

## FACTORS AFFECTING THE ACHIEVEMENT OF THE INTEGRITY ZONE PREDICATE FOR A CLEAN AND SERVING BUREAUCRACY (WBBM) IN THE OFFICE OF THE PEKANBARU CITY LAND AGENCY

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### ABSTRACT

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This research aims to describe what factors influence the achievement of the Clean and Serving Bureaucratic Regional Integrity Zone (WBBM) Predicate at the Pekanbaru City Land Agency Office. Data collection techniques using observation, interviews, and documentation. Clean and Serving Bureaucratic Area (WBBM) is a predicate aimed at a work union that has accumulated most of the criteria for the improvement process in the leverage components to create an accountable government and excellent service as regulated in the Minister of State Apparatus Empowerment and Bureaucratic Reform Regulation Number 52 of the Year 2014. To achieve the goal of a Clean and Serving Bureaucratic Area (WBBM), the quality of development and management of integrity zones in work units must be improved. The bureaucratic reform program must be immediately implemented in work units. In a government agency environment, integrity in serving the public must be built. Government agencies are given the title of Integrity Zone (IZ) for the realization of Corruption Free Areas (WBK) and Clean Serving Bureaucratic Areas (WBBM) using bureaucratic reform, especially related to reducing corruption and improving the quality of public services. The results of this research concluded that to achieve the Predicate for a Clean and Serving Bureaucratic Area, there needs to be a collective will from all stakeholders who agree, from leadership to members/employees, they must have the commitment to give their best to get the Predicate for a Clean and Serving Bureaucratic Area (WBBM).

### 1. INTRODUCTION

Policies relating to the implementation of public services must be created and arranged so that the services provided are effective in minimizing obstacles and even problems that occur in society. The strategy proposed by the government demands changes to the bureaucratic structure and encourages regional integration. It appears that the government and the public feel pressured about the importance of carrying out reforms in government or bureaucracy (Wardana & Geovani Meiwanda, 2017). The government says bureaucratic reform is the government's approach to improving the government administration system with a focus on institutions, management, and human resources (HR). Bureaucratic reform supports government programs by improving the system for implementing policies that are effective, efficient, and good. However, by appointing employees who are independent and free from Corruption, corruption, and Nepotism (KKN), fast, precise, and professional service can be achieved. This stops

excellent service and increases performance capabilities and responsibilities (Maiti & Bidinger, 1981).

Bureaucratic reform aims to improve the government administration system so that it serves the public quickly, precisely, and professionally. However, many problems were encountered during the journey, such as abuse of authority, corrupt practices, collusion, and so on Nepotism, and strict control. Therefore, Presidential Regulation (Perpres) no 81 of 2010, Grand Design for Bureaucratic Reform, establishes the framework for implementing the bureaucratic reform program. To achieve this goal, a special program of bureaucratic reform in the workplace must be implemented through the Integrity Zone development initiative.

Everyone in Indonesia knows that the bureaucracy known to the public is still not working well. In terms of service, the public is still dissatisfied, such as when they deal with problems in government offices, they consider the procedures to be slow, very complicated, with long processing times, and require high costs, as well as the

practice of Collusion, Corruption, and Nepotism (KKN). Internal problems include integrity problems, performance problems, progress problems in business, accountability problems, professional problems, effectiveness problems, and also problems. The public continues to question the effectiveness of the apparatus. However, external problems only bring about political needs in the bureaucracy, which is also called bureaucratic politicization according to Afrinaldy Rustam (2021:38).

To support the government's program in establishing a good, effective, and efficient system for administering agencies, the aim and achievement of Bureaucratic Reform and Integrity Zones within each ministry or agency is to ensure that the Main Duties and Functions (Tupoksi) of each ministry or agency can run smoothly. should be by statutory regulations.

Each agency and ministry must immediately align its implementation plans with applicable laws to accelerate the achievement of the intended targets. To achieve this, they must comprehensively develop implementation guidelines and strategies to develop and fulfill the goals and achievements of Bureaucratic Reform. In addition, Ministerial Regulation for Empowerment of State Apparatus and Bureaucratic Reform Number 10 of 2019 which amends Ministerial Regulation Number 52 of 2014 concerning Zone Development Guidelines Integrity towards a Corruption Free Area (WBK) and a Clean and Serving Bureaucratic Area (WBBM). This is part of the implementation of the Grand Design for Bureaucratic Reform and a detailed plan for Bureaucratic Reform over 5 (five) years, from 2020 to 2024. This plan applies to all institutions and ministries in central and regional government and aims to create a Clean and Serving Bureaucratic Area and a Corruption Free Area.

