

Research Article

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Implementation of the Integrity Zone Development Policy toward a Corruption-Free Area at Statistics Indonesia (BPS) Cianjur Regency

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Received: July 24, 2026; **Accepted:** August 17, 2026; **Online:** August 30, 2026 | DOI: <https://doi.org/10.47353/ijema.v3i9.400>

Abstract: *Bureaucratic reform is an internal improvement process intended to address problems within public organizations. Statistics Indonesia (BPS) of Cianjur Regency has implemented bureaucratic reform through an Integrity Zone development policy aimed at achieving Corruption-Free Area (WBK) status. This study analyzes the implementation of the policy. A descriptive qualitative approach was employed. The analysis used George C. Edwards III's implementation model, comprising communication, resources, disposition, and bureaucratic structure. The findings show that the four variables have been implemented by employees, but implementation has not yet been fully effective. Communication is generally clear and appropriately conveyed by leadership, while information resources and physical facilities are adequate and the bureaucratic structure is adaptive. However, several obstacles remain, including limited external dissemination concerning corruption and gratuity controls, insufficient staff in both quantity and competence, and weaknesses in the bureaucratic structure related to Standard Operating Procedures (SOPs) for work rules and Integrity Zone innovations. Strengthening external communication, human-resource capacity, and innovation-related SOPs is therefore essential to support the achievement of WBK status.*

Keywords: *bureaucracy; Integrity Zone; Corruption-Free Area.*

Introduction

Bureaucracy is fundamentally established to provide excellent public services without engaging in unlawful practices, such as soliciting bribes or accepting gratuities. Public services delivered by public organizations should refer to Law of the Republic of Indonesia Number 25 of 2009 on Public Services, which defines public service as an activity or series of activities undertaken to fulfill service needs for goods, services, and administrative services provided by public service providers or the government.

Nevertheless, the condition of government bureaucracy in Indonesia generally does not yet meet public expectations for a bureaucracy that serves citizens and implements public policies professionally, with integrity and competence. Government bureaucracy has not consistently demonstrated optimal performance and remains vulnerable to bureaucratic dysfunction. Bureaucracy is often associated with lengthy procedures from one desk to another, rigid rules, informal payments to accelerate services, lengthy processing times, limited responsiveness, and inadequate employee competence.

The weak performance of Indonesian bureaucracy is also reflected in the Corruption Perceptions Index (CPI) published by Transparency International. The CPI is a composite indicator designed to measure perceived corruption in the public sector on a scale from 0 (highly corrupt) to 100 (very clean). The index considers factors such as the prevalence of bribery, diversion of public budgets, the use of public office for private interests, government capacity to combat corruption, and the effectiveness of integrity enforcement.

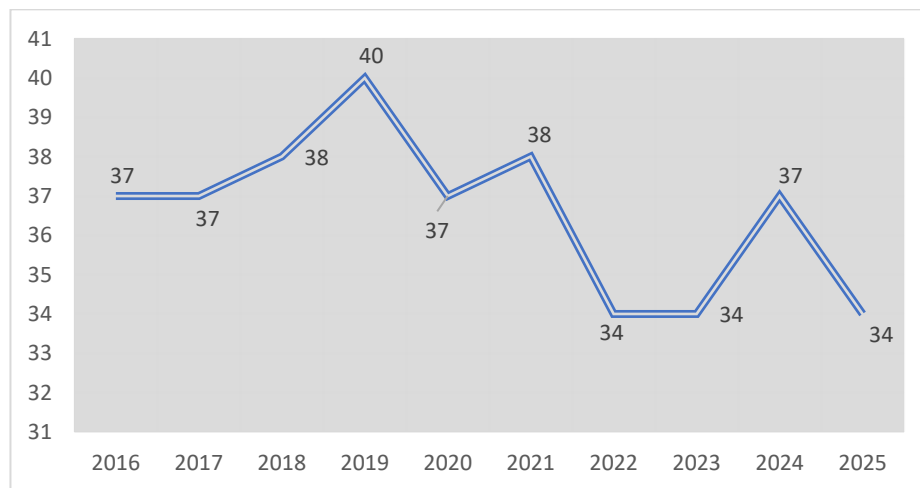


Figure 1. Indonesia's Corruption Perceptions Index (CPI) Score, 2016–2025

Source: Transparency International Indonesia, 2026.

