



# Assistance in integrity zone development for strengthening the public services quality at Balai Teknik Sabo

Pendampingan pengembangan zona integritas untuk penguatan kualitas pelayanan publik di Balai Teknik Sabo

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## ABSTRACT

The development of the integrity zone (ZI) is an effort to maintain integrity as a state civil apparatus in carrying out public services for the community. This activity aims to assist and facilitate performance assessors of the integrity zone (ZI) implementation at the Sabo Technical Center. The implementation of the activity uses two methods, online by using Zoom Meetings and in-person meetings with tutors, technical assistance, and evaluation desks. Carried out effectively for six intermittent working days in September 2021, this activity is located at the Sabo Technical Center, Yogyakarta. The results of the initial evaluation of the implementation of the development of the integrity zone (ZI) on the leveraging component of strengthening public services, for each aspect that becomes the assessment indicator, includes the service standard rate of 85.33; service culture excellence rate of 88.26 and; service satisfaction assessment rate of 91.67. The impact of the implementation of this activity includes increasing implementation team understanding of various regulations that become the harborage of the development of the integrity zone (ZI); governance improvisation of integrity zone (ZI) development documents; improvise infrastructure facilities in public service rooms by meeting the minimum standards set; and presentation improvements on the website owned by the Sabo Technical Center.

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## 1. INTRODUCTION

The paradigm shift in public services oriented toward fulfilling public expectations and encouraging public satisfaction will foster public trust in the government as an obligation for government public service providers (Aristanto, *et al.*, 2021; Riani, 2021; Widnyani, 2017). This condition is in line with the spirit of Law Number 25 of 2009 concerning Public Services, which is one of the essential things in protecting and guaranteeing the rights of Indonesian citizens and residents in obtaining good public services. In addition, the values of public services that are oriented toward fulfilling public expectations are also the spirit of Bureaucratic Reform, which is regulated by the Regulation of the Minister of State Apparatus Empowerment and Bureaucratic Reform Number 25 of 2020 concerning the Road Map of Bureaucratic Reform 2020-2024. Bureaucratic Reform has entered the third or final period of the *Grand Design of National Bureaucratic Reform*. Bureaucratic Reform can be interpreted as a change in the mind-set and culture set of the state apparatus in carrying out public services by prioritizing the fulfillment of civil rights and fulfilling people's basic needs as optimal as possible to achieve good governance (Taufiq *et al.*, 2014). The implementation of public services is certainly one that provides effective, efficient, and accountable services to the public as part of the public administration's new paradigm. Bureaucratic Reform is hoped to produce a world-class bureaucracy characterized by several things, including increasing the quality of public services and more effective and efficient management (Hasan, 2019; Jamaluddin, 2016; Nurdin, 2019).

Management and public services that are transparent and fast are the primary concern of the Ministry of Public Works and Housing. Various efforts to achieve this are carried out by making internal improvements in various organizational units within the Ministry of Public Works and Housing (Aristanto & Damayanti, 2021). In the PUPR Bureaucratic Reform document of 2010-2025, strengthening the bureaucracy with professionalism and integrity is elaborated into 3 (three) goals for Bureaucratic Reform (BR). One of the targets is a bureaucracy with quality public services policy directions: 1) Strengthening institutions and service management; 2) Strengthening public service performance management capacity; and 3) Effort for continuous organizing and improvement. Based on the Ministry of Public Works and Housing in 2020 evaluation results, from the 6 (six) works units proposed to achieve *Wilayah Bebas Korupsi* (WBK) and *Wilayah Birokrasi Bersih dan Melayani* (WBBM), it is resulting 1 (one) unit that received WBK title which is Balai Teknik Air Minum.