By national regulations, the Minister of Agrarian Affairs and Spatial Planning/National Land Agency (ATR/BPN) has implemented bureaucratic reform. This reform emphasizes a clean and accountable, effective and efficient bureaucracy, and high-quality public services. To improve performance and achieve targets that have not yet been achieved, the Ministry of ATR/BPN has published the 2020–2024 Bureaucratic Reform Roadmap, which is a technical and detailed plan outlining the implementation of bureaucratic reform within the Ministry of ATR/BPN. The current Bureaucratic Reform roadmap is being discussed through focus group discussions (FGD) with each stakeholder individually.

**Table 1: ATR/BPN data that received WBBM**

2018	2019	2020	2021	2022
-	-	Surabaya City Land Office	Bandung City Land Office	-
			Pekanbaru City Land Office	
			Malang City Land Office	
			West Jakarta City Administration Land Office	
			Medan City Agriculture Office	
			Denpasar City Land Office Kantor Pertanahan Kota Bogor	
			Kantor Pertanahan Kabupaten Bandung	

			East Sumba Regency Land Office
			Pekalongan Regency Land Office
			Bandar Lampung Regency Land Office
			Tangerang City Land Registry Office

Source : Kementrian PANRB, Tahun 2022

## 2. METHODS

This research conducted descriptive research with a qualitative data analysis approach. With this method, researchers can create systematic, factual, and accurate descriptions or write about the facts, properties, and relationships between the phenomena being studied, Research this research aims to collect information about how the Integrity Zone was built to create a Corruption Free Area and a Clean and Serving Bureaucratic Area at the Pekanbaru City Land Agency Office. This research conducted descriptive research with a qualitative data analysis approach. With this method, researchers can create systematic, factual, and accurate descriptions or writing about the facts, properties, and relationships between the phenomena being studied. The location for this location is the Pekanbaru City Land Agency Office which is located at Jl. Naga Sakti, Simpang Baru, Kec. Handsome, Pekanbaru City, Riau. This research was carried out in the even semester of 2023-2024, namely March 13-18 2024

## 3. RESULTS AND DISCUSSION

### 3.1 Clean and Serving Bureaucratic Area (WBBM)

Clean and Serving Bureaucratic Area (WBBM) is a predicate aimed at a work unit that has accumulated most of the criteria for the improvement process in leverage components to create an accountable government and excellent service as regulated in the Minister of State Apparatus Empowerment and Bureaucratic Reform Regulation Number 52 Year 2014.

*"The first thing that was built from the BPN Pekanbaru office was a shared will because the key to WBBM is a shared well, all stakeholders agree that BPN commits to provide the best, why is this a necessity because it is useless at the leadership level trying to get the BPN Pekanbaru office into the category WBBM if the security guard and CS do not have the same concept because WBBM is included in external assessment or assessment from outside if the security guard is not friendly the assessment is not good if CS does not work optimally then the community's assessment is not good"*

Based on the results of the interview above, the achievement of a Clean and Serving Bureaucratic Area (WBBM) is due to a shared will because the key to WBBM is a shared well, all stakeholders agree that the Pekanbaru City Land Agency Office from the leadership to all employee members must commit to provide the best because the Region Clean and Melyani Bureaucracy (WBBM) must involve the energy and thoughts of all members of the Pekanbaru City Land Agency team. As said by the Head of

the Pekanbaru City Land Agency Office. As said by the Head of the Pekanbaru City Land Office, Mr. Doni Syafril, S. SiT, M. Si.

Based on the results of previous research conducted by Ahmad Sirin in 2020 entitled Strategy for Implementation of Integrity Zone Development at the Pekanbaru Regency Ministry of Religion Office, it was revealed that the implementation of integrity zone development is not just a slogan, it is not just the fulfillment of evaluation worksheets but an important actor, namely resources. competent human being, the competency referred to is the ability and characteristics in the form of knowledge, skills, and behavior needed to carry out their duties and position, this is the same as the results of the interview conducted with Hery Fadilansyah as Staff of the Rights Determination and Registration Section on March 15 2024 revealed that to get a Clean and Serving Bureaucratic Area you must do your work well, totally, disciplined and without corruption.

