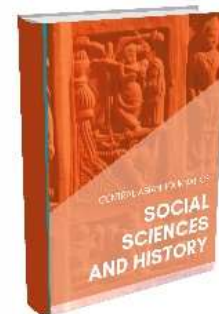




## CENTRAL ASIAN JOURNAL OF SOCIAL SCIENCES AND HISTORY

Journal homepage: <https://cajssh.centralasianstudies.org>



### ZONE DEVELOPMENT POLICY IMPLEMENTATION INTEGRITY TOWARDS A CORRUPTION-FREE AREAS (WBK) AND CLEAN SERVING BUREAUCRATIC AREA (WBBM) USE REALIZE IMPROVEMENT OF PUBLIC SERVICES IN GORONTALO PROVINCE REPRESENTATIVE BPK OFFICE

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#### **Abstract:**

This study aims to determine and analyze the implementation of the integrity zone development policy towards WBK/ WBBM in order to realize an increase in public services at the BPK Representative Office for Gorontalo Province. This research approach is qualitative. This type of research is descriptive qualitative. Data collection techniques used are interviews, observation, and documentation studies. Data analysis techniques namely data reduction, data presentation, and drawing conclusions. The results of the study show that 1) Service Standards, Excellent Service Culture, and Satisfaction Assessment Service Standards at the BPK Representative Office for Gorontalo Province have been implemented based on PERMENPANRB RI No. 10/ 2019. However, the implementation of Service Standards and Excellent Service Culture has not been optimal, while the indicators for implementing Service Satisfaction Assessment have been optimal. The implementation of the

#### **ARTICLE INFO**

##### **Article history:**

Received 25-Oct-22

Received in revised form 28-Nov-22

Accepted 15-Dec-22

**Available online 15-Jan-2023**

**Key word:** Implementation,  
Policy, Integrity Zone  
Development.

integrity zone development policy towards WBK/WBBM has been able to realize an increase in public services at the BPK Representative Office of Gorontalo Province; 2) The determinant factor in the implementation of the integrity zone development policy towards WBK/WBB in order to realize an increase in public services at the BPK Representative Office for Gorontalo Province, namely Implementor Compliance, is a support factor as well as an inhibiting for the implementation of the policy. Meanwhile, the factor of Smooth Function Routines, and the factor of Realizing the Desired Performance and Impact are supporting factors in the implementation of the integrity zone development policy towards WBK/WBBM at the BPK Representative Office of Gorontalo Province.

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## INTRODUCTION

Public administration is a process of carrying out decisions or policies with the aim of serving the interests of the state, citizens or society (public interest). Various studies by experts suggest that one of the strategic dimensions of public administration is public policy which refers to policies taken by the government on how to run society in general. Public policy is aimed at achieving social welfare through regulations made by the government. With the existence of public policy aims to obtain values by the public both related to public goods (public goods) and public services (public service).

These values are needed by the public to improve the quality of life, both physical and non-physical in society. Development of the Integrity Zone is based on the policy of Minister of Administrative Reform and Bureaucratic Reform Number 10 of 2019 as a change from Permenpan RB Number 52 of 2014 concerning Guidelines for the Development of Integrity Zones towards Corruption-Free Areas and Clean and Serving Bureaucratic Areas (WBK/WBBM). Whereas in the Indonesian Audit Board it is regulated based on BPK RI Decree Number 5/K/1-XIII.2/6/2018 concerning Amendments to BPK Decree Number 20/K/1-XIII.2/12/2017 concerning Development of Integrity Zones and Implementation Quality Management System (SNI ISO 9001) and Anti-Bribery Management System (SNI ISO 37001) within BPK.

The hope is through the implementation of the Zone Development policy. With this integrity, work units that have received WBK/WBBM predicates can become pilot projects and benchmarks for other work units so that all work units are given the freedom to work properly in accordance with statutory provisions. In addition, a work unit with a WBK/WBBM predicate is an outcome of efforts to prevent corruption that are carried out concretely within the scope of the Integrity Zone.

