Bareskrim, etc. public services in the ZI unit.

The evaluation focuses that must be carried out include: (1) Effectiveness and efficiency of budget use in priority sectors at this time. Ensure that the APBN/APBD is effectively used for programs/activities that have an impact on the achievement of current priority targets, such as economic recovery and health; (2) Refocusing programs and activities that have less impact become more impactful. Changing programs/activities that have less impact into programs/activities that have a direct impact on the community; (3) Simplification of the organizational structure. Ensure that efforts to simplify/ streamline the structure have been carried out and ensure that the existing structure meets the needs and challenges of the organization in the future; (4) Follow-up of bureaucratic simplification. Transfer of structural positions to functional positions, adjustment of performance elaboration (cascading) from leadership to individual level, adjustment of work mechanisms and business processes; (5) Public service innovation during the pandemic. Ensuring service remains excellent, easy, fast, precise, and delivered, as well as adaptive in all conditions, including pandemic conditions; (6) Innovation in upholding integrity. Suppress the potential for abuse of integrity, such as fraud and KKN through strengthening the three lines of defense in

government agencies and the active involvement of the community in controlling government administration; (7) Innovation in HR governance. Ensuring that all ASN remain productive and performing through the adjustment of clear and accountable work mechanisms.

CONCLUSION

The implementation of the WBK and WBBM Integrity Zones through the PAN-RB Ministerial Regulation Number 52 of 2014 has positively impacted several government work units, especially work units in the field of law. However, many work units still do not qualify for the Integrity Zone. This is caused by several factors drawn from several perspectives including the level of compliance of the implementor to the PAN-RB Ministerial Regulation Number 52 of 2014, the smoothness of the routine, or the level of problems or problems that occur, and the realization of the desired impact. The failure of most government work units in realizing the Zone of Integrity certainly has an impact on the violation of citizens' rights to receive public services and access to economic and social rights guaranteed by the constitution. Therefore, improvement measures as a strategy to accelerate the Integrity Zone need to be carried out including strengthening the role of TPI in guarding and building pilot units independently; changing the focus of the implementation strategy to Priority Areas and Starnes PK, and synergizing with various other units and agencies.

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