As shown in Figure 1, Indonesia's CPI score was 34 in 2025, declining from 37 in 2024. The fluctuating CPI trend indicates that bureaucratic reform in Indonesia has not yet fully succeeded, particularly in the area of corruption eradication. The 2019 score of 40 suggests that improvements in the legal system need to be accompanied by improvements in the bureaucratic system. The CPI trend also reflects changes in the effectiveness of law enforcement against political corruption. The decline in the score in 2025 indicates that substantial challenges remain in reforming the political and bureaucratic systems. This situation underscores the need to sever collusive relationships involving public officials, bureaucratic institutions, law enforcement actors, and members of the public as users of public services.

BPS Cianjur Regency, as a central government institution responsible for statistics, began implementing the Integrity Zone development policy on 21 April 2021 through the declaration of Integrity Zone development. The initiative represents the commitment of all civil servants to implement six areas of change: change management, business-process management, human-resource management, performance accountability, supervision, and public-service improvement. By 2025, the implementation of the Integrity Zone development policy had not yet resulted in Corruption-Free Area (WBK) status from the Ministry of Administrative and Bureaucratic Reform (Kementerian PANRB). Initial observations indicated that some employees were still late for work, human resources were insufficient, and internal and external communication was not sustained, making it difficult to achieve WBK status.

Policy implementation is a process involving a range of technical and non-technical aspects, including perceptions and expectations (Jumroh & Pratama, 2021: 17). Its success is influenced by many factors, including factors outside the policy implementers and the community itself. Implementation is primarily a technical process rather than a political activity measured through voting or public support. The success or failure of a policy therefore reflects the contribution of all elements and factors involved in the implementation process, including the community.

Previous studies provide an important basis for understanding the implementation of Integrity Zone development policies aimed at achieving WBK status. First, Hapsari et al. (2019) examined the implementation of Integrity Zone development toward Corruption-Free Area (WBK) and Clean and Service-Oriented Bureaucracy Area (WBBM) status at the Pemali Juana River Basin Center in Semarang using George C. Edwards III's implementation model, which includes communication, resources, disposition, and bureaucratic structure. The study found that Integrity Zone implementation had not yet

been carried out fully and optimally.

Second, Rachmawati et al. (2023) examined Integrity Zone development in Banten based on Minister of Law and Human Rights Regulation Number 29 of 2019 concerning Integrity Zone development toward WBK and WBBM status. The findings showed that the six areas of change had been implemented within the Banten Regional Office of the Ministry of Law and Human Rights. Supporting factors included strong leadership commitment, while constraints included weak supervision and insufficient information-technology personnel to develop public-service innovations.

Third, Herzegovina et al. (2022) found that the Tanjung Perak Immigration Office successfully achieved WBBM status, the highest recognition in the Integrity Zone development process. Integrity Zone development generated fundamental changes in the paradigm and work patterns of employees, shifting their orientation toward public service and encouraging innovations to improve performance and service quality.

Building on these previous studies, this research focuses on analyzing the implementation of the Integrity Zone development policy in BPS Cianjur Regency in pursuit of WBK status. The study uses George C. Edwards III's implementation model, namely communication, resources, disposition, and bureaucratic structure (Winarno, 2021: 179), while addressing a research gap concerning the role of effective communication and the Agrabinta innovation as mechanisms for continuous internalization and for strengthening employees' commitment to the Integrity Zone program.

This study contributes to several aspects of public policy implementation in Indonesia. Theoretically, it expands understanding of public-policy implementation models that are appropriate for public organizations. Practically, the findings are expected to provide recommendations for strengthening Integrity Zone development toward WBK status and for improving public-policy decisions related to the effectiveness of Integrity Zone programs in other public organizations in Indonesia. The study is intended to provide comprehensive information for future research and practical benefits for government organizations undertaking Integrity Zone development.

Literature Review

Bureaucratic Reform

Reform is a process of gradually and continuously changing or renewing the order of national life (Suwitri et al., 2023: 4.3). Reform is not carried out radically or revolutionarily so that political and security stability is not disrupted. Bureaucratic reform is an effort by the Government of the Republic of Indonesia to improve the bureaucracy and address various problems within the Indonesian bureaucratic system (Herzegovina et al., 2022). These problems include government institutions that are not yet sufficiently competitive and effective in performing their functions, as well as continuing practices of corruption, gratuity, and bribery.