### 3.2 Obtaining a Fair Predicate Without Exceptions (WTP)

Unqualified Opinion (WTP) or Unqualified Opinion means that the Financial Report (LK) has been presented fairly in all respects material, financial position (balance sheet), business results or Budget Realization Report (LRA), Cash Flow Report, by generally accepted accounting principles. The explanation of the financial statements has also been presented adequately, and informatively and does not give rise to misleading interpretations. Reasonable here means that the Financial Report is free from doubt and dishonesty and the information is complete. The definition of reasonable is not only limited to the amounts and accuracy of the classification of assets and liabilities but most importantly includes the disclosures contained in the Financial Report. This award is given to the Ministry of State/Institution and Regional Government.

*"What is clear from a financial perspective is that for us to get the WTP, our financial achievement is according to the target, there are monthly, semester, and annual calculations and that is from the center or the Ministry of Finance, it is clear, like last year the target for the city of Pekanbaru was 97 percent, thank God, the city of Pekanbaru "We have reached 97 percent and then we must not be lower than that target. That is the requirement to achieve WTP. Then our work must be carried out physically and financially in line"*

Based on the results of the interview above, the Unqualified Predicate (WTP) in the city of Pekanbaru has a target of 97% in 2023 and the calculation is carried out using monthly, semester, and annual calculations which must not be lower than the specified target then the work carried out must be carried out physically with the finances in line It can be said that expenditure must be the same as what is implemented, the city of Pekanbaru has achieved the specified target. As said by the Head of the Administration Sub Division of the Pekanbaru City Land Agency Office, Ibuk Fauziazi, S. E., M. M, as well as previous research conducted by Romi Nugroho in 2016 entitled Optimizing the Development of Integrity Zones Towards Corruption Free Areas (WBK) and Clean Bureaucratic Areas Serving (WBBM) at the Land Service Institution, the assessment which is the basis for building the Integrity Zone also comes

from the Financial Audit Agency (BPK). The BPK's assessment of the Ministry of Agrarian and Spatial Planning/National Land Agency in 2015 was Reasonable Without Exceptions (WTP), the same as that obtained in 2014. The two requirements that have been obtained make the Ministry of Agrarian and Spatial Planning/National Land Agency brave in launching the construction of an Integrity Zone to obtain the WBK and WBBM predicate. The work units that become pilots are not all levels from Sabang to Merauke but rather certain units that are considered ready and manage large enough resources.

### 3.3 Government Institution Accountability Value (AKIP)

Government Agency Performance Accountability, hereinafter abbreviated to AKIP, is the embodiment of the obligation of a government agency to be accountable for the success and failure of implementing the organization's mission in achieving the targets and objectives that have been set through a periodic accountability system. encourage increased achievement of performance that is on target and results-oriented, it is necessary to carry out an AKIP evaluation or evaluation of the implementation of SAKIP. It is hoped that this AKIP evaluation can encourage every government agency, both central government and regional government, to commit and consistently improve the implementation of SAKIP in realizing the planned performance achievements (results). Government Agency Performance Accountability, hereinafter abbreviated to AKIP, is the embodiment of the obligation of a government agency to be accountable for the success and failure of implementing the organization's mission in achieving the targets and objectives that have been set through a periodic accountability system. encourage increased achievement of performance that is on target and results-oriented, it is necessary to carry out an AKIP evaluation or evaluation of the implementation of SAKIP. It is hoped that this AKIP evaluation can encourage every government agency, both central government and regional government, to commit and consistently improve the implementation of SAKIP in realizing the planned performance achievements (results).

*"At BPN Pekanbaru, AKIP is called the main performance indicator, and the IKU at BPN Pekanbaru is above 90. The IKU is assessed by the Working Group, so in every office that gets WBBM there are 6 Working Groups, the Working Group's task is to attach evidence in the PAN RB Website Address Evidence- Evidence is what determines the IKU value, in terms of the speed of our response to complaints, the speed with which we handle all complaints, how the public assesses BPN whether it has changed or not, in terms of archive management, how social media is managed by 6 working groups and attaching it to the MEN PAN RB assessment, that is what the office is assessing, that is the Main Performance Indicator, including performance achievements, why do we always innovate to get WBBM, these innovations are correspondence, online mediation, PPAT deed reports, drive-thru, that was the beginning of BPN making and was taken and made into a national policy in the ATR/BPN realm, that's why the IKU rose and got WBBM and BPN just had to maintain it"*