In implementing the Integrity Zone Development policy towards WBK/WBBM, the targets to be

achieved through the program to improve the quality of public services at the Gorontalo Provincial BPK Representative Office are based on Minister of State Apparatus Empowerment and Bureaucratic Reform Regulation Number 10 of 2019 are: 1) increasing the quality of public services (faster, cheaper, safer, and easier to reach) in government agencies; 2) increasing the number of service units that obtain international service standardization at agencies government; and 3) increasing the index of public satisfaction with the implementation of public services by each government agency.

Paying attention to early observations in Excellent Service Culture indicating that the BPK Representative Office for Gorontalo Province has so far been conducting outreach/training in the form of a code of ethics, aesthetics, capacity building in an effort to implement a culture of excellent service only in February 2021. The BPK Representative Office for Gorontalo Province also does not yet have a reward and punishment system for service implementers and compensation for service recipients if services are not up to standard. If you look at the various problems that occurred at the Gorontalo Provincial BPK Representative Office related to the implementation of the Integrity Zone Development policy towards WBK/WBBM which has not been fully able realizing an increase in public services, the Policy Implementation theory model put forward by Randall B. Rippley and Grace Franklin (in Darwanto, 2021: 1) is very suitable and relevant for analyzing the existence of determinant factors that determine the implementation of the Integrity Zone Development policy within the organization at the BPK Representative Office Gorontalo Province, which can be studied from 1) Implementor Compliance; 2) Smooth Function Routines, and 3) Realization of the Desired Performance and Impact. Reasons for using Policy Implementation theory by Randall B.

Rippley and Grace Franklin (in Darwanto, 2021: 1) because through the initial analysis it can be seen that the very prominent determinant factor that determines the implementation of the Integrity Zone Development policy towards WBK/WBBM in order to improve public services at the Gorontalo Province Representative BPK Office is related to the first, namely aspects of the implementor's compliance with aspects of the policy that have not met the expectations of the leadership. Second, the routine function in implementing policy has not run smoothly, and third, performance and impact expected from the implementation of the policy has not met expectations.

In detail, it can be observed that there is a gap between expectations and reality that occurs in relation to the three aspects above. The hope is that in the implementation of the Integrity Zone Development policy towards WBK/WBBM at the Gorontalo Province Representative BPK Office, compliance with the contents of the integrity zone Development policy is an important part and must be owned by all officials or bureaucrats at the Gorontalo Province Representative BPK Office who are involved in implementing the Zone Development policy.

Integrity, With compliance with the contents of the Integrity Zone Development policy, it can be said that the policy has been implemented as it should. In this way the objectives of the policy can be achieved in an effective and efficient way. However, in reality, the compliance of implementing officials

or bureaucrats at the Gorontalo Provincial BPK Representative Office to implement the policies contained in the Integrity Zone Development policy document towards WBK/WBBM is still not optimal, which can be seen, among other things, from the non-achievement of policy program targets. This is because these policies cannot be understood comprehensively by the implementers at the BPK Representative Office for Gorontalo Province. This not optimal understanding may intersect with the attitudes and behavior of the implementor which is less than optimal in accepting and supporting it to implement it.

## METHOD

This research approach is qualitative, namely research procedures that utilize descriptive data, in the form of written or spoken words from observable people and actors, carried out to explain and analyze phenomena obtained through research subjects obtained from informants. This type of research is descriptive qualitative which according to Sugiyono (2018: 15) is a type of research based on the philosophy of postpositivism which is commonly used to examine the condition of natural objects, where the researcher acts as a key instrument and describes a situation objectively or based on facts that looked.

The researcher describes or describes the current state of the object of research based on the facts that appear or as they are. In this study, it describes the implementation of the integrity zone development policy towards WBK/WBBM in order to realize an increase in public services at BPK Representative Offices Gorontalo Province accurately and systematically.

In this study the presence of researchers by going into the field and observing directly at the BPK Representative Office of Gorontalo Province to obtain information about the implementation of the integrity zone development policy towards WBK/WBBM in order to realize an increase in public services at the Gorontalo Province Representative BPK Office where in this activity the researcher plays the role of main figure in the process of collecting, selecting, and interpreting data.