Bureaucratic reform is not limited to structural changes or bureaucratic repositioning. It also requires comprehensive changes in political and legal systems, as well as changes in the mindset and work culture of government bureaucracy and society. Thoha (2003) argues that bureaucratic reform in Indonesia remains necessary because corruption, collusion, and nepotism (KKN) continue to occur; public-service quality remains below public expectations; efficiency, effectiveness, and productivity are not yet optimal; and transparency and accountability in government bureaucracy remain weak.

Public Policy Implementation

Harold D. Lasswell and Abraham Kaplan (in Islamy, 2022: 15) define policy as “a projected program of goals, values, and practices.” In this context, policy refers to a government program with particular objectives and activities that have clear and directed guidance.

According to Wahab (2004: 65), public policy implementation is a process and a series of programs in which implementation involves not only the behavior of administrative bodies or government agencies responsible for carrying out activities, but also the effects of implementation on target groups. Public policy is also influenced by political, economic, and social forces that directly or indirectly affect the behavior of all parties involved and ultimately influence both expected and unintended outcomes.

George C. Edwards III (in Winarno, 2021: 177) emphasizes that implementation is a crucial stage of the public-policy process. If a policy does not produce appropriate results or fails to reduce the targeted problem, it may fail even when implementation is carried out well. Conversely, a policy that has been carefully designed may also fail if it is not implemented according to the commitments of leaders and employees responsible for carrying it out.

The public-policy implementation process model developed by George C. Edwards III is illustrated below:

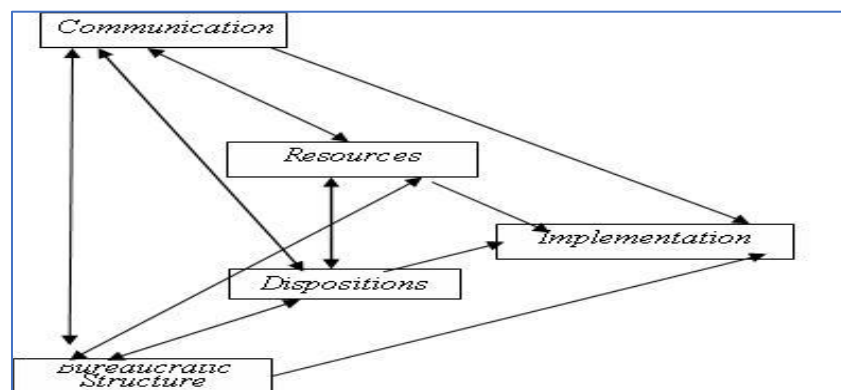


Figure 2. George C. Edwards III's Public Policy Implementation Process Model (1980)

Source: Winarno, Public Policy, 2021.

Edwards III (in Winarno, 2021: 177) identifies four factors that influence the success of public-policy implementation: communication, resources, disposition, and bureaucratic structure.

Communication

The communication dimension of policy implementation includes transmission, consistency, and clarity. According to Edwards III, a fundamental requirement for effective implementation is that those responsible for carrying out decisions understand what they are expected to do. Communication must therefore be accurate and clearly understood by policy implementers.

Transmission refers to the effective delivery of policy instructions to the appropriate personnel. Civil servants responsible for implementing a policy must understand what they are expected to do. Instructions from superiors must be transmitted to the appropriate implementers, while policy objectives and implementation guidance must be clear, accurate, and consistent.

Consistency means that instructions issued by organizational leaders must remain consistent if implementation is to be effective. Even when instructions are clear, changing messages can obstruct

implementation. Inconsistent communication may encourage implementers to interpret policies loosely, which can reduce the likelihood that policy objectives will be achieved.

Resources

According to George C. Edwards III, four types of resources are required for policy implementation:

1. Human resources

Human resources are essential to public-policy implementation, particularly in terms of the number and expertise of employees responsible for implementation. Low employee competence can contribute to unsatisfactory public services. Public services in many public-sector organizations in Indonesia remain slow, less responsive, and relatively inefficient.

2. Financial resources and facilities

Financial resources and physical facilities are important resources for public-policy implementation. An implementer may have good communication skills, adequate expertise, a clear understanding of assigned tasks, and sufficient authority, but implementation may still fail if computers, workspaces, equipment, or other necessary facilities are unavailable.