The evaluation results of the Integrity Zone (ZI) development conducted by the Ministry of State Apparatus Empowerment and Bureaucratic Reform to the organizational units within the Ministry of Public Works and Housing environment still need to be improved. Internal efforts made by the Ministry of Public Works and Housing by conducting massive socialization and providing technical support/assistance to prepare various management and administration for the implementation of Integrity Zone (ZI) development. Balai Teknik Sabo is one of the Integrity Zone (ZI) development implementations carried out by the Ministry of Public Works and Housing. The existence of Balai Teknik Sabo is regulated in the Regulation of the Minister of Public Works and Housing Number 16 of 2020 concerning Organization and Work Procedures of the Technical Implementer Unit in the Ministry of Public Works and Housing (Kementerian Pekerjaan Umum dan Perumahan Rakyat, 2020). Referring to the regulation explains that Balai Teknik Sabo has the task of carrying out the development, engineering, and implementation of technical services for testing, reviewing, inspection and certification in sabo.

The existence of Balai Teknik Sabo holds an essential role in Indonesian landscape conditions where many active volcanoes threaten people in volcanic lava flow areas. One of the important buildings to prevent this disaster is the Sabo Dam building. *Sabo Dam* is a building that controls the flow of debris or lava built across the river channel with the working principle of controlling sediment by holding,

accommodating, and draining material or sand carried by the lava flow. The existence of the Sabo building is vital to controlling the lava flood, considering that some areas are located in the flow of volcanic lava floods (Alfianto *et al.*, 2019; Munir, 2019). Considering the importance of the Sabo dam building for safety, the efforts to carry out development, engineering, testing, inspection, and certification are essential. This is where the role of the Balai Teknik Sabo in carrying out tasks under the direction of the Regulation of the Minister of Public Works and Housing number 16 of 2020 concerning the Organization and Work Procedures of the Technical Implementer Unit in the Ministry of Public Works and Housing by providing effective, efficient, and accountable services.

In the context of implementation of Integrity Zone (ZI) development in Balai Teknik Sabo, it is necessary to optimize the preparation of management and administration supporting the implementation of Integrity Zone (ZI) development which focuses on the lever component of strengthening public services quality. The implementation of Integrity Zone development activities at the Balai Teknik Sabo, based on the results of initial discussions in the socialization activities, encountered several obstacles and problems, including: 1) there is an inadequate understanding of the implementation of Integrity Zone development which needs to be improved by the implementer team; 2) the supporting document, the evaluation worksheet (LKE) for the development of the Integrity Zone (ZI), still requires improvement; and 3) the setting of layout and infrastructure related to public service activities are still improper to adopt the characteristics of public services. As a follow-up to some of the obstacles encountered, this became the starting point for assisting the Integrity Zone (ZI) development on the lever component of strengthening the quality of public services at the Balai Teknik Sabo. The implementations of the activities are aimed to: 1) increasing the understanding of management and regulations of Integrity Zone (ZI) development; 2) evaluate the evaluation worksheet (LKE) of Integrity Zone (ZI) development; and 3) assist in implementing management and the fulfillment of supporting documents for the Integrity Zone development at Balai Teknik Sabo.

## **2. METHODS**

The basis for carrying out this activity is the direction of the Regulation of the Minister of State Apparatus Empowerment and Bureaucratic Reform Number 25 of 2020 concerning the Roadmap of Bureaucratic Reform 2020-2014 and the document of Bureaucracy Reform of the Ministry of Public Works and Housing 2010-2025. The implementation of activities involving elements of officials and the implementer team of Integrity Zone (ZI) development within the Balai Teknik Sabo consists of 8 (eight) people. The activities implementation uses 2 (two) methods: online by using Zoom meetings and in-person meetings with tutors, technical assistance, and evaluation desks. Activities using Zoom meetings are used in the early stages of activities in socializing and equalizing perceptions related to the stages and rules of Integrity Zone development that focus on the working group of quality of public services improvement. The following method uses tutors, discussions and technical assistance that focus on the readiness and completeness of various supporting documents for the Integrity Zone development. Indicators of technical assistance activities refer to the Regulation of the Minister of State Apparatus Empowerment and Bureaucratic Reform of the Republic of Indonesia Number 10 of 2009 concerning Amendments to the Regulation of the Minister of State Apparatus Empowerment and Bureaucratic Reform of the Republic of Indonesia Number 52 of 2014 concerning Guidelines for the Development of Integrity Zone toward Corruption-Free Regions and Territories Clean and Serving Bureaucracy in Government Agencies. In addition, a document desk was carried out on the results of the Integrity Zone LKE entries and the final evaluation of this activity. The activity is carried out effectively for 6 (six) intermittent working days in September 2021, located at the Balai Teknik Sabo. The stage of mentoring

activities for Integrity Zone development on the lever component of strengthening the quality of public services at Balai Teknik Sabo is described in Figure 1.