## DISCUSSION

BPK is one of the state institutions regulated in the Constitution 1945 to examine the management and responsibility of state finances freely and independently. As one of the state institutions, the BPK is obliged to encourage improvements in the management and accountability of state finances in the context of achieving the above state goals.

The research results are based on interviews, observations, and studies the documentation found that when referring to the four sub-indicators used to measure Service Standards at the BPK Representative Office of Gorontalo Province, there are two sub-indicators that have been implemented at the BPK Representative Office of Gorontalo Province, namely 1) The work unit has a Service Standard policy, and 2 ) Work units already have SOPs for the implementation of Service Standards.

Meanwhile, there are two sub-indicators that have not been implemented at the BPK Representative Office for Gorontalo Province, namely 1) The work unit has not announced Service Standards, and 2) The work unit has not conducted a review and improvement of Service Standards and SOPs. On the basis of this condition in accordance with PERMENPANRB RI No. 10/2019 it can be said that the Service Standards at the Gorontalo Province Representative BPK Office have not been fully implemented optimally in order to realize an increase in the quality of public services.

Referring to the research findings above, it can be said that the Service Standards in implementing the Integrity Zone Development policy towards WBK/WBBM at the BPK Representative Office for Gorontalo Province have been implemented based on PERMENPANRB RI regulation No. 10/ 2019, but not optimal.

Implementation of Integrity Zone Development Policy towards WBK/WBBM to Realize Public Service Improvement at BPK Representative Office of Gorontalo Province. . 10/ 2019, namely: a) Service Standards, b) Excellent Service Culture, and c) Service Satisfaction Assessment.

Research data regarding Service Standards in the implementation of integrity zone development policies towards WBK/WBBM in order to realize an increase in public services at the Gorontalo Province Representative BPK Office based on the results of an interview with ALHR as the Head of the Gorontalo Province Representative BPK Representative Office as follows:

"So far there has been no specific policy established by the BPK Representative for Gorontalo Province regarding service standards. Regarding service standards, the BPK Representative for Gorontalo Province uses SOPs that have been established by the BPK RI Center to be implemented within the BPK Representative Office for Gorontalo Province" (Transcript of interview with ALHR, October 17, 2022).

Furthermore, based on the results of interviews with MS as the Head of the BPK Representative Secretariat for the Gorontalo Province Representative as follows:

"Related to service standards, including the Decree of the Head of Representative concerning reporting violations (whistleblowing system) to the BPK Representative for Gorontalo Province in 2021. Furthermore, there is also a Decree of the Head of Representative regarding standard operating procedures for the process of preparing instructions, circulars, decisions and announcements to the BPK Representative for Gorontalo Province in 2018. 2020. However, there are SOPs issued by the Central BPK RI and implemented within the scope of the BPK Representative Office for Gorontalo Province. Based on this SOP, a derivative SOP has not been made which is issued at the BPK Representative Office for Gorontalo Province, namely the Secretary General's Decree regarding standard operational procedures for public information requests at the 2019 BPK information and communication center, as well as the Secretary General's Decree regarding standard operational procedures for public complaint services at the information and communication center. BPK communications in 2016" (Transcript of interview with MS, October 18, 2022).

Furthermore, based on the results of an interview with JRP as the Head of the Gorontalo Province Representative BPK Representative Sub-Auditorate as follows:

"So far, the BPK Representative for Gorontalo Province has never conducted a review and renewal of service standards and SOPs that have been formed" (Transcript of interview with JRP, October 19,

2022).

The results of the interviews with some of the informants above illustrate the implementation of Service Standards in the implementation of the integrity zone development policy towards WBK/WBBM at the BPK Representative Office for Gorontalo Province. The measurement of this Service Standard indicator is carried out by referring to the conditions that should be carried out at the BPK Representative Office of the Gorontalo Province which consists of 4 (four) sub-indicators.