3. Information resources

Information availability is essential for effective public-policy implementation. Edwards III (in Winarno, 2021: 186) identifies two forms of information. First, implementers need information about how the policy should be implemented, including clear instructions concerning what should be done and how it should be done. Second, information concerns personnel compliance with laws, regulations, and other rules governing policy implementation.

Disposition

Disposition refers to the commitment, willingness, intention, and tendency of policy implementers to carry out a policy seriously and continuously so that policy objectives can be achieved. Strong commitment from organizational leaders and employees increases the likelihood that policy implementation will be effective and optimal.

Different bureaucratic units may have different attitudes and perspectives. Internal resistance and resistance between agencies can reduce effectiveness, hinder cooperation, and obstruct implementation. In a single policy area, implementing agencies may have different priorities, levels of commitment, and problem-solving methods. Differences in officials' commitment can undermine trust and prevent the close and harmonious working relationships often required for effective public-policy implementation.

Bureaucratic Structure

The bureaucratic structure dimension consists of Standard Operating Procedures (SOPs) and fragmentation. An excessively lengthy organizational structure tends to weaken supervision and create red tape, namely complex bureaucratic procedures that make organizational activities inflexible. Bureaucratic structure therefore strongly influences the effectiveness of public-policy implementation within government organizations.

According to Edwards III (in Winarno, 2021: 205–209), two main characteristics influence bureaucratic structure: Standard Operating Procedures (SOPs) and fragmentation. SOPs are basic work procedures and standards that develop as an internal response to limited time and resources and to the need for uniformity in complex and geographically dispersed organizations. Fragmentation, meanwhile, arises

from external pressures on bureaucratic units, including legislative committees, interest groups, executive officials, constitutional arrangements, and the nature of policies affecting government bureaucracies.

Widodo (2007: 121–122) notes that important public-policy implementation problems arising from the internal environment may include institutional structure, human-resource organization and competence, administrative procedures, administrative technology and supporting infrastructure, and bureaucratic management. External problems may include changes in society and the rapid development of social problems. These conditions can shift governing paradigms, including the movement from centralization to decentralization and regional autonomy and from rule-based government toward good governance.

Method

This study employed a qualitative research approach. A qualitative approach was selected because the research examines the activities of groups of people in relation to changes in behavior and social activities. A descriptive method was used to analyze the research problem. Accordingly, the study adopted a descriptive qualitative design intended to understand problems within social settings, prevailing rules and practices, and particular conditions, including relationships, activities, attitudes, perspectives, ongoing processes, and the effects of phenomena (Nazir, 2003: 16).

The study used both primary and secondary data. Primary data were obtained directly through field observations and interviews with informants, as well as observations of activities and locations relevant to the research object. Secondary data were obtained from documents that had been officially issued or published by other established sources (Hamdi & Ismaryati, 2021: 6.30).

Data were collected through observation, interviews, and documentary study. Interview informants were selected purposively based on their knowledge and information concerning the issues or phenomena relevant to the research focus. Informants were selected because they were considered to possess sufficient knowledge of particular events or because of their involvement in specific activities. Data analysis consisted of data reduction, data presentation, and conclusion drawing. To maintain data credibility and trustworthiness, triangulation was used by checking information from different sources, using different methods and at different times (Sugiyono, 2014: 270).

Results and Discussion

Integrity Zone Development toward Corruption-Free Area (WBK) Status through Six Areas of Change

BPS Cianjur Regency, a government institution responsible for statistical data governance, has sought to implement bureaucratic reform through the Integrity Zone development policy, referring to Minister of Administrative and Bureaucratic Reform Regulation Number 52 of 2014, as amended by Regulation Number 90 of 2021, concerning Guidelines for the Development and Evaluation of Integrity Zones toward Corruption-Free Areas and Clean and Service-Oriented Bureaucracy Areas in Government Agencies. Bureaucratic reform is an initial step in organizing government administration so that it becomes good, effective, and efficient and can provide services to the public rapidly, accurately, and professionally.