Based on the interview above at the Pekanbaru City Land Agency Office, the Performance Accountability of Government Agencies is called Main Performance Indicators (IKU), the Main Performance Indicator at the Pekanbaru City Land Agency Office is above 90, which has been assessed by the Working Group in each office that received a Clean Bureaucratic Area. and Serving 6 Working Groups whose task is to attach evidence to the Website Address of the Minister for Empowerment of State Apparatus and Bureaucratic Reform. Performance indicators the main thing is to look at the speed of responding to complaints, the speed of handling all complaints, and how the community assesses whether the Pekanbaru City Land Agency Office has changed or not in terms of archive management, social media management, everything is managed by the Working Group team and attached to be the assessment of the Minister for Empowerment of State Apparatus. and Bureaucratic Reform. As said by the Head of the Pekanbaru City Land Office, Mr. Doni Syafril, S. SiT, M. Si. Likewise, previous research conducted by Tania Febrianti, and Indrawati Yuhertiana in 2021 entitled Analysis of Factors that Influence Government Agency Performance Accountability, three main ones influence Agency Performance Accountability, namely Implementation of Performance-Based Budgets, Accuracy of Budget Targets, Compliance with Regulations Legislation.

### **3.4 Obtaining the Corruption-Free Region (WBK) Predicate**

A corruption Free Area (WBK) is a predicate given to a work unit that fulfills most of the change management, structuring governance, structuring the HR management system, strengthening supervision, and strengthening performance accountability, to obtain the Predicate for a Clean and Serving Bureaucratic Area (WBBM.) must obtain the Corruption Free Region (WBK) designation.

*"Before getting the WBBM, BPN Pekanbaru got the WBK first, and thank God BPN Pekanbaru got the WBK Predicate in 2019"*

Based on the interview above, the Pekanbaru City Land Agency Office received the Corruption Free Area (WBK) Predicate in 2019, which is one of the keys to getting the Clean and Serving Bureaucratic Area (WBBM) Predicate. As said by the Head of the Administration Sub Division of the Pekanbaru City Land Agency Office, Ibuk Fauziazi, S. E., M. M, as well as previous research conducted by Amelia Agustiani, Rahmad Hidayat in 2023 entitled Analysis of the Effectiveness of the Corruption Free Area Predicate on Improving the Quality of Public Services in the Regional Office of the Ministry of Law and Human Rights, West Nusa Tenggara, the effectiveness of the Corruption Free Area Predicate (WBK) towards improving the quality of public services at the West Nusa Tenggara Regional Office of the Ministry of Law and Human Rights has been running effectively. Based on the results of the Result Component, namely the realization of an increase in the quality of public services to the community by the results of the Community Satisfaction Index (IKM) survey at the West Nusa Tenggara Regional Office of the Ministry of Law and Human Rights.

### **3.5 Change Management**

Change management aims to systematically and consistently change the work mechanisms, mindsets, and work culture (culture set) of individuals in the work units being built, to be better in line with the goals and objectives of developing the integrity zone. The targets to be achieved through this program are increasing the commitment of all levels of leadership and work unit employees in building an Integrity Zone towards WBK/WBBM, a change in mindset and work culture in the work unit proposed as an Integrity Zone towards WBK/WBBM and reducing the risk of failure. due to the possibility of resistance to change, according to previous research conducted by Halimah Helmi, and Nuri Aslami in 2023 entitled Change Management Process and Its Goals for Companies, change management is a process carried out to plan, prepare, implement, and evaluate changes in a company. organization or business. Changes in an organization can be associated with various aspects such as structure, processes, technology, culture, or policies. This aims to manage change systematically and coordinate so that it can be implemented effectively and efficiently.