The first sub-indicator in Service Standards is that the work unit already has a service standard policy. According to the research findings through interviews with all informants, both internal and external, it shows that the BPK Representative Office for Gorontalo Province already has a Service Standards policy.

In the last two years the BPK Representative for Gorontalo Province issued a Decree for the Head of the BPK Representative Office for Gorontalo Province Number 25/SK/XIX.GOR/04/2020 Concerning the Handling of Whistleblowing System and Decree for the Head of the BPK Representative Office for Gorontalo Province Number 40/SK/ XIX.GOR/07/2021 Regarding the Mechanism of Making Podcast Videos. These two policies are one of the steps in compiling an innovative Service Standard policy at the BPK Representative Office for Gorontalo Province

The second sub-indicator in the Excellent Service Culture is that work units already have information about services easily accessible through various media.

Several methods can be used by the public to obtain public information or submit complaints through the PIK of the BPK Representative Office for Gorontalo Province as follows:

1. Melalui telepon	: (0435) 825204
2. Melalui faksimili	: (0435) 822208
3. Melalui kotak surat	: Kotak Suara
4. Melalui website	: <a href="https://gorontalo-ppid.bpk.go.id">https://gorontalo-ppid.bpk.go.id</a>
5. Melalui email	: <a href="https://ppid-gorontalo@bpk.go.id">https://ppid-gorontalo@bpk.go.id</a>
6. Melalui pos	: Pusat Informasi dan Komunikasi BPK Perwakilan Provinsi Gorontalo Jl. Tinaloga No. 3 Kota Utara, Kota Gorontalo, Provinsi Gorontalo
7. Datang langsung	: Pusat Informasi dan Komunikasi BPK Perwakilan Provinsi Gorontalo Jl. Tinaloga No. 3 Kota Utara, Kota Gorontalo, Provinsi Gorontalo

Operational hours of the PIK Gorontalo Province Representative BPK Office carries out public information services on weekdays (Monday to Friday) with the following operational hours:

1. Senin s.d. Kamis	: 09.00 s.d. 15.00 wib
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	Istirahat	: 12.00 s.d. 13.00 wib
2.	Jumat	: 09.00 s.d. 15.00 wib
	Istirahat	: 11.30 s.d. 13.00 wib

The third sub-indicator in the Excellent Service Culture is that work units have a reward and punishment system for service implementers as well as providing compensation to service recipients if services are not up to standard. In accordance with the research findings through interviews with all informants, both internal and external, it shows that the BPK Representative Office of Gorontalo Province does not yet have a reward and punishment system for service implementers and has not provided compensation to service recipients if services are not up to standard.

The fourth sub-indicator in the Excellent Service Culture is that work units already have integrated/integrated service facilities. In accordance with the research findings through interviews with all informants, both internal and external, it shows that the BPK Representative Office for Gorontalo Province already has integrated/integrated service facilities.

The fifth sub-indicator in the Excellent Service Culture is that work units have carried out service innovations. According to research findings through interviews with all informants both internal and external, it shows that the BPK Representative Office for Gorontalo Province has carried out service innovations. In accordance with observations and documentation studies that in order to improve public services, the Gorontalo Province Representative BPK innovates public services as a breakthrough type of service as an idea in order to respond to issues, problems, and complaints related to both inspection and non-examination.

BPK Representative for Gorontalo Province presents a public service innovation called "The Coffee Podcast Together with the BPK Representative Office for Gorontalo Province" which provides benefits to the community, both directly and indirectly. others, both related to audit and non-examination at the BPK Representative Office of Gorontalo Province.