The implementation of the Integrity Zone development policy toward WBK status at BPS Cianjur Regency consists of two stages. The first stage involved the simultaneous signing of integrity-pact documents by all BPS Cianjur employees. The second stage involved the development of the Integrity Zone toward WBK status. This stage focuses on six areas of change: change management, business-process management, human-resource management, supervision, accountability strengthening, and public-service

improvement.

Change Management

The change-management pillar aims to systematically and consistently change work mechanisms, individual mindsets, and organizational work culture within the work unit so that they better correspond to the targets of Integrity Zone development. Its targets are: (1) increasing the commitment of leaders and employees to developing the Integrity Zone toward WBK status; (2) changing mindsets and work culture within the proposed work unit; and (3) reducing the risk of failure caused by resistance to change.

Documentation and interviews with informants at BPS Cianjur Regency showed that programs under the change-management pillar included establishing and determining a working team for Integrity Zone development toward WBK status. Team leaders and members were selected based on competence and deliberation. To improve employees' understanding and commitment, Integrity Zone socialization, knowledge sharing, and internalization of BerAKHLAK values are conducted every month. Every Monday, a morning assembly is followed by a meeting of team leaders. These activities strengthen employees' motivation and commitment to change across the work environment.

Interviews with the Head of BPS Cianjur Regency indicated that, to improve the effectiveness and optimization of Integrity Zone implementation, the office developed programs to change employee mindsets and work culture. Each morning begins with a prayer followed by the "BERPIJAR" slogan—"Brave, Professional, Integrity, and Champion." The slogan is intended to encourage employees to work courageously, professionally, with integrity, and toward excellence. Changes in work culture are reflected in employees helping one another, collaborating to complete tasks, and maintaining discipline.

Business-Process Management

The business-process management pillar aims to improve the efficiency and effectiveness of systems, processes, and work procedures that are clear and measurable in implementing Integrity Zone development toward WBK status. Its targets are: (1) increasing the use of information technology in government administration; (2) improving the efficiency and effectiveness of government management processes; and (3) improving government organizational performance through Integrity Zone development.

Interviews with informants showed that programs under this pillar included the implementation and evaluation of Standard Operating Procedures (SOPs), the use of the BOS and SAKTI applications for budget management, the use of BPS Simpeg for personnel administration, the Fasih application for data collection, and training through e-learning. Information technology is also used to develop innovations in public services.

Field findings identified a weakness in business-process management: clear SOPs had not been developed for the effective implementation of Integrity Zone innovations. This creates difficulties when employees are transferred or reassigned to other work units because there are no clear instructions to ensure the continuity of Integrity Zone innovations.

Human-Resource Management

The human-resource management pillar aims to increase the professionalism of civil-service personnel in developing the Integrity Zone toward WBK status. Its targets are: (1) increasing compliance with human-resource management requirements in each Integrity Zone team; (2) improving transparency and accountability in personnel management; (3) improving employee discipline; (4) increasing the

effectiveness of human-resource management; and (5) improving employee professionalism.

Interviews with the coordinator of the human-resource management pillar showed that programs included: (1) preparing employee-needs analyses; (2) preparing job competency standards; (3) monitoring and evaluating the match between employee competencies and positions; (4) developing policies for placement of new employees; (5) developing employee-mutation policies; (6) developing employee competency-development policies; (7) setting employee performance targets; and (8) implementing employee discipline and codes of ethics/conduct.

Strengthening Accountability

The accountability-strengthening pillar represents the obligation of a government institution to account for success or failure in implementing programs and activities to achieve organizational objectives and targets. The targets are: (1) improving government institutional performance; and (2) strengthening government institutional accountability.

Field findings showed that the programs implemented included requiring supporting receipts for every budget-disbursement request, preparing terms of reference (KAK), preparing employee work plans, and properly preparing the BPS Cianjur strategic plan. However, weaknesses remained in the development of innovations designed to strengthen the accountability pillar.

Strengthening Supervision

The supervision-strengthening pillar aims to improve clean and corruption-free government administration within government institutions. Its targets are: (1) increasing compliance with the management and accountability of state finances; (2) improving the effectiveness of state-finance management; (3) maintaining and improving the institution's audit-opinion status regarding state-finance management; and (4) reducing abuse of authority.