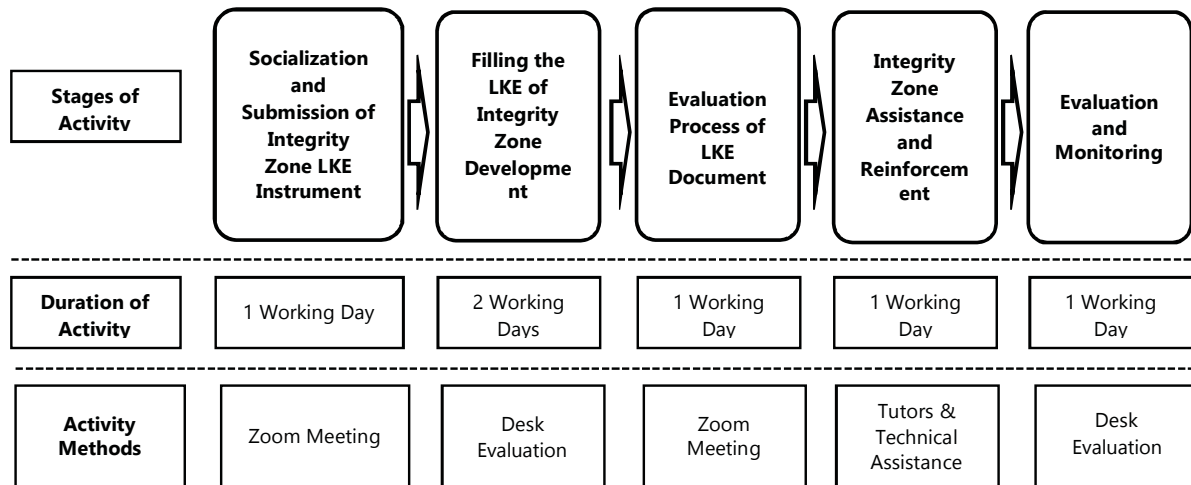


Figure 1. Stages, duration, and methods of activity

### 3. RESULTS AND DISCUSSION

The implementation of assistance activities for the Integrity Zone (ZI) development on the lever component of strengthening the quality of public services at the Balai Teknik Sabo obtained a contribution value of 10% of the cumulative value of the Integrity Zone development. This is very important considering that public services are at the forefront in providing information about various activities carried out by the Balai Teknik Sabo. The implementation of this activity is carried out in stages regarding the activity level and the schedule for the assessment process of Integrity Zone development which is carried out in parallel by the Secretary-General of the Ministry of Public Works and Housing.

Table 1. The stages of implementation of activities explanation

Stage 1	
Activity	-Socialization of activity and delivering the Integrity Zone (ZI) development grid instrument.
Objectives	- Delivering stages of the activities implementation of Integrity Zone (ZI) development. - Delivering the filling grids of evaluation worksheet (LKE) of Integrity Zone (ZI) development.
Stage 2	
Activity	- Filling out the evaluation worksheet (LKE) of Integrity Zone (ZI) development.
Objectives	- Giving the authority to fill out the evaluation worksheet (LKE) of Integrity Zone (ZI) development. - Completing various supporting documents and evaluation worksheets (LKE) for Integrity Zone (ZI) development.
Stage 3	
Activity	- Evaluation process of evaluation worksheet (LKE) of Integrity Zone (ZI) development. - Assessing the results of the Integrity Zone (ZI) development evaluation worksheet.
Objectives	- Field visit to verify the conformity of the evaluation worksheet (LKE) contents with the existing conditions.

