

STRATEGY FOR ACHIEVING INTEGRITY ZONE AT MAKASSAR VOCATIONAL TRAINING AND PRODUCTIVITY CENTER

Burhanuddin,¹ Arfiani,² Mustaking³ and Tunggul Prasadjo⁴

¹Faculty of Social and Political Science, Universitas Muhammadiyah, Makassar, Indonesia

² Ilmu Administrasi Publik Pascasarjana, Universitas Negeri Makassar, Makassar, Indonesia

³Faculty of Social Science, Universitas Puangrimaggalattung

⁴Institut Teknologi dan Bisnis Nobel Indonesia

E-mail: burhan@unismuh.ac.id; zahraanie@ymail.com; takimmuhlab@yahoo.com;

tunggul.prasodjo@nobel.ac.id

ABSTRACT. This study aims to determine the implementation of the Makassar BBPVP integrity zone, to determine the supporting and inhibiting factors for the implementation of the Makassar BBPVP integrity zone and to determine the strategy for achieving the Makassar BBPVP integrity zone. This research uses a qualitative approach using exploratory analysis. Data collection was carried out using an interview technique that refers to six indicators of the implementation of the Integrity Zone, namely change management, management management, management system management, strengthening work accountability, strengthening supervision, and improving the quality of public services. The data analysis technique is to adapt the integrity zone development design model. The results of this study indicate that: 1) the implementation of the integrity zone seen from the six leverage criteria, namely change management, implementation of procedures, structuring of HR management systems, strengthening performance accountability, strengthening supervision and improving the quality of public services has been carried out properly and in accordance with procedures or mechanisms established apply. 2) The strategy for achieving the integrity zone towards WBK/WBBM at BBPVP Makassar has been implemented well, seen from the six criteria for leveraging the strategy for achieving the integrity zone, namely Optimizing management, Optimizing management arrangements, Structuring the HR Management System, Optimizing strengthening accountability, Optimizing strengthening supervision, and Optimizing the improvement of the quality of public services. The conclusion of this study found that the implementation of integrity zones at BBPVP Makassar had been carried out properly and in accordance with the applicable procedures or mechanisms. Factors supporting implementation consist of inclusive factors and facilities/infrastructure. The inhibiting factors are leadership factors, human resource factors, and organizational commitment factors.

Keywords: Bureaucratic Reform; Corruption-Free; Good Governance; Integrity Zone; Optimizing management

STRATEGI PENCAPAIAN ZONA INTEGRITAS PADA BALAI BESAR PELATIHAN VOKASI DAN PRODUKTIVITAS MAKASSAR

ABSTRAK. Penelitian ini bertujuan untuk mengetahui pelaksanaan zona Integritas BBPVP Makassar, untuk mengetahui faktor pendukung dan penghambat pelaksanaan zona integritas BBPVP Makassar dan untuk mengetahui strategi pencapaian zona integritas BBPVP Makassar. Penelitian ini menggunakan pendekatan kualitatif dengan menggunakan analisis eksploratif. Pengumpulan data dilakukan dengan teknik wawancara yang mengacu pada enam indikator penerapan Zona Integritas yaitu manajemen perubahan, penataan tatalaksana, penataan sistem manajemen, penguatan akuntabilitas kerja, penguatan pengawasan, dan peningkatan kualitas pelayanan publik. Teknik analisis data yaitu mengadaptasi model rancangan pembangunan zona integritas. Hasil penelitian ini menunjukkan bahwa: 1) pelaksanaan zona integritas dilihat dari enam kriteria pengungkit yaitu manajemen perubahan, pelaksanaan tatalaksana, penataan sistem manajemen SDM, penguatan akuntabilitas kinerja, penguatan pengawasan dan peningkatan kualitas pelayanan publik sudah terlaksana dengan baik dan sesuai dengan prosedur atau mekanisme yang berlaku. 2) Strategi pencapaian zona integritas menuju WBK/WBBM di BBPVP Makassar sudah terlaksana dengan baik, dilihat dari enam kriteria pengungkit strategi pencapaian zona integritas yaitu Optimalisasi manajemen, Optimalisasi penataan tata laksana, Penataan Sistem Manajemen SDM, Optimalisasi penguatan akuntabilitas, Optimalisasi penguatan pengawasan, dan Optimalisasi peningkatan kualitas pelayanan publik. Kesimpulan penelitian ini menemukan bahwa pelaksanaan zona integritas di BBPVP Makassar telah terlaksana dengan baik dan sesuai dengan prosedur atau mekanisme yang berlaku. Faktor pendukung pelaksanaan terdiri dari faktor inklusif dan sarana/prasarana. Adapun faktor penghambat yaitu faktor kepemimpinan, faktor sumber daya manusia, dan faktor komitmen organisasi.