*"For the change management program, create a program where one employee brings one plant to be planted together and creates a drive-thru program this is what PAN RB is interested in because BPN Pekanbaru was the first to implement this program and it became a national program"*

Based on the interview above, to discuss the management of changes, the Pekanbaru City Land Agency Office carried out an innovative program that differentiates it from other offices, namely the Drive Thru service carried out by the Pekanbaru City Land Office Agency, which aroused the interest of the Minister for Empowerment of State Apparatus and Bureaucratic Reform and this program became a program. national. As said by the Head of the Administration Sub-Division of the Pekanbaru City Land Agency Office, Ibuk Fauziazi, S. E., M. M, as well as previous research conducted by Novi Rahma Sari and Trenda Aktiva Oktariyanda in 2023 entitled Drive Thru Service Innovation in Regional Tax Payments by the Sidoarjo Regency Regional Tax Service Agency (Study at Sidoarjo Regency Public Service Malls ), the Sidoarjo Regency Regional Tax Service Agency as a regional government agency that operates in the taxation sector launched an innovative regional tax payment service, namely Drive Thru.

### **3.6 Management Arrangements**

Management arrangements aim to increase the efficiency and effectiveness of systems, processes, and work procedures that are clear, effective, efficient, and measurable in the Integrity Zone Towards WBK/WBBM. The targets to be achieved in each of these programs are increasing the use of information technology in the process of implementing government management in the Integrity Zone towards WBK/WBBM, increasing the efficiency and effectiveness of the government management process in the Integrity Zone towards WBK/WBBM and increasing performance in the Integrity Zone towards WBK/WBBM, according to previous research conducted by Ahmad Supriyadi, Budi Setyoko, Jumino in 2021 entitled Implementation of Management Arrangements in the Implementation of Resource Management to Realize Bureaucratic Reform within the Indonesian Navy. In essence, management changes are

directed at structuring agency governance. effective government, and efficient. One of the efforts to organize governance is realized in the form of preparing and implementing Standard Operating Procedures for Government Administration (hereinafter referred to as SOP AP) in carrying out the duties and functions of government officials.

*"The management program is related to the activities of fulfilling the Evaluation performance sheet and calculating all financing through the Touch Tanahku application and can also provide criticism and suggestions on BPN Pekanbaru City social media."*

Based on the interview above, for the management of the Pekanbaru City Land Agency Office, only following the evaluation performance sheet prepared by and for the use of information technology, the Pekanbaru City Land Agency Office has used an application called Touch Tanahku which aims to inform all financing through this application. This is a form of effort to create transparency at the Pekanbaru City Land Agency Office and if the applicant wants to report, provide criticism and suggestions, they can report it on the Pekanbaru City Land Agency's social media. As said by the Head of the Administration Sub Division of the Pekanbaru City Land Agency Office, Ibuk Fauziazi, S. E., M. M.

### **3.7 Arrangement of the HR Management System**

The aim of structuring the apparatus HR management system is to increase the professionalism of apparatus HR in the Integrity Zone towards WBK/WBBM. The targets to be achieved through this program are increasing compliance with the management of HR personnel in each Integrity Zone towards WBK/WBBM, increasing transparency and accountability in managing HR personnel in each Integrity Zone towards WBK/WBBM, increasing the discipline of HR personnel in each -each Integrity Zone towards WBK/WBBM, increasing the effectiveness of HR management of personnel in the Integrity Zone towards WBK/WBBM and increasing professionalism of HR personnel in the Integrity Zone towards WBK/WBBM.

*"For routine human resource management every year, BPN carries out drug checks, and for BPN Pekanbaru counter officers, they call friends from Wardah to teach them how to make up and teach them how to put on a headscarf quickly and neatly, and call the fire brigade team to train them on how to catch fire. use of fire extinguishers as well as conducting special coaching every Tuesday and Thursday for counter staff are built to provide the best service"*

Based on the interview above, the Pekanbaru City Land Agency Office, for structuring the HR management system, carries out drug checks every year for all employees, specifically for the counter officers at the Pekanbaru City Land Agency Office, collaborating with Wardah to teach how to make up and teach how to put on the hijab quickly and neatly, summon a team from the fire department to train them on how to put out a fire if a fire occurs as well as teach them how to use fire extinguishers and conduct coaching every weekday and Thursday, especially for counter officers, which aims to build the ability of counter staff to provide

good service. As said by the Head of the Administration Sub Division of the Pekanbaru City Land Agency Office, Ibuk Fauziazi, S. E., M. M.

According to Lailul Mursyidah, M. AP and Ilmi Usrotin Choiriyah, M.A.P in their book entitled Public Service Management, good service is a form of service provider's concern for customers by trying to provide the best and maximum service to meet customer expectations and needs based on service standards and procedures so that customers feel satisfied and have high loyalty, based on the results of interviews with people who come as applicants who receive services at the Pekanbaru City Land Office Agency, they are very satisfied with the services available at the Pekanbaru City Land Office Agency because the existing officers are friendly and serve by providing minimum for applicants who are waiting according to Mr. Yusra Al-Khairi as the applicant who is carrying out Land Status Improvement at the Pekanbaru City Land Agency Office.