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Stage 4	
Activity	- Assistance in strengthening administration and filling out evaluation worksheet (LKE) for Integrity Zone (ZI) development.
Objectives	- Assisting the improvement of filling out the evaluation worksheet (LKE) for Integrity Zone (ZI) development. - Delivering various updates of regulations related to strengthening the Integrity Zone (ZI) development.
Stage 5	
Activity	- Evaluation and monitoring of the implementation of Integrity Zone (ZI) development.
Objectives	- Conducting final evaluation and monitoring the results of filling out and completing the evaluation worksheet (LKE) to be ready for the Ministry of Empowerment of State Apparatus and Bureaucratic Reform evaluation.

Furthermore, the lever components area of strengthening the quality of public services within each stage of the assistance of Integrity Zone (ZI) development can be elaborate as follows:

### Socialization activity and delivery of the Integrity Zone (ZI) development instrument grid

The implementation of assistance in Integrity Zone (ZI) development in the lever component area of strengthening the quality of public services in Balai Teknik Sabo is intended to assess and provide suggestions for improving public services innovatively and sustainably following the instruction of Bureaucratic Reform of the Ministry of Public Works and Housing 2010-2025 (Figure 2). The socialization and delivery of the Integrity Zone (ZI) grid instruments were carried out using zoom meeting as the health protocols, considering the number of participants spread across several units in the environment and an internal assessment team from the Directorate General of Water Resources, Ministry of Public Works and Housing. The socialization contains the primary material for the activities and instruments grid for assisting the LKE assessment that aims to provide a comprehensive understanding related to the implementation plan of the Integrity Zone (ZI) development assistance which focuses on the working group of quality of public services improvement. There are 3 (three) aspects of quality-of-public-services improvement working group in the Integrity Zone (ZI) development, including: 1) Aspect of Service Standard; 2) Excellent Service Culture; and 3) Service Satisfaction Assessment.

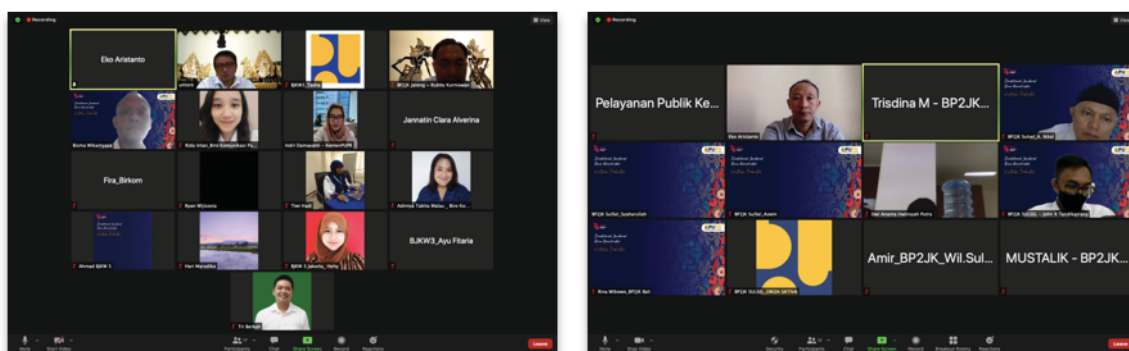


Figure 2. Implementation of Assistance Materials Socialization of Integrity Zone (ZI) development in Work Units within the Ministry of Public Works and Housing.



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services; 2) excellent service culture; 3) service satisfaction assessment for Balai Teknik Sabo, are shown in Table 2.