Kata kunci: Reformasi Birokrasi; Bebas Korupsi; Good Governance; Manajemen Perubahan; Zona Integritas

INTRODUCTION

One of the biggest challenges in the bureaucratic reform process in Indonesia is to present government institutions that are effective, efficient and free from corruption, collusion and nepotism (KKN) practices. In relation to the process of state administration, the interpretation of bureaucratic reform also includes several fundamental variables that become the frame of reference in formulating the idea of "bureaucracy with integrity". Bureaucratic practices with integrity must underlie several principles, namely transparency, accountability and participation to be the key to presenting a good governance order. (Cornell et al., 2020; Ferreira & Serpa, 2019; Weber, 2015)

At the national level, escalation to implement the discourse of bureaucratic reform and the construction of integrity zones has become part of the country's main agenda. This is affirmed in being the basis of the urgency of implementing integrity zones. While in the local sector, aspects of delegation of authority are passed from the central government to local governments to implement integrity zones to each body of the public organizations themselves Regulation of the Minister of Administrative Reform and Bureaucratic Reform No. 90 of 2021 concerning Development and Evaluation of Integrity Zones Towards Areas Free from Corruption and Clean Bureaucratic Areas and Serving in Government Agencies.

Descriptions of bureaucratic reform in order to realize a healthy government have become a separate discussion in the study of public administration. Research conducted by Faedulloh et al. (2021) explain the importance of structural improvisation in improving the quality of public services, especially from speed and alacrity. In this case, the principles of service must be viewed based on the context of interests with the community as the epicenter. One of the processes of delegation of authority from the central government to the regions is shown to form a paradigm of bureaucratic capacity building and accountability. Agenda setting is the main element in the process of improving government work and administrative procedures are considered as decisive in the success of bureaucratic reform practices.

Reform of the bureaucracy is an essential process of transformation of the mindset and culture sets of bureaucracy focused on the effective and efficient. Sedarmayanti (2009: 71) in Amalia (2020) said that the bureaucracy reform is the government's efforts to improve performance through a variety of ways with the aim of effective, efficiency, and accountability. The emergence of bureaucratic reform can be driven by several driving factors.

With bureaucratic reform, it is hoped that it will become an order in people's lives so that with an order in people's lives it will become completely orderly so that basic values are created in society, namely about justice, legal certainty and social benefits (Asri M Saleh, 2004, 232) in Akhmaddhian (2014). Quality public services are one of the benchmarks to see whether a government organization (public sector) has undergone bureaucratic reform. The massive skewed impression that arises of public services carried out by the public sector is inseparable from the fact that the low quality of public services provided to society as consumers. The low level of public services referred to, among others, is indicated by: first, the lack of transparency in the costs of obtaining permits. Second, the complexity of services often makes people frustrated. Third, the service time is unclear, so that people cannot predict when it will be finished.

In the context of local government in Makassar, the implementation aspect of the implementation of the integrity zone combed various public institutions, including the Makassar Vocational and Productivity Training Center (BBPVP). BBPVP Makassar is one of the public organizations that aims to carry out vocational training and increase productivity, increase competence, and trial vocational training programs, systems and methods. Furthermore, the task of BBPVP is shown to facilitate the community, especially worker groups, to get access to develop themselves in order to compete more in the industrial world.