*"In my opinion, the service provided by BPN is quite good and good because they are very professional and provide drinking water to me as an applicant"*

Based on the results of previous research conducted by Muhammad Kurnia Ramadhan, Harapan Tua Ricky Fredy Simanjuntak, Adianto in 2023 entitled Service Quality of the Pekanbaru City Land Office Study of Land Certificate Area Transfer Services Post Expansion of Tampan District. The results of this research explain that the Pekanbaru City Land Office is still lacking in carrying out its duties. The number of employees is still insufficient, the number of land management staff is limited, a shortage of land surveyors, and the problem of community waiting lists are some of the causes. Public service organizations like this have the characteristic of public accountability, which allows every citizen to assess the quality of the services they receive. Based on the results of interviews conducted on March 18, 2024, Mr. Herisusandi as the applicant who took care of the Land Status Check was different from previous research. Mr. Herisusandi said he was quite Satisfied with the services of the Pekanbaru City Land Agency Office, Mr. Herisusandi sees the staff as professional, neutral in serving the community, and satisfied with the facilities provided by the Pekanbaru City Land Agency Office.

*"The service at BPN is quite good, as is the public service and staff professional and neutral and the facilities provided are quite good"*

### **3.8 Strengthening performance accountability**

Performance accountability is a manifestation of the obligation of a government agency to account for the success/failure of implementing programs and activities to achieve the mission and goals of the organization. This program aims to increase the capacity and accountability of government agency performance. The target to be achieved through this program is increasing the performance of government agencies and increasing the accountability of government agencies.

*"When it comes to strengthening performance accountability, everything is by standard procedures and is achieving the highest targets set."*

Based on the interview above regarding strengthening accountability for the performance of the Pekanbaru City Land Agency Office, it only pursues targets set by the Working Group team at the Pekanbaru City Land Agency. As said by the Head of the Administration Sub Division of the Pekanbaru City Land Agency Office, Ibuk Fauziazi, S. E., M. M, Based on previous research conducted by Ikhvani Ratna, Hidayat Nasarah in 2016 entitled The Influence of Regional Financial Management on the Implementation of the Performance Accountability System for Government Agencies within the Riau Provincial Government, stated that Strengthening performance accountability is one of the programs implemented in the context of bureaucratic reform to realize clean government. and free from KKN.

### 3.9 Strengthening Supervision

Strengthening supervision aims to improve the administration of a clean and corruption-free government in each government agency. The target to be achieved through this program is increasing compliance with state financial management by each agency government, increasing the effectiveness of state financial management in each government agency, increasing the status of the BPK's opinion on state financial management in each government agency, and reducing the level of abuse of authority in each government agency.

*"To strengthen supervision, BPN provides a written warning letter or direct dismissal"*

Based on the interview above, the Pekanbaru City Land Office Agency carries out supervision, giving warnings in the form of written letters or direct dismissal. As said by the Head of the Administration Sub Division of the Pekanbaru City Land Agency Office, Ibuk Fauziazi, S. E., M. M Based on the results of previous research conducted by Dennis J. M. Rompas, Novie R. Pioh, and Donald Monintja in 2023 entitled Public Service Bureaucratic Reform in Achieving an Integrity Zone Towards a Corruption-Free Area and a Clean Serving Bureaucratic Area (WBK/WBBM) at the Pratama Tax Service Office Kotamobagu, the construction of an Integrity Zone (IZ) towards a Corruption Free Area (WBK)/Clean and Serving Bureaucratic Area (WBBM) is a concrete step to accelerate the achievement of the Bureaucratic Reform work program in work units. Especially in terms of preventing corruption and improving the quality of public services. Towards a Corruption Free Area (Towards WBK) is an obligation given to a work unit that meets the basics of managing change, organizing governance, structuring the HR management system, strengthening monitoring, and strengthening performance accountability, the results of an interview with Ibuk Fauziazi, S. E., M. M also said that strengthening supervision is important in efforts to obtain the title of Clean and Serving Bureaucratic Area by providing written warning letters or direct dismissal.