**Tabel 2.** The results of LKE evaluation process

Description	Evaluation Result Score	Value Per item	Value Per Aspect
<b>Service Standard (3%)</b>			<b>85,42</b>
- Is there a standard service policy?	B	66,67	
- Have the service standard been announced?	A	100,00	
- Is there any SOP for the implementation of service standards?	B	75,00	
- Have reviews and improvements been made to service standards and SOP?	A	100,00	
<b>Excellent Service Culture (3%)</b>			<b>88,53</b>
- Has socialization or training been carried out to implement the excellent service culture?	A	100,00	
- Is information about services easily accessible through various media?	A	100,00	
- Is there a system of punishment (sanctions) or reward for service implementers and compensation to service recipients if the service is not up to the standard?	B	66,67	
- Is there any integrated service facility?	B	75,00	
- Are there service innovations?	A	100,00	
<b>Service Satisfactory Assessment (4%)</b>			<b>91,67</b>
- Has a public satisfaction survey on the service been conducted?	A	100,00	
- Are the results of the public satisfaction survey openly accessible?	A	100,00	
- Is there any follow up on the results of the public satisfaction survey?	B	75,00	

Source: Assistance Team Assessment Results, 2021

### **The assistance of Strengthening the Integrity Zone (ZI) Development**

The assistance activity for the Integrity Zone (ZI) development is the fourth stage of a series of activities (Figure 4). According to the evaluation results on the LKE uploaded to the dashboard of Bureaucratic Reform of the Ministry of Public Works and Housing, field visits are required to verify the existing conditions of management and implementation of public services that become the component lever in Integrity Zone Development. In addition to the visit, mentoring activities were implemented by making a direct visit to the Balai Teknik Sabo, which was carried out on September 28-29, 2021, in Yogyakarta (Figure 5). The implementation of assistance in Integrity Zone (ZI) development begins with an explanation of the objectives of the assistance implementation. Also, it equates the perception with the working group of Balai Bahan dan Struktur Bangunan regarding important aspects of improving the quality of public services. Balai Teknik Sabo opened the implementation of ZI development assistance. It was attended by the entire working team of the Integrity Zone (ZI) development of the Balai Teknik Sabo.



**Figure 4.** ZI development assistance discussion process at the Balai Teknik Sabo



**Figure 5.** Implementation of a public service room visit at the Balai Teknik Sabo

### **Evaluation and monitoring of the implementation of assistance in Integrity Zone (ZI) development**

Evaluation and monitoring of Integrity Zone (ZI) development implementation is the fifth stage of a series of activities. In carrying out this stage, the implementer team carried out various comprehensive evaluations toward various management and infrastructure support in the Integrity Zone (ZI) development that Balai Teknik Sabo had carried out. The results of the evaluation and monitoring on the lever component of strengthening the quality of public services, which consists of 3 (three) aspects, namely: 1) Public Services; 2) Excellent Service Culture; and 3) Service Satisfaction Assessment, are explained as follows:

#### ***The aspect of service standard***

In the aspect of service standard, the components of the assessment include: a) the availability of service standard policies; 2) service standard that has been declared; c) the availability of SOP for the implementer of service standard; and d) whether reviews and improvements are made to the service standard and SOP. The evaluation and monitoring results on aspects of service standards for the 4 (four) components are shown in Table 3.

#### ***The aspect of excellent service culture***

In the aspect of excellent service culture, the components of the assessment include: a) socialization/ training has been carried out to implement a culture of excellent service; b) information about services



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that are easily accessible through various media; c) availability of a punishment system (sanctions) or reward for service implementer as well as providing compensation to service recipients if the service is improper; d) the availability of integrated service facilities; e) there is service innovation. The evaluation and monitoring results on aspects of the excellent service culture for the 5 (five) components are shown in Table 4.

**Table 3.** The results of evaluation and monitoring of service standard aspects

Aspects	Evaluation Results
- Availability of standard service policy	The Decree on the Determination of Public Services in the office has referred to the PANRB Ministerial Regulation 15/2014 containing 14 Components of Service Standards.
- Service standards that have been declared	Public service announcement documents are available in the room and also website.
- Availability of SOP for the implementation of service standard	Public service SOP is available, but the infographic SOP needs to be made more communicative with the service users who are physically present or visit the website.
- Review and improvement of service standards and SOP	A review of SOP and public service standards has been carried out, but it is necessary to involve the stakeholders in the future.