The activities of BBPVP Makassar, which are inclined towards vocational education practices, are the subject of the demand for the institution to act more professionally. In this case, the learning and education process must be understood as a medium for public performance appraisal. The process of administrating the bureaucracy becomes important to be conditioned by inserting several important elements such as efficiency, transparency and accountability into absolute requirements intersecting with the big agenda from the point of view of bureaucratic reform which is the main description of the modern government model. (Felten & von Oertzen, 2020; Liese et al., 2021; Sultan et al., 2014)

The main activities adapted by BBPVP Makassar actually have a clear purpose, which is to ensure that the community is allowed to get comprehensive alternative education in accordance with vocational-based interests and talents. Briefly, vocational education refers to the mastery of certain applied skills. In this case, students as taught are more emphasized on practical aspects than theoretical

because participants who take part in these activities are indeed prepared to directly plunge into the world of industry, agriculture, trade to a competent level. Vocational education adheres to an open system (multi-entry exit system) and multi-meaning, which is oriented towards cultivating, empowerment, character and personality formation, as well as various skills of expertise.

Referring to, in this case the training institution is adjusted to the activities carried out that the infrastructure provider, namely the training institution must demonstrate qualifications and competence in carrying out learning. This is the main concern in the form of a vocational education Law No. 20 of 2003 concerning the National Education System model both formally and non-formally to emphasize more on aspects of usefulness and performance, especially vocational education in the informal sector. The emphasis on the aspect of flexibility is also a prerequisite to accommodate the flexibility of teaching participants more freely in choosing lessons that suit their wishes.

The practice of bureaucratic reform that is manifested in the context of local government in this case is that BBPVP together with public institutions causes a large gap ranging from programs, projects and activities so that the results are not optimal enough. The emphasis on service quality that underlies information about task attitudes and behavior, office design and arrangement, and service facilities that describe specific performance indicators can be obtained by often problematic observations (Dwiyanto 2021, 14). In this case, the distribution of services between institutions as service providers and the community as beneficiaries is not well distributed.

To improve the quality of services in BBPVP Makassar, the strategy to implement integrity zones in the institution is important to restore institutional governance, increase employee capacity, and instill moral values inherent in the basic principles of public administration management. In addition, the implementation of this integrity zone also plays a role in presenting modern institutions as outlined by RB Regulation No. 90 of 2021 concerning Corruption-Free Areas (WBK) and Clean and Serving Bureaucratic Areas (WBBM).

The activities of BBPVP Makassar which are inclined towards vocational education practices are the main issue in which the institution is required to act more professionally. In this case the process of learning and education must be understood as a medium for evaluating public performance. The process of administering the bureaucracy is important to be conditioned by inserting several

important elements such as efficiency, transparency and accountability which are absolute requirements along with the big agenda from the point of view of bureaucratic reform which is the main description of the model of modern government.

The practice of bureaucratic reform that is manifested in the context of local government in this case is BBPVP together with public institutions creates quite a large gap starting from programs, projects and activities so that the results are not optimal enough. Emphasis on service quality that underlies information about attitude and task behavior, office design and arrangements, and service facilities that describe certain performance indicators that can be obtained by observation is often problematic (Dwiyanto 2021, 14). In this case the distribution of services between institutions as service providers and the community as beneficiaries is not properly distributed.

This research will focus on discussing strategies for achieving integrity zones at BBPVP Makassar. Specifically, the researcher focuses this research on three things, namely: a) examining the Good Governance conceptual framework inherent in the strategy for achieving the Integrity zone at BBPVP Makassar as a basic reference framework in determining the model; b) describes several problems related to optimizing the achievement of integrity zones at BBPVP Makassar through an evaluation approach; and c) determining the main strategy for implementing the integrity zone underlies the three main indicators of integrity zone implementation which include transparency, accountability and participation in the context of BBPVP Makassar.

METHOD

The design of this study is field research by adapting a qualitative analysis approach. The data collection technique used is the interview technique to obtain information and some information that is the main basis of this study.

Informant deep research be all official and inspectorate from Hall Big Training Vocational and Productivity Makassar as 11 people. This research adapt type Design building zone integrity as that Offered by Ministry Finance about Zone Development Integrity Towards Region Free Corruption (WBK) and Region Bureaucracy Clean and Serve (WBBM). At least exist six criterion component Levers that is Management change, Setup system like, Setup system Management TBSP Strengthening accountability work, Strengthening supervision, and Increased quality service Public.

In this study, improvisation was used to adjust the question points to the purpose of this study, namely understanding how the strategy of achieving integrity zones in BBPVP Makassar in general, namely by referring to six leverage indicators. Then adapt the parameter model that has been offered, then made several adjustments to facilitate research with a total of 47 question points.

