**DEVELOPMENT IMPLEMENTATION OF INTEGRITY ZONE
IN MANAGEMENT CHANGE AREA
AT JAKARTA RELIGIOUS EDUCATION AND TRAINING CENTER
IN 2020**

Monica Henny Sudaryati
moncalesa@yahoo.co.id

Master Trainer at the Jakarta Religious Training Center
Jalan Rawa Kuning No 6, RT.3 / RW.2, Pulo Gebang, Kec. Cakung, City of East Jakarta,
Special Capital Region of Jakarta 13950

Abstract

The development of the Integrity Zone is a policy that designed by the Ministry of Administrative Reform and Bureaucratic Reform in the framework of creating a government that is free from corruption and a clean bureaucratic area to serve. This research was conducted at the Jakarta Religious Education and Training Center. The purpose of this research is to determine the development implementation of the integrity zone in management change area at the Jakarta Religious Education and Training Center in 2020. The method that used in this research is a qualitative approach. The data collection techniques used were observation, interview and documentation. The results showed that awareness and commitment to the meaning of change for self and institution still needs to be improved. The mindset and culture work of employees have not shown maximum results, nepotism, bribery, gratuities, extortion, brokering practices still occur. This is the key to Integrity Zone which should be completely clean, and undergo changes, so that it has an impact on not being criteria for Areas Free from Corruption and also Clean Bureaucratic Areas Serving.

Keywords: Development Implementation of the Integrity Zone, Management Change, Jakarta Religious Education and Training Center

**I
PRELIMINARY**

The declaration of the commitment to the integrity zone towards a Corruption Free Area and a Clean Serving Bureaucratic Area in various government agencies, especially the central government has been implemented. At the Ministry of Religion, in this regard, there are rules that to be known and implemented by all State Civil Servants, (KMA 186/2017).

Bureaucratic reform is one of the first steps for structuring an effective and efficient government administration system, Sedarmayanti (2009: 67) writes that reform is a process of systematic, integrated, comprehensive efforts aimed at realizing good governance. In essence, the reforms that take place in Indonesia implicitly expect an eradication of corruption, collusion, nepotism and better public services (KMA 536/2018).

The Ministry of Religion as a government institution has a vision of "The realization of Indonesian people who are religious, harmonious, intelligent, and physically and mentally prosperous in order to create an Indonesia that is sovereign, independent, and has a personality based on mutual cooperation" (KMA 39/2015). There are 7 mission of the Ministry of Religion, which is one of them is to realize clean, accountable and reliable governance. The Jakarta Religious Education and Training Center as one of the work units under the auspices of the Ministry of Religion's Research and Development and Training Agency has been appointed to achieve the title of the integrity zone as a corruption-free area or clean bureaucratic serving, in 2020 for the Jakarta. The above was conveyed by the Minister of Religion when opening the 'exit meeting to evaluate the 2019 bureaucratic reform and performance accountability system, at the office of the Ministry of Religion, Jakarta, (23 December 2019).

The researchers hope, by discussing the area of management change can help to realize the development of Zone Integrity at the Jakarta Religious Education and Training Center.

The main problem:

1. How is the planning of the Integrity Zone development management change area at the Jakarta Religious Education and Training Center in 2020?

2. How is the implementation of the Integrity Zone development management change area at the Jakarta Religious Education and Training Center in 2020?
3. What are the results of the Integrity Zone development management change area at the Jakarta Religious Education and Training Center in 2020?

II RESEARCH METHOD AND DISCUSSION

A. Research Methods

This research uses a descriptive type with a qualitative approach, the researcher wants to examine in detail and describe the implementation of the development of the integrity zone of the management change area at the Jakarta Religious Education and Training Center. Qualitative research is not intended to make generalizations from the results of the research. Therefore, in qualitative research there is no known population and sample (Suyanto, 2005: 17). Research subjects that have been reflected in the focus of the research are determined on purpose, the subject of this research becomes an informant who will provide various information that will be needed.

As for those who became informants in this research, among others:

1. Head of Religious Education and Training Center: 1 person
2. Head of Sub Division of Administration: 1 person
3. Head of Administrative Personnel Training Section: 1 person
4. Head of Education and Training Section for Technical Education and Religious Personnel: 1 person
5. Lecturer: 5 people
6. Participants who have attended education and training: 15 people
7. Employees: 15 people

The data analysis technique used consists of three components:

1. Data Reduction.
2. Presentation of Data (Data display).
3. Withdrawing a conclusion. Drawing / Verification.

This research used triangulation with the use of sources and methods. Method triangulation is done by comparing, cross-checking / checking data obtained from data collection techniques, namely data obtained from data collection techniques, namely data obtained from interviews, then checked by observation and documentation.

B. Discussion

Researchers will describe the data and research results on the problems that have been formulated in chapter 1, about the Implementation of Integrity Zone Development in areas (1) Change Management Towards Corruption-Free Areas and Clean Bureaucratic Serving Areas in the Jakarta Religious Education and Training Center.