The results of the research based on interviews, observations, and documentation studies found that when referring to the five sub-indicators used to measure Excellent Service Culture at the BPK Representative Office of Gorontalo Province, there are four sub-indicators that have been implemented at the BPK Representative Office of Gorontalo Province, namely 1) The work unit has conducted outreach/training in the form of a code of ethics, aesthetics, capacity building in an effort to implement a culture of excellent service, 2) The work unit has information about services easily accessible through various media, 3) The work unit has integrated/integrated service facilities, and 4) The work unit has carried out service innovation. Meanwhile, there is one sub-indicator that has not been implemented at the Gorontalo Province Representative BPK Office, namely the work unit does not yet have a reward and punishment system for service implementers as well as providing compensation to service recipients if services are not up to standard. On the basis of this condition in accordance with PERMENPANRB RI No. 10/2019 it can be said that the Culture of Excellent Service at the Gorontalo Province

Representative BPK Office has not been fully implemented optimally in order to realize an increase in the quality of public services.

Referring to the research findings above, it can be said that the Culture of Excellent Service in the implementation of the Integrity Zone Development policy towards WBK/WBBM at the BPK Representative Office for Gorontalo Province has been implemented based on PERMENPANRB RI regulation No. 10/ 2019, but not optimal

Implementor utama dalam implementasi kebijakan Pembangunan Zona Integritas di Kantor BPK Perwakilan Provinsi Gorontalo yaitu Tim Kerja Pembangunan Zona Integritas (ZI) telah dibentuk dari penanggung jawab, ketua, wakil ketua, sekretaris, *inputer*, hingga koordinator bidang dan anggotanya. Jumlah dari tim pembangunan ZI yang berjumlah 19 orang. Sesuai observasi dapat dilihat bahwa penghargaan atas prestasi Kantor BPK Perwakilan Provinsi Gorontalo sebagai unit kerja pelayanan berpredikat menuju Wilayah Bebas dari Korupsi (WBK) tentunya tidak lepas dari peran dan kepatuhan Tim Kerja ZI selaku implementor utama yang dipilih dengan mempertimbangkan keterwakilan unsur-unsur penganggaran, akuntabilitas kinerja, dan reformasi birokrasi. In accordance with the observation that the Integrity Zone Work Team as a team outside the existing organizational structure, its members consist of internal and external elements of the Gorontalo Province Representative BPK Office, formed based on the Instructions of the Gorontalo Province Representative Office of the BPK Number 011 of 2020 Interested parties such as the Information and Communication Center (PIK) BPK Representative Office of Gorontalo Province as the implementing unit for management and public information services, tasked with serving requests for information and complaints from the public/community have played a very good role in the implementation of the Integrity Zone Development policy.

The hierarchy in the implementation of the Integrity Zone Development policy at the BPK Representative Office of Gorontalo Province includes delegation in carrying out tasks. The authority possessed by the ZI Working Team as the right and power to choose, take a certain attitude, or act in carrying out tasks, and has a role as a counterbalance to responsibility, to support the successful implementation of the task of implementing the Integrity Zone Development policy at the BPK Representative Office of Gorontalo Province.

The goal in implementing the Integrity Zone Development policy at the BPK Representative Office of Gorontalo Province is clear, namely to build an Integrity Zone towards WBK/WBBM, as a miniature implementation of bureaucratic reform at the BPK Representative Office for Gorontalo Province aims to build a bureaucratic reform program, so as to develop an anti-corruption bureaucratic work culture , high performance, and provide quality public services .The development and complexity of the program in the implementation of the Integrity Zone Development policy seems uncomplicated and can be applied easily. This is because there are instructions for the realization of the Integrity Zone Development in accordance with statutory provisions and other regulations, and these instructions can



be realized in the form of a program. This is supported by human resource development which besides being oriented towards professional technical skills, also focuses on strengthening nationalism, ethics and integrity. This condition encourages conformity and consistency of the contents of the policy with the reality of improving public quality at the BPK Representative Office for Gorontalo Province.

In the implementation of the Integrity Zone Development policy at the BPK Representative Office of the Gorontalo Province, factors outside the Gorontalo Province Representative Office have not been found or can be called those that have exceeded the supervision area which are indirectly related to the implementation of the Integrity Zone Development policy at the BPK Representative Office of the Gorontalo Province.