The study tried to confirm the activities of organizations related to the implementation of integrity zones in the BBPVP of Makassar city with the question points that have been asked. From the questions that researchers have asked each resource person to see the variations of arguments they choose. In addition, it is also seen the dominant points of each parameter to be used as a frame of reference in seeing whether the implementation of integrity zones in BBPVP Makassar is optimal.

RESULTS AND DISCUSSION

Change Management

In this section, researchers will specifically describe some findings related to the implementation of integrity zones in BBPVP Makassar city in relation to the lever indicator "change management". Change management is measured from various aspects, namely: work team, integrity zone development plan documents, monitoring and evaluation of WBK/WBBM development, and changes in Mindset and Work Culture .

The work team referred to in this case is a group specifically formed to carry out the planning process for the construction of integrity zones in the organization. The work team becomes a good driving force in the process of organizing the team, choosing leaders to overseeing the process of implementing integrity zones in the organization. But overall, the aspect of forming a work team in the context of the implementation of integrity zones can at least be concluded to be quite well.

The WBK/WBBM integrity zone development plan document in question is the organization's effort in forming a design or proposal containing programs, activities and innovations implemented related to it. Specifically, the purpose of making this document is to identify bureaucratic problems to then carry out the formation of policy-settings that are tailored to the conditions and characteristics of the organization in each region. Based on the results of interviews related to the analysis of the Makassar BBPVP integrity zone development plan document, it can be concluded that there is an integrity zone work plan document based on the mechanism or media used

to socialize WBK/WBBM development so that all priority targets are in accordance with WBK/WBBM development goals.

Building zone integrity towards WBK/WBBM not only Refers at procedure Formation team and document, but also do monitoring and Evaluation Directly Continuous. This process become crucial because deep process Implementation, consistency from Application process, become point reject deep measure how its effectiveness one organization deep Manage program Development zone integrity. By result interview that Associated with analysis Monitoring and Evaluation building WBK/WBBM BBPVP Makassar. By result monitoring and Evaluation towards building zone integrity already Done with good but not yet enough maximum so that still necessary to actionable.

Changes in mindset and work culture describe related to the performance process of BBPVP Makassar employees in changing the way of view at work so as to create an effective, efficient and dexterous work culture. When referring to the terms of reference as narrated in the implementation of the integrity zone, the change of work and mindset as intended is to ensure that there are activities shown to change the mindset of members properly and realize an inclusive and corruption-free work culture.

Governance Arrangement

Structuring the governance of leverage indicators to dissect further in the process of implementing integrity zones in the Makassar BBPVP governance sector descriptively, namely the application of SOPs, E-office and public information disclosure.

The application of fixed operational procedures (SOPs) is one of the important indicators in looking at the systematic process of performance in an organization. The establishment of fixed operational procedures (SOPs) at BBPVP Makassar tends to have run well. Operational processes have periodically been evaluated for the most part. The evaluation in question is curating various agendas for the development of integrity zones, especially at the administrative level of the organization, especially related to adjustments to the implementation of permanent operational procedures at BBPVP Makassar.

The application of e-office is one of the main criteria as an infrastructure in the construction of integrity zones. The e-office system is not only used to make it easier for organizations to manage their administration, but also make it easier for people to access various content provided by the institution.

HR management operations have used information technology but there is still minimal innovation. In relation to BBPVP Makassar, the operationalization of technology-based HR management is only limited to standard office applications. Meanwhile, the provision of public services has provided significant information services.

Public information disclosure is a key indicator in determining the implementation of integrity zones in an organization. This refers to the basic principle of bureaucratic reform culture, namely the process by which the public can access public organizations so that the principle of checks and balances can be realized properly. (Ahmadi et al., 2019; Jannah et al., 2020; Shi & Zhang, 2021) This governance arrangement has been running well which is shown by the effectiveness of the government management process, where the level of use of information technology in government administration is quite open to the public in terms of services provided.

Structuring the Human Resource Management System

Setup system Management human resource in milieu BBPVP Makassar Aims to Increase Professionalism official. Some Target Reached through this program like Increase Obedience towards Management TBSP; Increase transparency and accountability Management official; Discipline, Effectiveness Management until with Professionalism HR in milieu work.

Planning employee needs as intended is related to organizational needs referring to job maps and workload analysis. Some of the activities that have been running at BBPVP Makassar are such as holding employee needs meetings to correspondence related to fulfilling employee needs.