**Table 4.** The results of evaluation and monitoring of aspects of the excellent service culture

Aspects	Evaluation Results
- Implementation of socialization or training to implement an excellent service culture	The public service culture socialization activity (the banner of excellent service culture already exists) has been carried out, and the implementation needs to be conveyed.
- Information about services that are easily accessible through various media	Delivery of information on public services is available in public service rooms, websites, and brochures.
- Availability of a punishment system (sanctions) or reward for service implementer as well as providing compensation to service recipients if the service is improper	Prepare regulations that provide rewards and punishments and also implement them according to the needs of the Balai.
- Availability of integrated service facilities	Public service infrastructure facilities which available are evidence of supporting the existence of integrated services. However, improvements in layout and additional disabled-friendly facilities are still on process.
- Service innovation	Public service innovations have been made available on the website.

### ***The aspect of the public satisfaction survey***

In the aspect of service satisfaction assessment, the assessment components include: a) public satisfaction surveys have been carried out; b) public satisfaction survey results can be accessed openly; and c) follow-up on public satisfaction survey results. The evaluation and monitoring of aspects of the public satisfaction survey of the 3 (three) components are shown in Table 5.

**Table 5.** The results of the evaluation and monitoring of aspects of the public satisfaction survey

Aspects	Evaluation Results
A survey of public satisfaction services has been carried out	The Public Satisfaction Survey concerning PANRB Regulation 14-2017 has been visualized in infographics and displayed on the website. However, physically attaching the Public Satisfaction Survey Results Report is necessary.
The results of the public satisfaction survey can be accessed openly	Evidence of the visualization of the Public Satisfaction Survey results already exists on a bulletin board. However, it needs further explanation regarding the accuracy of the survey results.
Follow up on the results of the public satisfaction survey	The results of the public satisfaction survey have been followed up but have not optimized stakeholder involvement.

## Discussion

In the implementation of assistance activity for the Integrity Zone (ZI) development, the lever component for strengthening public services at Balai Teknik Sabo has been carried out by considering all stages of the implementation of activities. In the implementation of this activity, several activity outputs have been achieved to resolve obstacles in the implementation of Integrity Zone development at Balai Teknik Sabo. The process of strengthening the Integrity Zone development implementation requires understanding the regulations and management by conducting discussions with the assistance team. This is done to equalize the perception and the systematic work steps to achieve optimal results for the implementation of Integrity Zone development. The preparation process requires compliance with regulations to guide the organization of various supporting documents needed in the Integrity Zone development. In addition to the support of the document, other aspects need to be well-prepared, namely the commitment and enthusiasm of all state civil servants in carrying it out. Building commitment is a long and tiered process of habituation and cultivating a work ethic carried out at all levels of the organization. The growth of good commitment from all state civil servants will affect the perspectives and ways of working within the organization to be improved. Also, in the long term, it will have an impact on improving the performance of public services (Hanafi *et al.*, 2020).

Furthermore, an evaluation of the evaluation worksheet (LKE) for the Integrity Zone development on the lever component of strengthening the quality of public services holds 10% consisting of service standard with 3%, excellent service culture with 3%, and service satisfaction assessment with 4%. The results of the initial evaluation of various documents that have been uploaded to the Bureaucratic Reforms dashboard of the Ministry of Public Works and Housing, in detail, can be seen in Table 2 for each aspect that becomes an assessment indicator at Balai Teknik Sabo as follows: 1) standard values service of 85.42; 2) the value of excellent service culture is 88.53; and 3) the value of service satisfaction assessment is 91.67. The evaluation results of the evaluation worksheet (LKE) for the Integrity Zone development gave good results on the lever component of strengthening the quality of public services. However, it is necessary to optimize it by looking at the opportunities that have been carried out by Balai Teknik Sabo, which are technically possible.

The implementation of assistance through visits and in-person discussions for the Integrity Zone development at Balai Teknik Sabo is an important stage in transferring information and improvement of supporting evidence management for the implementation of Integrity Zone development. On this occasion, there was technical discussion on matters that could assist the efforts to increase the capacity of public service implementation within Balai Teknik Sabo. Balai Teknik tends to focus on primary technical

and operational tasks, which is often the main factor weakening the task of public services. Public services are the main pillar in communicating various policies, products, and services for people. Barriers and obstacles in the implementation of Integrity Zone development that are generally encountered are: 1) lack of human resources or special officers who directly handle public services; 2) the frequency of technical activities is quite dense; and 3) limited building or space in the hall becomes an obstacle for the provider of public service infrastructure that has been determined. This condition generally occurs in various public service providers within the Ministry of Public Works and Housing, considering the new paradigm of public service has not been accommodated with the buildings built long ago. This is a challenge for Balai to redesign the available space to become a public service space that is decent and friendly to service users.