Referring to the research findings above, it can be concluded that the Fluency of Routine Functions is a supporting factor for the implementation of the Integrity Zone Development policy towards WBK/WBBM in order to realize an increase in public services at the Gorontalo Province Representative BPK Office.

Research data regarding the Realization of the Desired Performance and Impact based on the results of interviews with ALHR as the Head of the BPK Representative for Gorontalo Province are as follows:

"The positive impact of the implementation of the integrity zone development policy from the internal side is that the BPK Representative for Gorontalo Province can focus more on creating work units that are clean, accountable, effective, efficient and oriented towards good public services to implement the principles and principles of Good and Clean Government and to create a work unit with integrity, professionalism and service. Due to the implementation of this policy, the BPK is also able to fix any deficiencies that exist on the internal side, especially those related to public services by providing innovations that can make it easier for stakeholders to receive public services. While the positive side that can be received by external parties is that stakeholders can have more trust in the BPK Representative for Gorontalo Province as one of the institutions that provides public services according to standards." (Transcript of interview with ALHR, October 17, 2022).

PERMENPANRB RI No. 10/ 2019 merupakan acuan bagi Kantor BPK Perwakilan Provinsi Gorontalo dan pemangku kepentingan lainnya dalam Pembangunan Zona Integritas menuju WBK/ WBBM. Selain itu, merupakan rujukan untuk memberikan keseragaman pemahaman dan tindakan dalam Pembangunan Zona Integritas menuju WBK/ WBBM.

Improving the quality of public services is an effort to improve the quality and innovation of public services at the BPK Representative Office of the Gorontalo Province as a government agency on a regular basis according to the needs and expectations of the community. In addition, improving the quality of public services at the BPK Representative Office for Gorontalo Province is carried out to build

public trust in public service providers in order to improve people's welfare by making public complaints a means to improve public services.

Observing the above and paying attention to the sub-indicators of Service Standards that have not been carried out at the BPK Representative Office of Gorontalo Province, the researcher emphasizes that the management of the Gorontalo Province Representative BPK Office should implement Work Unit Service Standards optimally through the stipulation of a Decree of the Head of the Gorontalo Province Representative BPK Office concerning Notices BPK Representative Office of Gorontalo Province who expresses a statement of ability to provide informative, transparent, responsive and accountable services according to predetermined service standards, and if they do not fulfill this promise, are ready to accept sanctions in accordance with applicable laws and regulations. In addition, it is necessary to form a Review Team to review and improve Service Standards and SOPs.

Improving the quality of public services must be made a top priority by the BPK Representative Office for Gorontalo Province. As a control, management must determine and announce service standard policies, prepare SOPs for the implementation of service standards and carry out reviews and improvements to the latest service standards and SOPs.

In order to realize the improvement in the quality of public services, the BPK Representative Office for Gorontalo Province should build a culture of excellent service, carry out outreach/training on the application of a Culture of Excellent Service, innovate in presenting information about services that are easily accessible through various media and integrated, trying to build a punishment system (sanctions). )/ rewards for service implementers.

The research findings that the Service Standard Satisfaction Assessment in the implementation of the integrity zone development policy towards WBK/WBBM has been implemented optimally based on PERMENPANRB RI No. 10/ 2019. The findings of this study are in line with Gani's research (2019) that the factual conditions for the implementation of public service integrity zones can be seen from the indicators of Service Standard Satisfaction Assessment that have been running, but have not been carried out systematically following the Integrity Zone Implementation Guidebook

It is important for the BPK Representative Office of Gorontalo Province to build a service performance monitoring system through an electronic survey of public service satisfaction that can be accessed openly, the results of which will be used as material for evaluating and following up on service improvement by the Integrity Zone work team at the BPK Representative Office for Gorontalo Province.

The implementation of the Integrity Zone Development policy towards WBK/WBBM has been able to realize an increase in public services at the BPK Representative Office for Gorontalo Province.

This means that the BPK Representative Office for Gorontalo Province can create a government that is clean and free from corruption, collusion and nepotism (KKN), increases capacity and accountability for bureaucratic performance, and realizes an increase in the quality of public services to the community. This target can be developed within the scope of the BPK Representative Office Gorontalo Province bureaucracy that is clean and accountable, an effective and efficient bureaucracy, and a bureaucracy that has quality public services.