Internal mutation patterns can develop employee careers, but this established mutasi pattern does not pay attention to job competence. Monitoring and evaluation of mutation activities have been carried out in relation to the improvement of work done well.

Competency-based employee development is one of the key organizational activities needed to hone the ability of organizational members to be able to adjust their abilities to various dynamics of work development. (Jamaluddin et al., 2022; Niswaty et al., 2015) Work unit has conducted training need analysis for employee competency development at BBPVP Makassar. This activity includes the implementation of meetings in which an employee competency development plan is contained based on consideration of the results of employee performance management. In addition, this activity also includes

employee competency planning based on the assessment of Employee Performance Targets (SKP).

Determination of individual performance is one of the main indicators in understanding employee performance at BBPVP Makassar, especially related to the organization's work management system. In general, in the determination of individual performance, there is a determination of individual performance related to organizational performance. Specific examples of individual-organizational performance determination in question are the implementation of Employee Performance Targets (SKP) which are tentatively used as supporting instruments in seeing the performance of BBPVP Makassar employees

Enforcement of disciplinary rules including codes of ethics and employee behavior has an important role to ensure that organizational performance can run well and professionally. The disciplinary rules/code of ethics/code of conduct have been implemented/implemented in full at BBPVP Makassar. Some of these activities are socializing disciplinary rules such as pasting posters in the work environment, implementing disciplinary obligations (official dress, punctuality of working hours and morning / evening apples, to enforcement of disciplinary punishment for violations of rules.

The management of the personnel information system in question includes making reports on the results of monthly data updates, managing personnel administration regularly. The arrangement of the HR management system has been carried out quite well, where the level of discipline of employees is maximum with the abilities possessed by employees are quite competent.

Strengthening performance accountability aims to increase work capacity and accountability at BBPVP Makassar. Specifically, this accountability process will later be related to transparency procedures which are one of the principles of the presence of integrity zones in the organization.

Strengthening Supervision

Strengthening supervision can be interpreted as activities to obtain certainty whether the implementation of activities has been carried out according to plan by comparing existing conditions with those that should occur. Strengthening supervision in terms of gratification control, government internal supervision system implementation, and community complaints.

Gratification control as referred to is the organization's efforts in suppressing the occurrence of collusion, corruption and nepotism. At BBPVP Makassar city, this process includes several activities,

ranging from making public campaign work plans related to gratification control within the unit to disseminating gratification provisions to internal and external parties of the unit itself. In this section, researchers at least outline two points, namely related to public campaigns and gratification control in the organization itself. The public campaign on gratification control has been innovated and implemented at BBPVP Makassar. The campaign included the installation of banners and banners prohibiting gratuities.

The process of strengthening supervision cannot be separated from the context of internal monitoring of the organization, one of which is the Implementation of the Government Internal Control System (SPIP). At BBPVP Makassar city, SPIP is shown to provide adequate confidence for the achievement of effectiveness and efficiency in achieving the objectives of the implementation of government governance. Some of the processes are such as forming a control environment, organizational goals and activities, identification, assessment, to monitoring and development of the control environment.

Community complaints are the most important part of the organizational strengthening process. This process is shown to bridge the aspirations of the community that can help the organization to correct deficiencies while supporting the organizational climate in implementing integrity zones in the environment. At BBPVP Makassar, implementation related to aspects of community complaints also received good results. Supervision has been carried out quite well, as evidenced by the absence of gratuities, as well as SPIP that has been implemented, and the availability of handling public complaints.

Improving the Quality of Public Services

Improving the quality of public services is an effort of BBPVP Makassar in order to implement integrity zones within the organization. The improvement in question is to ensure that the organization can provide good public services based on innovations that have been carried out in the body of the organization so that the needs and society can be met. Improvement of public service quality in terms of service standards, excellent culture, assessment of satisfaction with services.

The implementation of the establishment of service standards at BBPVP Makassar is in accordance with the Regulations which include the preparation of service standard documents at work units (PANRB Ministerial Regulation Number 15 of 2015 Concerning Service Standards, 2015). The results

showed that a review and improvement of service standards and SOPs had been carried out at BBPVP Makassar. The review and improvement in question is to make documents related to this matter and make it as one of the references in the formation related to improving the quality of organizational services.