### 3.10 Strengthening the Quality of Public Services

Improving the quality of public services is an effort to improve the quality and innovation of public services in

each government agency periodically according to the needs and expectations of the community. Apart from that, improving the quality of public services is carried out to build public trust in public service providers to improve public welfare by using public complaints as a means to improve public services.

*"And to strengthen the quality of service at the Pekanbaru City Land Agency Office, providing land and spatial planning information in the office space and on social media as well as providing comfortable waiting room facilities for applicants so they feel comfortable"*

Based on the interview above regarding Strengthening the Quality of Public Services at the Pekanbaru City Land Office, provides information about land and spatial planning in the room and on social media such as Instagram, Facebook, and the official website of the Pekanbaru City Land Office Agency as well as providing comfortable waiting room facilities for applicants who come. to the Pekanbaru City Land Agency Office. As the Chief said Subdivision of Administration of the Pekanbaru City Land Agency Office, Ms. Fauziazi, S.E., M.M

### 3.11 Factors Inhibiting Achieving the Clean and Serving Bureaucratic Regional Integrity Zone (WBBM) Predicate

Inhibiting factors consist of two words that have different meanings, namely inhibiting factors. According to the Big Indonesian Dictionary, a factor is a situation, thing, or event that influences or causes something to happen, while an obstacle is something that is obstructive, according to the Big Indonesian Dictionary the word inhibitor is translated as a thing, situation or other cause that hinders (hinders, restrains, obstruct). Meanwhile, the definition of an obstacle is something that can hinder the progress or achievement of something. Then the meaning of the word obstacle which is the basic word for obstacle has the meaning of making something slow or not running smoothly. Based on the quote above, it can be concluded that inhibiting factors are anything that has the nature of inhibiting or even hindering and preventing something from happening. Based on interviews and previous research, several factors become obstacles in achieving the Clean and Serving Bureaucracy (WBBM) predicate circumstances, things or events that influence or cause something to happen, while an obstacle is something that is obstructive, according to the Big Indonesian Dictionary the word inhibitor is translated as a thing, situation or other cause that hinders (hinders, restrains, impedes). Meanwhile, the definition of an obstacle is something that can hinder the progress or achievement of something. Then the meaning of the word obstacle which is the basic word for obstacle has the meaning of making something slow or not running smoothly. Based on the quote above, it can be concluded that inhibiting factors are anything that has the nature of inhibiting or even hindering and preventing something from happening. Based on interviews and previous research, several factors become obstacles in achieving the Clean and Serving Bureaucracy (WBBM) predicate.

### 3.12 Covid 19 Outbreak

Coronavirus Disease 2019 or COVID-19 is a new disease that can cause respiratory problems and pneumonia. This disease is caused by infection with Severe Acute Respiratory Syndrome Coronavirus 2. In dealing with Covid 19 so that it does not spread so quickly, the Ministry of PANRB (State Apparatus Empowerment and Bureaucratic Reform) has established circular letter number 58 of 2020 concerning the work enforcement system for state civil servants in a new normal order.

Based on previous research conducted by Monica Aprilia Ibrahim, Masye Pangkey, Salmin Dengo in 2021 with the title Public Services During the COVID-19 Pandemic at the Kema Subdistrict Office, North Minahasa Regency, public services at the Kema Subdistrict Office have implemented service mechanisms or procedures during this pandemic, namely by limiting the number of indoor queues and implementing 3M (washing hands, using masks, and maintaining distance) and there have been no complaints from service users regarding these procedures. From the results of the research conducted by the author, it was found that the quality of the products produced by the Kema Subdistrict Office was not correct, there were still errors in writing names and titles in official documents. In this way, public satisfaction with the quality of the products produced by the Kema sub-district office can measure the performance of the Kema sub-district employees so that the quality of service will appear easy and good. So, the quality of service is very important in government. Likewise, from the results of interviews conducted by the author, the inhibiting factors in achieving the title of Clean and Serving Bureaucratic Area (WBBM), namely during the Pekanbaru City Land Agency Office's progress towards a Clean and Serving Bureaucratic Area, were hampered after Covid 19, which became an obstacle to the community assessment process. to achieve the title, because services were temporarily closed while the assessment of the Clean and Serving Bureaucratic Area (WBBM) was from the public who came to the Pekanbaru City Land Agency Office.