According to Kusumawati (2019: 12) that public policy is a government effort with decisions and actions designed to deal with public service problems with all their concerns, so that it is not only the decision-making process but also the analysis. Thus it can be explained that based on a value perspective, the Integrity Zone Development policy is an action to allocate resources in an effort to achieve shared values that are prioritized at the BPK Representative Office of Gorontalo Province, namely the realization of improving public services through the application of Service Standards, Excellent Service Culture, and Assessment Satisfaction with Service.

The Integrity Zone Development Policy based on PERMENPANRB RI regulation No. 10/ 2019 has been jointly established in order to meet needs and protect and achieve citizens' rights and community goals. The policy is not only seen as a strategic utilization of resources but also has a very deep and even very decisive moral dimension. In line with Friedrich's opinion (in Hutabalian, 2020:33) that policy is a series of activities or actions as an effort that is always related to efforts to achieve several aims and objectives.

The researcher argues that it is in this context that the Integrity Zone Development policy at the BPK Representative Office of the Gorontalo Province is a series of results that have been determined in the implementation of a job seen from the way the Head of the BPK Representative Office for the Gorontalo Province as the leader takes action.

The role of the leader, namely the Head of the Gorontalo Province Representative BPK Office and all elements/employees at the Gorontalo Province Representative BPK Office, is very important to be an agent of change in the development of integrity zones towards WBK/WBBM in order to realize an increase in public services at the Gorontalo Province Representative BPK Office.

According to Darwanto (2021: 3), implementor compliance is the compliance of implementors in implementing policies contained in policy documents (in the form of laws, government regulations, or programs). This means that implementor compliance, namely the understanding and attitude or behavior of the implementor, is a very important indicator to see implementor compliance in a policy. So, there are 2 (two) indicators to see the implementor's compliance with the implementation of the Integrity Zone Development policy at the BPK Representative Office for Gorontalo Province.

First, the implementor's behavior in implementing the Integrity Zone Development policy at the Gorontalo Provincial BPK Representative Office can be seen from how the ZI Working Team and interested parties implement the policy. Appropriateness of the attitude of the implementer involved with the policies governing the implementation of the Integrity Zone Development policy. Where all implementers have their respective main tasks which are regulated in the Regulation of the Head of the Gorontalo Province Representative Office of the BPK. This is in line with the thoughts of Rahmatin & Lambelanova (2018: 33) that policy implementation is seen in a broad sense as implementing laws where various actors, organizations, procedures and techniques work together to carry out policies in an effort to achieve policy goals. or programs, so that they can be carried out in accordance with the applicable provisions. Therefore, the researcher emphasizes the need for implementer compliance so that the Integrity Zone Development policy at the BPK Representative Office for Gorontalo Province which is carried out can run and be carried out properly.

Second, the implementor's understanding of the Integrity Zone Development policy at the BPK Representative Office of Gorontalo Province, especially the ZI Working Team must understand the contents of the policy and technical instructions relating to each step and process of implementing the Integrity Zone Development policy, so that there are no mistakes and related errors. with the duties and functions of the implementer in the field. The implementor's understanding of the contents of the policy will have implications for the attitude of the implementor, which will show an attitude of support or not in a program implementation (Bessiar, 2020:49). This is in line with the theory put forward by Edwards III (in Rahmatin & Lambelanova, 2018: 34) that the attitude of implementers towards a policy indicates a support that encourages them to fulfill their obligations as desired by policy makers. Therefore, researchers believe that the success of the Integrity Zone Development at the BPK Representative Office of Gorontalo Province depends on the compliance attitude of the implementer in making it happen.

The researcher emphasized that the successful implementation of the Integrity Zone Development policy at the BPK Representative Office of the Gorontalo Province was designated by the smooth functioning of the routine and the absence of problems encountered. In the organization of the Gorontalo Province Representative BPK Office, routine functions play a very important role in achieving the goal of developing an integrity zone towards WBK/WBBM in order to realize an increase in public services.