The future challenges faced by the Balai Teknik Sabo are increasingly diverse. This is due to the paradigm shift in the need for faster services and technology adaptation, an inseparable need in public services. This is due to the very dynamic development of service users and the standard of living users that are getting better, which is an indication of the empowerment experienced by service users (Thoha, 2001). Public services are a strategic point to achieving good governance, which is an important pillar in bureaucratic reform (Koeswara & Liesmana, 2014; Wahyuni & Maesaroh, 2018). In addition, the new paradigm of public service provides reaffirmation that the public is increasingly aware and critical of obtaining their rights in the process of good public service (Ibrahim, Irfan, 2018). Thus, it requires the ability to adapt to the changes in public service users' behavior and be oriented to continuous improvement in the public service process. By carrying out the development of the Integrity Zone, it is hoped that the process of internalizing various changes and adaptation of public services will continue to be carried out to create new awareness and create excellent public services in the environment. Through excellent public services, it will be able to provide satisfaction to service users within the Balai Teknik Sabo. The values of professional public servants are mandated by Law Number 5 of 2014 concerning State Civil Apparatus.

#### **4. CONCLUSION AND RECOMMENDATIONS**

The implementation of assistance activities for the Integrity Zone (ZI) development on the component of the lever of strengthening public services at Balai Teknik Sabo has been running smoothly according to the stages that have been set. This activity received a positive response from the implementer team of Integrity Zone development and, at the same time, as an effort to increase the fulfillment of various needs of documents for supporting the Integrity Zone development. The results of the initial evaluation of the Integrity Zone (ZI) development on the lever component of strengthening public services for each aspect of assessment indicators include: 1) the service standard value of 85.42; 2) the value of excellent service culture is 88.53; and 3) the value of service satisfaction assessment is 91.67. Through the evaluation results that have been determined, some administrative matters still require assistance at a further stage. There was a good response to the mentoring process, which was carried out through direct visits and discussions at Balai Teknik Sabo. The implementer team made severe efforts in Integrity Zone development by immediately improving. In the implementation of this activity, there are several small notes in order to improve the implementation of Integrity Zone (ZI) development, include: 1) there is a lack of human resources or special officers who directly handle public services; 2) the frequency of technical activities is quite dense; 3) the limitation if the building or space in Balai becomes an obstacle for the provision of infrastructure for public services that have been determined; and 4) the portal/website owned by Balai Teknik Sabo as a medium for delivering complete information related to various services and the evaluation result of public service that has been carried out is not optimal.

The impact of implementing this activity toward Integrity Zone (ZI) development includes: 1) increasing the understanding of the implementer team on various regulations that become the legal protection for the implementation of Integrity Zone (ZI) development; 2) improvement of document management for the implementation of Integrity Zone development; 3) improvement of infrastructure facilities in public service rooms by fulfilling the minimum standards set; and 4) improvements to the presentation of information in the portal/website owned by Balai Teknik Sabo. Furthermore, the process of internalizing the vision, mission, and values of Balai Teknik Sabo in the implementation of Integrity Zone development needs to be carried out sustainably so that it becomes aware of developing institutions and strengthens a culture of excellent public service. In the implementation of Integrity Zone (ZI) development, the lever component of strengthening public services is an important component considering the direct interaction between service providers and service users. Encouraging public services that provide a level of satisfaction to service users will impact the repeated use of services and improve the image of public service providers. The implementation of assistance that has been carried out is needed again, especially in strengthening the internalization of values related to the vision and mission and capacity building (soft skills) in the public service implementer team at Balai Teknik Sabo.

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