Prima Culture is an absolute standardization of the organization to ensure that its performance is in accordance with the principles of integrity zone development. In relation to BBPVP Makassar, the implementation of prime culture as intended includes socialization, various service innovations to integrated infrastructure. Socialization/training activities in an effort to implement a culture of excellent service also get quite positive results. The ease of access to information in BBPVP Makassar is the inclusion of channels both on websites, notice boards, print media to public media which all support the convenience of the public when they want to obtain information related to the training provided in the organization. Furthermore, research shows that there have been such activities within the Makassar BBPVP organization. Integrated and integrated service facilities include the establishment of one-stop integrated services, the use of the website as the main channel of information access to the community to other physical infrastructure which of course is shown to provide flexibility to the community while doing activities in the organization.

Service satisfaction assessment is also one of the main performance programs at BBPVP Makassar. This process is progressively demonstrated so that the public can easily give suggestions and criticisms to the organization. Regarding the community service survey on service quality, it has been carried out as a whole. This activity includes the distribution of questionnaires to people who have used the services of this organization. The Community Satisfaction Survey (SKM) is also conducted by the public at least once every 3 months. In addition, follow-up actions are carried out which include improvements to several agendas or programs that are considered not to have a significant impact on improving organizational performance.

Strategy for Achieving Integrity Zone Towards WBK/WBBM at BBPVP Makassar

The implementation of good governance can be used as a framework to optimize the process of achieving the WBK/WBBM Integrity Zone within BBPVP Makassar. This aspect is certainly based on the process of optimizing bureaucratic development with the principles of accountability, transparency, openness and compliance with the law (rule of

law) which has implications for the creation of a good government environment. Penetration of the meaning of good governance actually revolves around one concept of implementing solid and responsible development management in line with democracy and efficient markets, avoiding rare investment misallocation and preventing corruption both politically and administratively, implementing budget discipline and creating a legal framework for the growth of entrepreneurial activities.

The implementation of good governance in relation to the achievement of the Integrity Zone at BBPVP Makassar is also shown to maintain the “synergy” of constructive interactions between the domains of the state, private sector and society. Furthermore, the researcher will describe at least six things that are the main foundation for improving the process of achieving the WBK/WBBM Integrity Zone at BBPVP Makassar, namely optimization of change management, optimization of governance arrangement, optimization of management system arrangement, optimization of accountability, optimization of strengthening supervision, and optimalization of improving the quality of public services.

Optimization of organizational change management is an important factor in order to improve the series of aspects of achieving the WBK/WBBM Integrity Zone at BBPVP in Makassar city. In short, the optimization of this change management strategy is intended to make systematic changes in the organization’s management process so that development aspects related to organizational and individual perspectives can be aligned with the formation of an efficient and progressive management space. Activities referred to in the process of optimizing change management within the scope of BBPVP Makassar include (1) defining and instilling new values, attitudes, norms and behaviors within an organization that support new ways of carrying out work and overcoming resistance to change; (2) build consensus among customers and stakeholders on specific changes designed to better meet their needs; and (3) planning, testing, and implementing all aspects of transitioning from one organizational structure or business process to another. This is reflected in Regulation of the Minister of Administrative Reform and Bureaucratic Reform Number 52 of 2014 Concerning the Development of Integrity Zones management aims to systematically and consistently change the work mechanism, mindset, and work culture (culture set) of individuals in the work unit built, to be better in accordance with the goals and objectives of the Development of the US Integrity Zone.

In addition to organizational change management strategies, the efficiency aspect of governance arrangement is also an important thing to be addressed from the construction of the Integrity Zone at BBPVP Makassar. Management policies can be carried out by directing changes in the management system with modern management concepts (Sedarmayanti, 2014), which are speed-oriented, accurate and shortest distance that utilize technological infrastructure within the Makassar BBPVP agency. Furthermore, aspects of system improvement which include effective, lean and flexible work procedures based on the principles of good governance are also important to be implemented so that the results of organizational achievement can be maximized in the context of implementing integrity zones.