The data obtained either through interviews, documentation or observations will be presented using qualitative analysis techniques with descriptive methods. Information and data, obtained from interviews, the Integrity Zone executor, namely the Jakarta Religious Education and Training Center employees and also training alumni who have participated in training activities at the Jakarta Religious Education and Training Center.

The Jakarta Religious Education and Training Center is one of the Technical Implementation Units of the Education and Training Agency of the Ministry of Religion. In the Decree of the Minister of Religion Number 345 of 2004 concerning the Organization and Work Procedure of the Religious Education and Training Centers, it is stated that the Religious Education and Training Centers have duties and functions, among others, organizing administrative training and training for religious technical personnel, services in the field of education and religion, preparing and presenting reports. The results of the implementation of the tasks of the Religious Education and Training Center, and the implementation of coordination and partnership development with organizational units / work units.

At the beginning of the 2020 fiscal year, to be precise on January 20, 2020 the Jakarta Religious Education and Training Center carried out socialization activities for the integrity zone development at the Jakarta Religious Education and Training Center Jakarta. This activity was attended by all employees, elements of leadership, lecturers, and elements of general functional positions. In his presentation, the Head of the Jakarta Religious Education and Training Center Jakarta, Dr. H. Susari, M.A, said that at the Jakarta Religious Education and Training Center Jakarta has a target of Corruption Free Area in 2020, several things that must be done by employees to succeed in achieving Corruption Free Area.

The high demands of the community for the realization of a bureaucracy that is transparent, accountable, free from corruption, collusion and nepotism have resulted in bureaucratic reform that must be done by every government agency, including in this case the the Jakarta Religious Education and Training Center. Bureaucratic reform is the first step towards structuring a good, effective and efficient government administration system so that it can serve the public quickly, precisely and professionally.

The Jakarta Religious Education and Training Center has implemented the Integrity Zone Development towards Areas Free from Corruption and Clean Bureaucratic Areas Serving by implementing programs that have been established by MenPAN-RB through MenPAN-RB regulation No. 10 of 2019 concerning Guidelines for the Implementation of the Integrity Zone Development Towards Areas Free from Corruption and Clean Bureaucratic Areas Serving. Inside the Building of the Integrity Zone. There are two components that must be built by the Jakarta Religious Education and Training Center, namely the Lever Component and the Result Component.

In management consists of 3 (three) things that must be done, namely planning, implementing and controlling activities. Managing the available time, and allocating it / planning to complete the increasing responsibility is indeed an important thing to do. The goal is that work can be completed on time, can do tasks or responsibilities in a disciplined manner, for that good management skills are needed.

What has been planned to be implemented is of course the expected results. Integrity Zone development in the area of change management has been well planned in accordance with the procedures and regulations in the Regulation of the Minister of State Apparatus Empowerment and Bureaucratic Reform Number 10 of 2019 concerning Guidelines for the Development of the Integrity Zone. External assessment has been carried out with the following results:

From the results of the external survey that was carried out, on 10 Nov 2019 to 5 Dec 2019 the following conclusions were drawn:

a. Experience and potential for integrity The integrity achievement index earned a score of 3.64. The data shows that the Jakarta Religious Education and Training Center Jakarta has shown integrity behavior. However, there are still components that score low, namely components of the procedure for providing services and services with a score of 2.96; and information about the types of services presented on the web with a score of 2.71.

b. Performance Quality The quality of the Jakarta Religious Education and Training Center performance according to users is already good, reaching a score of 3.32 from 2 components, namely the impact component which gets a score of 3.34 and the public relations component reaches a score of 3.3. However, the level of achievement has not been satisfactory and must be increased.

Furthermore, on the results of the assessment from the Center for Research and Development of Religious Khazanah Literature and Organizational Management of the Ministry of Religion's Research and Development and Training Agency

Processed data came from 156 respondents:

a. Community Satisfaction Index

The value of Community Satisfaction Index in Jakarta Religious Education and Training Center is 3.55 of the required 3.20. This means that the Jakarta Religious Education and Training Center reaches an Community Satisfaction Index of 0.35, more than what is required to be proposed as Areas Free from Corruption workin unit.

Details of the achievements of the Jakarta Religious Education and Training Center of Community Satisfaction Index in each service element assessed are as follows:

Table 1: the achievements Details of Community Satisfaction Index in Jakarta Religious Education and Training Center

No	Service Element	Community Satisfaction Index (skala 4)	Standard Community Satisfaction Index (skala 4)	Deviation
1	ease of service flow procedures	3.52	3.20	0.32
2	ease of terms of service	3.44	3.20	0.24
3	service fee information	3.49	3.20	0.29
4	service uptime	3.62	3.20	0.42
5	service completion period	3.57	3.20	0.37
6	response of service personnel	3.73	3.20	0.53
7	service personnel expertise	3.65	3.20	0.45
8	integrity of service personnel	3.64	3.20	0.44
9	service support facilities and infrastructure	3.35	3.20	0.15
10	handling service complaints	3.52	3.20	0.32
Community Satisfaction Index		3.55	3.20	0.35

The lowest value of the service elements of the Jakarta Religious Education and Training Center is in the service elements of supporting facilities and infrastructure with the same satisfaction score, namely 3.35. It is recommended for the Jakarta Religious Education and Training Center to prioritize making improvements to service support facilities and infrastructure.

a. Corruption Perceptions Index

The Jakarta Religious Education and Training Center's grade-point average value is 3.39 from the required 3.60. This means that the Jakarta Religious Education and Training Center achieved an average grade point of 0.21, lower than the requirement to be submitted as a Corruption Free Area Satker.