*"There are no constraints from policy, but there are constraints from efforts to obtain WBBM, the first being Covid 19 which hampered the process because at that time the service was closed while WBBM was being reviewed by the community."*

### **3. 13 Maintaining Commitments**

Based on the Minister of State Apparatus Empowerment and Bureaucratic Reform Regulation Number 52 of 2014 concerning Guidelines for Development of Integrity Zones Towards Corruption-Free Areas and Clean and Serving Bureaucratic Areas within government agencies. The definition of an Integrity Zone is a predicate given to government agencies where the leadership and staff are committed to realizing a Corruption Free Area (WBK)/Clean and Serving Bureaucratic Area (WBBM) through bureaucratic reform, especially in terms of preventing corruption and improving the quality of public services. However, employee commitment also depends on the solidarity built by leaders towards subordinates so that cooperation is formed based on the attitude of a leader's firmness in achieving goals. Collaboration between teams greatly influences the distribution of work so that an attitude of cooperation will be the foundation of every social activity.

The obstacles found in work are that there are many activities other than the main tasks that are carried out outside the office, which more or less interfere with the work and achievement of employees' SKP targets.

Based on the results of previous research conducted by Julia Hapsari, Hartuti Purnaweni, Budi Puspo Priyadi in 2019 entitled Implementation of Integrity Zone Development Towards an Area Free from Corruption and a Clean and Serving Bureaucratic Area at BBWS Pemali Juana Semarang. There are driving factors in the Implementation of Integrity Zone Development Towards an Area Free from Corruption and a Clean and Bureaucratic Area Serving at BBWS Pemali Juana, the communication model has been implemented through morning meetings and several internal organizational coordination meetings. Communication is carried out in two directions by the leadership to the employees, the leadership provides clear and firm directions so that the policy objectives are carefully understood by the policy implementers. Policy implementers provide information in the form of services to the public. HR recruitment is based on criteria that have skills and competencies, especially in providing services and completing work tasks. Job distribution adjusts to the employee's educational background. The budget at BBWS Pemali Juana Semarang has been implemented for education and training for employees using the center's self-management funds. Use of budget to build e-performance applications. There is a division of work authority among several work teams in the form of groups at BBWS Pemali Juana Semarang. Disposition in this case is related to the employee's committed attitude in implementing policies with certain choices and methods. There is an attitude of consistency starting from the leadership, and work team leaders to implementing employees. The plans that have been prepared are implemented based on the date and year that have been previously determined. Division of authority and inter-coordination of the work team in achieving the goal of the BBWS agency being free from corruption has been carried out based on SOPs that have been determined with the assistance of direction and instructions from the leadership, as well as the results of interviews conducted by researchers. The next obstacle is maintaining a commitment to provide excellent service within 2 years before obtaining the Bureaucracy Area Predicate. Clean and Serving (WBBM) and maintaining this title is because an evaluation is held every 2 years and when it does not maintain this commitment, the Pekanbaru City Land Agency Office is not worthy of using the title of Clean and Serving Bureaucratic Area (WBBM). As said by the Head of the Pekanbaru City Land Office, Mr. Doni Syafrial, S. SiT, M. Si,

*"Secondly, WBBM is the key to BPN and BPN's commitment to whether or not it will provide the best service, of course, the biggest problem is maintaining this commitment. First, we have to build a mindset that we can achieve WBBM. Once this mindset is created, we will think about how to manage it so that "This enthusiasm does not decrease, now this is the biggest problem and the struggle to get WBBM takes 2 years and you can feel how difficult it is to maintain the enthusiasm to get WBBM" and maintain it so that you are worthy of wearing the WBBM label."*

## **4. CONCLUSION**

To get the title of Clean and Serving Bureaucratic Area there are several efforts or completeness, namely getting a Reasonable Predicate without Exceptions from the BPK, Getting a good Performance Accountability Score for Government Agencies, getting a Corruption Free Area Predicate, Change Management, Managing Management, Arranging the HR Management System, Strengthening Performance Accountability, Strengthening Supervision, Strengthening the Quality of Public Services Apart from that, in getting the title of Clean and Serving Bureaucratic Area, it is a collective will. The key to WBBM is the collective will of all stakeholders agreeing that the Pekanbaru City Land Agency Office from the leadership to all employee members must commit to providing the best because the Bureaucratic Area is Clean and Serving ( WBBM) must involve the energy and thoughts of all members of the Pekanbaru City Land Agency team.

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