Field findings showed that activities under the supervision pillar had not been implemented comprehensively. The weaknesses included: (1) corruption and gratuity-control communication was limited largely to banners as a public campaign; (2) the implementation of the Government Internal Control System (SPIP) was not yet effective; (3) public complaint handling was unclear because the complaint number was inactive; (4) the Whistleblowing System had not been implemented and evaluated optimally; and (5) the implementation and evaluation of follow-up actions concerning conflicts of interest had not been effective.

Public-Service Quality Improvement

Improving public-service quality is an effort to improve the quality and innovation of public services in government institutions periodically according to public needs and expectations. It also aims to build public trust in service providers and improve community welfare by using public complaints as a basis for service improvement.

Field findings showed that public-service improvement programs included: (1) establishing a service team involving all employees in data services at the Integrated Statistical Service (PST); (2) socializing public-service standards; (3) internalizing a culture of excellent service; (4) providing awards to high-performing public-service officers; and (5) developing integrated public-service innovations such as Sapa Data, Sambut, and Cianjur Update.

Implementation Process of the Integrity Zone Development Policy toward Corruption-Free Area (WBK) Status

BPS has the vision of being “an Independent, Trusted, and Actively Contributing Institution in Supporting Data-Based Policy Formulation toward Advanced Indonesia and Golden Indonesia 2045.” Its main missions are to provide quality statistical data and insights for policy formulation and decision-making, strengthen BPS leadership in the National Statistical System (SSN), and strengthen effective and efficient statistical institutional capacity. BPS also seeks to improve statistical data quality, increase data-user satisfaction, and serve as the national statistical data steward.

In pursuing this vision and mission, BPS Cianjur Regency seeks to improve the performance of permanent employees and, consequently, overall organizational performance. As a vertical government unit, BPS Cianjur Regency continues to implement bureaucratic-reform agendas through various mechanisms, aligned with reform programs at BPS headquarters, including the Statistical Capacity Building Change and Reform for the Development of Statistics (Statcap Cerdas). In relation to Integrity Zone development, BPS Cianjur Regency is committed to implementing this agenda by preparing a Work Plan for Integrity Zone development toward Corruption-Free Area and Clean and Service-Oriented Bureaucracy Area status.

Policy implementation is a critical sequence of activities that must be managed carefully to achieve planned targets. Without effective implementation, planned programs and projects may fail. The success of public-service policy implementation by local governments is not limited to carrying out programs and activities according to established SOPs; it also includes achieving intended outcomes, benefits, and policy targets (Jumroh & Pratama, 2021: 1). Thus, policy success or failure should be assessed from multiple dimensions.

According to George C. Edwards III (in Winarno, 2021: 177), policy implementation success or failure is influenced by four variables: communication, resources, disposition, and bureaucratic structure.

Communication

Communication plays a crucial role in supporting program success at all organizational levels. One of the functions of public organizations is to provide public services; therefore, service delivery must be supported by effective communication. Hardiyansyah (2011: 238) found that communication is highly significant for public-service quality. Edwards III identifies three key elements of policy communication: transmission, clarity, and consistency (Winarno, 2021: 178).

1. Transmission

Transmission in policy communication influences the success of policy implementation. Policies, decisions, and instructions must be transmitted to the appropriate personnel before they can be followed by all employees. Policy messages need to be communicated clearly, accurately, and in a manner that can be understood by all implementers.

The study found that policies and instructions concerning Integrity Zone development toward WBK status at BPS Cianjur Regency are transmitted through direct communication in meetings involving all employees. Direct communication is also conducted routinely through socialization during Monday morning assemblies and meetings of team leaders. Direct communication with policy implementers can reduce obstacles and disagreements between implementers and instructions issued by leaders. Direct communication in all-employee meetings also reduces communication distortion. When policies are communicated through multiple layers or only to team leaders, communication effectiveness

may decline and implementation obstacles may emerge.

Transmission of Integrity Zone messages is further strengthened through the Agrabinta innovation. Every morning before work, all employees gather for a prayer, followed by the BERPIJAR slogan—"Brave, Professional, Integrity, and Champion"—and a collective commitment to support Integrity Zone development toward WBK status (Interview with Dadang Darmansyah, 2026).

The daily morning transmission pattern through Agrabinta changes negative mindsets into positive ones and contributes to the formation of a new work culture at BPS Cianjur Regency. The program strengthens employees' commitment to Integrity Zone development. Its effectiveness is reflected in improved work discipline, stronger loyalty to leadership, and greater cooperation in completing organizational tasks (Interview with Anas Bahtiar, 2026).