Improvement of aspects of governance and working relations between institutional divisions at BBPVP Makassar includes the utilization of management, namely (1) to realize simple, effective, efficient, and transparent management; 2) Provide excellent service and community empowerment. The process of structuring the management system at BBPVP Makassar as described in article 1 is the overall effort to improve the effectiveness, efficiency, and degree of professionalism in the implementation of duties, functions and personnel obligations which include planning, procurement, quality development, placement, promotion, recitation, welfare, and dismissal. Law Republic Indonesian Number 43 Year 1999 about Change above Law Number 8 Year 1974 About Basics Personnel The essence of structuring human resources in BBPVP Makassar is actually to ensure that the implementation of tasks can run as well as possible. Not only that, human resources in the organizational environment are also expected to be efficient, professional, responsible, honest and fair through various coaching programs that are carried out based on the work attendance system and career path system that focuses on work achievement and loyalty. Therefore, to maximize these goals, researchers will discuss further while providing several strategies to maximize the structuring of the management system.

Openness and ease of information on government administration have an influence on realizing various other indicators. These indicators include how the government can be transparent with the public. In this case, how the parties or agencies of BBPVP Koa Makassar are transparent to their participants regarding matters related to administrative services or funds (be it administrative services for treatment and the like) so that there is no misunderstanding for participants or the community.

The BBPVP Makassar organization is obliged to describe and account for the success or failure of the implementation of the organization's mission in achieving the goals and objectives that have been previously set through media letters that are carried out periodically. Although this aspect has occurred at least through the publication of the Makassar BBPVP Performance report since 2019-2021, it has not attracted public attention in general due to the lack of massive information published.

Optimization of supervision strengthening in the strategy of achieving the integrity zone at BBPVP Makassar is intended to maximize organizational performance in order to form a transparent, accountable and open government. This supervisory function is certainly carried out in two ways, namely internally and externally the organization. strengthening supervision at BBPVP Makassar is expected to be used as input to identify various problems such as irregularities, waste to obstacles; and prevent the recurrence of these mistakes, irregularities, wastes, obstacles. Not only that, this process is also shown to get better ways to achieve goals in carrying out the main tasks and functions of the organization and the achievement of the vision and mission and the achievement of integrity zones in the organizational environment.

Improving the quality of public services is an effort of BBPVP Makassar in order to implement integrity zones in the organizational environment. The improvement in question is to ensure that the organization can provide good public services based on innovations that have been carried out in the organization so that the needs of the community can be met

CONCLUSION

The implementation of the integrity zone is seen from six levers criteria, namely change management, implementation of governance, structuring the HR management system, strengthening performance accountability, strengthening supervision and improving the quality of public services have been carried out properly and in accordance with applicable procedures or mechanisms. The strategy of achieving integrity zones towards WBK/WBBM at BBPVP Makassar has been well implemented, judging from the six criteria for leveraging the strategy to achieve integrity zones, namely optimization of change management must be based on organizing performance in accordance with the times so as to provide a significant change in mindset and culture to the organization, namely by emphasizing aspects

of institutional modernization so as to increase commitment all levels of leadership and employees at BBPVP Makassar; The optimalization of governance arrangements is expected to refer to the simplification of the Operational Procedure System (SOP) in accordance with the agency's business map, the use of E-office to facilitate access and efficiency of the bureaucratic system will facilitate BBPVP Makassar in accelerating Integrity Zone development programs within the organization; The management system must be centered on the process of human empowerment by emphasizing aspects of discipline and synergy between members. The aspect of professionalism is also an indicator that needs to be emphasized at BBPVP Makassar in order to improve the quality of organizational human resources while increasing the effectiveness of the management system itself; Optimization of accountability strengthening is focused on improving organizational performance, especially in aspects of accountability, transparency and as a form of organizational accountability to the public. The use of social media is considered as one of the new effective channels in the process of optimizing accountability, plus internally, the application of integrity aspects emphasized to each employee is also focused on creating a clean area of corruption in the organizational environment; Optimization of supervision strengthening is shown to be able to improve organizational performance while avoiding the possibility of abuse of authority at BBPVP Makassar. Synergy strategy of monitoring both internally and externally the organization becomes the main compartment as a method of strengthening personnel within BBPVP Makassar; and finally is optimalization of improving the quality of public services shows that the implementation is quite optimal and carried out well in accordance with the innovations developed by the organization.