The research findings that the Realization of the Desired Performance and Impact are supporting factors for the implementation of the Integrity Zone Development policy towards WBK/WBBM in order to realize an increase in public services at the BPK Representative Office for Gorontalo Province. This finding is in line with Darwanto's research (2021) that the Integrity Zone Development policy can be implemented properly because it is supported by Integrity Zone regulations that have a good impact, the

impact of these changes is service efficiency, increased employee performance, discipline, honesty, increased service quality and opportunities for corruption can be controlled.

The two studies above reinforce the theory of Ripley & Franklin (in Darwanto, 2021:1) that to determine the success of a policy implementation, it can be seen through the dimensions of desired performance and impacts. In line with Telaumbanua (2018:86) Impact is a change that occurs as a result of an activity. The implementation of a policy or regulation must have an impact, both positive and negative. Positive impacts are intended as impacts that are expected to occur as a result of a policy and provide benefits to the policy environment. While the negative impact is that it does not provide benefits to the policy environment and is not expected to occur.

Based on the description of the discussion above, it can be understood that the implementation of the Integrity Zone Development policy at the BPK Representative Office of Gorontalo Province is the stage when the policy is implemented where ideally the implementation of the Integrity Zone Development policy is carried out by preparing the implementing organization (BPK Representative for Gorontalo Province), implementing people (Team ZI work and interested parties), policy implementation procedures (Service Standards and SOPs). This is in line with Nugroho (2021:18) that clarification of the meaning of policy implementation according to principle is a way for a policy to achieve its goals.

Paying attention to Lester & Stewart (in Agustino, 2016: 129) that policy implementation will eventually get a result that is in accordance with the goals and objectives of the policy itself. In line with this, the opinion of Ripley & Franklin (in Winarno, 2014: 148) that implementation gives program authority, policies, benefits, or a type of tangible output. It is understandable that the implementation of the Integrity Zone Development policy at the BPK Representative Office of the Gorontalo Province was made to achieve the goal of realizing the development of an integrity zone towards WBK/WBBM in order to realize an increase in public services at the BPK Representative Office of the Gorontalo Province.

## CONCLUSION

Based on the results of research and discussion it can be concluded that:

Service Standards, Excellent Service Culture, and Satisfaction Assessment Service Standards at the BPK Representative Office for Gorontalo Province have been implemented based on PERMENPANRB RI No. 10/ 2019. However, the implementation of Service Standards and Excellent Service Culture has not been optimal, while the indicators for implementing Service Satisfaction Assessment have been optimal. The implementation of the integrity zone development policy towards WBK/WBBM has been able to realize an increase in public services at the BPK Representative Office for Gorontalo Province.

The determinant factor in the implementation of the integrity zone development policy towards

WBK/WBBM in order to realize an increase in public services at the BPK Representative Office of Gorontalo Province, namely Implementor Compliance is a supporting factor as well as an obstacle to the implementation of the policy. Meanwhile, the factor of Smooth Routine Functions, and the factor of Realizing the Desired Performance and Impact are supporting factors in the implementation of the integrity zone development policy towards WBK/WBBM at the BPK Representative Office of Gorontalo Province.

The management of the Gorontalo Province Representative BPK Office should implement the Work Unit Service Standards optimally through the establishment of a Decree of the Head of the Gorontalo Province Representative BPK Office regarding Service Information of the Gorontalo Province Representative BPK which contains a statement of commitment to provide informative, transparent, responsive and accountable services in accordance with service standards set has been stipulated, and if they do not fulfill this promise, they are ready to accept sanctions in accordance with the applicable laws and regulations. In addition, it is necessary to form a Review Team to review and improve Service Standards and SOPs. Meanwhile, to improve the Excellent Service Culture, a reward and punishment system for service implementers as well as compensation for service recipients if services are not up to standard must be carried out consistently at the BPK Representative Office for Gorontalo Province.

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