However, the study identified a weakness in external communication channels: dissemination to external stakeholders remains limited. Integrity Zone development is intended not only to improve internal organizational productivity but also to increase public satisfaction with services. Socialization should therefore also target external actors, including suppliers of goods and services, so that they share a common understanding of preventing and minimizing gratuities involving BPS Cianjur employees (Interview with Endang, 2026).

2. Clarity

According to Edwards III, policy communication must be sufficiently clear for implementers to understand when and how a policy should be implemented. Ambiguous instructions that do not specify when and how a program should be implemented can lead to incorrect interpretations and even conflict with the intended meaning of the message.

The study found that messages and instructions from leaders concerning Integrity Zone implementation were communicated clearly. Leadership communicated the Integrity Zone instructions clearly during meetings and assemblies, and employees understood them. This clarity increased employee participation in supporting Integrity Zone development.

Understanding of the Integrity Zone policy is strengthened through several forms of internal communication. The policy is continuously internalized among employees so that they understand their obligations in implementing Integrity Zone programs. Communication also takes place in weekly team-leader meetings. Team leaders play an important role in coordinating their respective pillars and transmitting information to team members. This communication pattern aims to ensure that all employees, as policy implementers, share a complete and consistent understanding of Integrity Zone implementation (Interview with Dadan Rukmantara, 2026).

Communication between each pillar team leader and team members is conducted to create shared understanding within each team. After meetings between team leaders and the decision-making leadership, follow-up meetings are held with individual team members. Internal team communication encourages members to contribute ideas and suggestions for optimizing Integrity Zone programs. Weekly team meetings also strengthen cooperation and collaboration in implementing Integrity Zone development toward WBK status (Interview with Vepy Yuniar, 2026).

3. Consistency

Another factor influencing communication in policy implementation is consistency. Policy implementation is more likely to be effective when leaders communicate instructions consistently.

Interviews showed that leadership consistently communicates messages concerning Integrity Zone implementation during all-employee meetings, team-leader meetings, and Monday morning assemblies. This indicates that communication consistency has been maintained and is functioning well.

Public communication concerning Integrity Zone development should also be strengthened by leadership so that employee motivation and commitment are maintained despite increasing workloads. Once a month, the head of the office meets with team leaders and team members to evaluate and control programs that have and have not been implemented. Evaluation and control at the team level allow problems to be identified in greater detail and enable teams to jointly develop appropriate solutions (Interview with Dedi Subraman, 2026).

Resources

Effective program implementation requires the involvement of adequate resources. In Integrity Zone development, the availability of resources is a critical factor in ensuring that programs can be implemented according to established targets. Edwards III identifies important resources as adequate staff, appropriate expertise, authority, budgets, and facilities needed to carry out policy tasks (Winarno, 2021: 184).

1. Staff/Employees

The availability of qualified staff is essential for implementing policy instructions. Staff adequacy should be assessed not only by number but also by the expertise and competence required to implement policies effectively and efficiently. Agustino (2012: 151) argues that implementation may fail when staff are inadequate, insufficient in number, or lack the competence required in their fields.

Field findings show that BPS Cianjur Regency has insufficient staff in both number and competence (Interview with Dadang Darmansyah, 2026). According to the BPS Cianjur Workload Analysis (ABK), 52 positions are required, but only 34 are filled. In terms of competence, there are no mid-level expert statisticians or computer-pranata positions, although two are required. For junior expert statisticians and computer-pranata positions, only 6 of the required 11 positions are filled. For first-level expert statisticians and computer-pranata positions, 8 of the required 12 positions are filled. Shortages in both staffing numbers and competencies constitute a major constraint on Integrity Zone implementation.

2. Information

Policy implementation requires accurate and clear information. According to Edwards III, information consists of two types: information about how to implement a policy and information about implementers' compliance with applicable rules and regulations.

Interviews showed that, to support Integrity Zone implementation, guidance has been prepared for completing worksheets and uploading supporting evidence and documents (Interview with Dedi Subraman, 2026).