REFERENCES

- Ahmadi, D., Rachmiatie, A., & Nursyawal. (2019). Public participation model for public information disclosure. *Jurnal Komunikasi: Malaysian Journal of Communication*, 35(4). <https://doi.org/10.17576/JKMJC-2019-3504-19>
- Akhmaddhian, S. (2014). Reormasi Birokrasi Bidang Perizinan Berdasarkan Undang-undang Nomor 25 Tahun 2009 tentang Pelayanan Publik (Studi Kasus di Kabupaten Bogor). *Sosiohumaniora*. 16(2), 206-214.
- Amalia, R. (2020). Open Selection Management of State Civil Apparatus in the Ministry of

- Administrative Reform and Beureaucracy Reform". *Sosiohumaniora*. 22(2), 155-163.
- Cornell, A., Knutsen, C. H., & Teorell, J. (2020). Bureaucracy and Growth. *Comparative Political Studies*, 53(14). <https://doi.org/10.1177/0010414020912262>
- Dwiyanto, A. (2021). Mewujudkan Good Governance Melalui Pelayanan Publik. Yogyakarta: Gadjah Mada Press.
- Felten, S., & von Oertzen, C. (2020). Bureaucracy as Knowledge. *Journal for the History of Knowledge*, 1(1). <https://doi.org/10.5334/jhk.18>
- Ferreira, C. M., & Serpa, S. (2019). Rationalization and bureaucracy: Ideal-type bureaucracy by Max Weber. *Humanities and Social Sciences Reviews*, 7(2). <https://doi.org/10.18510/hssr.2019.7220>
- Jamaluddin, J., Saleh, S., Salam, R., & Arhas, S. H. (2022). Social Network Analysis Human Resource Development Using Twitter Data. *SHS Web of Conferences*, 149, 02030.
- Jannah, L. M., Sipahutar, M. Y., & Hariyati, D. (2020). Public Information Disclosure: Mapping the Understanding of Multiple Actors in Corruption- Prone Indonesian Provinces. *Policy & Governance Review*, 4(3). <https://doi.org/10.30589/pgr.v4i3.321>
- Liese, A., Herold, J., Feil, H., & Busch, P. O. (2021). The heart of bureaucratic power: Explaining international bureaucracies' expert authority. *Review of International Studies*, 47(3). <https://doi.org/10.1017/S026021052100005X>
- Niswaty, R., Manno, J., & Akib, H. (2015). An analysis of the public service performance based on human development index in makassar city, Indonesia. *International Journal of Applied Business and Economic Research (IJABER)*, 13(6), 4421–4429.
- Peraturan Menteri PANRB Nomor 15 Tahun 2015 Tentang Standar Pelayanan, (2015).
- Peraturan Menteri Pendayagunaan Aparatur Negara dan Reformasi Birokrasi Nomor 52 tahun 2014 tentang Pembangunan Zona Integritas, (2014).
- Permenpan RB No. 90 Tahun 2021 tentang Pembangunan dan Evaluasi Zona Integritas Menuju Wilayah Bebas dari Korupsi dan Wilayah Birokrasi Bersih dan Melayani di Instansi Pemerintah , (2021).
- Sedarmayanti. (2014). *Manajemen Strategi*. Refika Aditama.
- Shi, F., & Zhang, Y. (2021). Screening with Public Information Disclosure. *SSRN Electronic Journal*. <https://doi.org/10.2139/ssrn.3753535>
- Sultan, S., Nawawi, J., Kahar, F., & Akib, H. (2014). Bureaucracy Responsiveness Factor Determinants Of Public Service Door On Licensing Office Parepare. *International Journal of Academic Research*, 6(3).
- Undang-Undang No. 20 Tahun 2003 tentang Sistem Pendidikan Nasional , (2003).
- Undang-Undang Republik Indonesia Nomor 43 Tahun 1999 tentang Perubahan atas Undang-Undang Nomor 8 Tahun 1974 Tentang Pokok-Pokok Kepegawaian. (1999). *Undang-Undang Republik Indonesia Nomor 43 Tahun 1999 tentang Perubahan atas Undang-Undang Nomor 8 Tahun 1974 Tentang Pokok-Pokok Kepegawaian*. Menteri Negara Sekretaris Negara Republik Indonesia.
- Weber, M. (2015). Bureaucracy. In *Working in America: Continuity, Conflict, and Change in a New Economic Era*. <https://doi.org/10.4324/9781315631011-9>