The details achievement of the Cumulative Achievement Index of the Jakarta Religious Education and Training Center in each element of the petty corruption assessed are as follows:

Table 2: The Detail Achievement Of Cumulative Achievement Index In The Jakarta Religious Education And Training Center

No	Service Element	cumulative achievement index	Standard of cumulative achievement index	Deviation
1	nepotism	3.31	3.6	0.29
2	bribe	3.32	3.6	0.28
3	gratuities	3.40	3.6	0.20
4	illegal fees	3.47	3.6	0.13
5	practice of brokering	3.48	3.6	0.12
cumulative achievement index		3.39	3.6	0.21

The lowest value of the element of petty corruption in the Jakarta Religious Education and Training Center is in the element of nepotism with a value of 3.31. It is recommended for the Jakarta Religious Education and Training Center to prioritize making improvements to service discrimination caused by nepotism.

From the results of the assessment and it has been translated by the assessment team, it can be concluded that the Jakarta Religious Education and Training Center this year has not been able to realize the Corruption Free Area or Clean Serving Bureaucratic Area.

For this, a solution is needed so that in 2021 the dream of a Corruption Free Area or Clean Serving Bureaucratic Area is needed, can be realized. Various strategies must be sought based on the regulation of the Minister for Administrative Reform and Bureaucratic Reform Number 10 of 2019 concerning Guidelines for the Development of Integrity Zones

This makes change management play a role so that Integrity Zone in Jakarta Religious Education and Training Center can be realized. Various things related to change management must be done in the future.

From the results of the research, some of the opinions of implementation theorists, government theories and regulations on the integrity zone can be proposed by researchers to suggest the Integrity Zone theory to solve problems so that the Integrity Zone can be applied to all government and private institutions with the concept of good governance principles by implementing Corruption Free Area or Clean Serving Bureaucratic Area. To break the chains of corruption, collusion, nepotism .

Implementation Theory for the implementation of the integrity zone can be done by:

1. Communication,
2. Five (5) work cultures,
3. Tut wuri Handayani.

III CLOSING

Conclusion

In the construction of the Integrity Zone towards the Corruption Free Area and Clean Serving Bureaucratic Area, several programs and activities have been implemented that support the area of change management. Some of these programs include holding an internal meeting to socialize the implementation of the Integrity Zone development and at the same time the appointment of the Integrity Zone work team. Making work plan documents, using information technology, making Service Operational Procedure Standards, making benders, appealing to refuse gravity, work agenda for building Integrity Zone towards Corruption Free Area or a Clean Serving Bureaucratic Area, and integrity pact signed by all employees.

Changes in mindset and work culture, for this matter the leader acts as a role model in the implementation of the Corruption Free Area or Clean Serving Bureaucratic Area development. Likewise, agents of change at Jakarta Religious Education and Training Center have been appointed. A work culture and mindset have also been built, all employees have been involved in building the Integrity Zone.

Changes in the mindset and work culture of the bureaucracy are aimed at realizing increased integrity and high performance. The agent of change that has been determined is expected to act as a catalyst, as a driver of change, as a solution provider, as a mediator, as a liaison, as a role model (Role Model). Thought and work culture. Work culture, among others, is still limited to activities such as increasing work discipline, in the sense that it is just physically coming on time, going home according to home hours, but discipline is also related to work problems, right in making daily performance reports. Quickly finish the job according to the target, have a clear planning concept according to the job description, Evaluating some of work should be done frequently, but this is not yet done regularly.

Suggestion

Everything that was planned, then implemented, still has not shown satisfactory results. Communication so far has not shown maximum results, socialization has not been carried out routinely so that it affects the

results achieved. Commitment and awareness of the meaning of change for self and for the institution still needs to be improved. The mindset and work culture of employees have not shown maximum results.

Human resources and capital resources are of concern as the carrying capacity of the Integrity Zone program. Details of nepotism, bribery, gratuities, extortion, and the practice of brokering still occur. This is the key to the Integrity Zone which should be clean, and undergo changes so that the impact on the failure to pass the assessment to the Corruption Free Area and a Clean Serving Bureaucratic Area.

Communication with various parties, especially leaders who provide examples. Commitment of all parties, both themselves and the institutions where they work. Coordination is always a priority to trigger success. Provide motivation to follow change, innovate for change.

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