Information concerning Integrity Zone development is also available in guideline books issued by BPS headquarters and the BPS Regional Office of West Java. Complete information provides clarity for employees in implementing the policy. Information also includes laws and regulations governing employee compliance with Integrity Zone implementation, which are incorporated into a decision issued by the Head of BPS Cianjur Regency. SOPs specifying each employee's obligations as a member of the Integrity Zone implementation team provide a formal basis and consequences when employees fail to perform their assigned duties.

3. Budget and Facilities

Budgetary support and infrastructure are necessary for effective Integrity Zone development toward WBK status. Interviews and observations found that facilities and infrastructure—including office buildings in good condition, computers, desks, chairs, printers, Wi-Fi, and other equipment—were available and fit for use (Interview with Anas Bahtiar, 2026). The availability of adequate facilities supports employee motivation in implementing Integrity Zone programs.

Budgetary resources are available to support the program, although no dedicated budget line exists specifically for Integrity Zone development. Available funds are primarily used for office equipment and building maintenance. No special budget is provided to increase employee compensation for carrying out Integrity Zone activities (Interview with Bagus Imanudin, 2026). Integrity Zone development is regarded as an obligation of all employees at BPS Cianjur Regency and is expected to be carried out with commitment and enthusiasm to improve organizational performance and public services.

Disposition

Disposition concerns the attitude and commitment of implementers toward carrying out a policy. It involves not only knowing what must be done but also having the capacity and willingness to do it. Interviews indicated that most employees demonstrate commitment to Integrity Zone development. This strong commitment is reflected in the daily Agrabinta activity, Monday morning assemblies, and the involvement of all employees as service officers at the Integrated Statistical Service (PST) counter (Interview with Dadang Darmansyah, 2026).

However, some employees have not fully demonstrated a high level of commitment to leadership instructions. Heavy workloads and additional tasks are obstacles to implementing planned Integrity Zone programs amid limited staffing. Overlapping responsibilities reduce the focus of policy implementers on Integrity Zone development and consequently weaken employees' ability to consistently follow leadership instructions (Interview with Triyono, 2026).

Bureaucratic Structure

The bureaucratic-structure variable includes the distribution of authority and tasks, relationships among organizational units, relationships with external organizations involved in implementation, and SOPs. Edwards III identifies two main characteristics that influence bureaucratic structure: work procedures or basic work standards, commonly referred to as Standard Operating Procedures (SOPs), and fragmentation, namely the distribution of responsibility for activities or programs across work units.

Interviews found that Integrity Zone development is supported by clear SOPs governing the division of work, authority, and responsibilities of each pillar or field. SOPs are prepared for each work area to clarify tasks, required time, and supervision by the respective pillar leader. In practice, policy implementation requires support from all human resources within the organization. In the Integrity Zone team structure, all team leaders holding junior expert functional positions serve as pillar leaders, while members are drawn from all employees. Cooperation and collaboration among all team members are therefore key to successful implementation.

The organizational restructuring, consisting of two structural positions—the head of office as administrator and the head of the general subdivision as supervisory official—has resulted in other employees serving in functional positions. The simplification of structural positions has made the organization more adaptive and flexible in distributing work. Replacing the echelon-IV supervisory position

with a junior expert functional position has simplified coordination. The simplified organizational structure at BPS Cianjur Regency has strengthened teamwork and contributed to improved organizational performance, as reflected in greater cooperation among teams.

Conclusion

Based on the findings, Integrity Zone development toward Corruption-Free Area (WBK) status at BPS Cianjur Regency has generally been implemented well across the six areas of change, although the supervision-strengthening pillar remains less than optimal. In terms of the four policy-implementation indicators—communication, resources, disposition, and bureaucratic structure—the policy has been implemented through continuous communication, particularly through the Agrabinta innovation. This activity has become a major mechanism for internalizing a new work culture and reducing resistance to Integrity Zone development. However, external communication remains insufficient, particularly concerning gratuity restrictions and public dissemination of service innovations. Resource availability is supported by adequate facilities and complete information, while constraints include shortages in the number and competence of employees due to transfers and retirement and the absence of a dedicated Integrity Zone budget. Employee disposition is generally positive, although heavy workloads reduce focus on Integrity Zone activities. Finally, bureaucratic restructuring has improved work distribution, cooperation, and collaboration. SOPs for Integrity Zone work teams and Integrated Statistical Service standards are available, but SOPs specifically supporting the continuity of Integrity Zone innovations should be strengthened.

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