

INTEGRITY ZONE DEVELOPMENT STRATEGIC POLICY AS LEGAL MEASURES FOR CORRUPTION PREVENTION AT UIN SALATIGA

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Abstract

The aims of this study are 1) to find out what factors have caused the failure and success of the construction of the Integrity Zone at IAIN Salatiga in achieving the title of a Corruption-free Region; 2) To find out the Integrity Zone development policy in an effort to prevent corruption at IAIN Salatiga. This research uses a descriptive qualitative method. The stages that the researcher will go through include: the data reduction stage, data presentation, and conclusion drawing (verification). The results of the research are: 1) The most significant cause of failure is due to budget refocusing caused by the handling of the Covid-19 pandemic, which results in sudden budget revisions or the emergence of rules that require changing the program of activities that have been set at the beginning; 2) There are 6 aspects of success in the development of the Integrity zone at IAIN Salatiga including change management, management arrangements, management system arrangements, strengthening supervision, strengthening the quality of public services and making one-stop integrated services; 3) With the establishment of an integrity zone policy at IAIN Salatiga, it can make agents of change in work units, because ZI is not only a matter of orderly administration but also how to work units can serve the community.

I. Introduction

The biggest challenge the government is currently facing is creating a state government that can function effectively. Accountability, effectiveness, and efficiency are only a few of the good governance principles that haven't been fully implemented yet. Additionally, a lot of inconsistencies are brought

on by the upwardly focused bureaucratic system.¹ The truth is that in the age of global competition, understanding good governance is the solution to the problems with national growth. Government institutions have a bad reputation due to widespread corruption, collusion, and nepotism, which has led to public mistrust of both national and local government organizations.² It is clear that there are "brokers" in a number of governmental organizations, demonstrating that their public services are still lacking. For instance, when issuing driving licenses (SIM), many people continue to choose alternate routes that do not require practical tests for both two-wheeled and four-wheeled vehicles.

Because public officials' actions don't match what should be done, the people's opinion of Indonesian bureaucracy is still unfavorable. Indonesia has implemented bureaucratic reform in reaction to this, but thus far there has been no change.³ One of the first steps in designing a good, effective, and efficient government administration system is bureaucratic reform so that it can provide speedy, accurate, and professional service to the public.⁴

The bureaucratic reform process is hampered by issues including insufficient oversight, KKN practices, and misuse of power. Government agency work methods, bureaucratic culture, and administrative work routines must all undergo substantial change as a result of bureaucratic reform. More government reforms in controlling the delivery of public services are required in light of the concerns, requests, critiques, and complaints from the public regarding their poor quality.

Accordingly, the government has published Presidential Regulation Number 81 of 2010 concerning the Grand Design of the 2010–2025 Bureaucratic Reform, which governs the bureaucratic reform program's implementation. The primary goals of this law include strengthening organizations' capacity and responsibility, creating a government free of KKN, and enhancing public services.⁵ The Grand Design of Bureaucratic Reform

¹ R A Dirwan, "Analisis Tata Kelola (Manajemen) Pemerintahan Dari Perspektif Good Governance," *Jurnal Ilmiah Hukum Dirgantara* 4, no. 1 (2018): 1–15.

² Yuni Retnowati, "Konsep Keadilan Sosial Dalam Bingkai Sila Kelima Pancasila (The Concept Of Social Justice Within The Fifth Principle Framework Of Pancasila)," *Paradigma: Jurnal Masalah Sosial, Politik, Dan Kebijakan* 18, no. 1 (2014): 28–38.

³ Novy Setia Yunas, "Kepemimpinan Dan Masa Depan Reformasi Birokrasi Di Indonesia," *DIMENSI-Journal of Sociology* 9, no. 2 (2016): 103–14.

⁴ Bunga Asoka Iswandari, "Jaminan Atas Pemenuhan Hak Keamanan Data Pribadi Dalam Penyelenggaraan E-Government Guna Mewujudkan Good Governance," *Jurnal Hukum Ius Quia Iustum* 28, no. 1 (2021): 115–38, <https://doi.org/10.20885/iustum.vol28.iss1.art6>.

⁵ Paramita Nur Kurniati and Bernardus Yuliarto Nugroho, "Urgensi Pelaksanaan Sistem Cashless Government Dalam Membangun Birokrasi Yang Transparan Dan Akuntabel The Urgency of the Implementation of the Cashless Government System in Building a Transparent

2010–2025 represents a significant shift in the way the Indonesian government will be run as it meets the challenges of the twenty-first century. If it goes well, bureaucratic reform will accomplish the desired outcomes, including reducing and eventually eliminating any abuse of public authority by officials of the agencies in question, making the nation's bureaucracy the most improved, enhancing the quality of services provided to the public, and improving the formulation and implementation of policies. Making the Indonesian bureaucracy proactive, anticipatory, and effective in coping with globalization and the dynamics of strategic environmental change is one of the goals of government agency initiatives.⁶

By developing a pilot project for the implementation of bureaucratic reform that can be used as an example for implementation in other work units, the government has expedited the achievement of these results. Through attempts to create an Integrity Zone, the work unit must implement the bureaucratic reform agenda in real ways. Within government agency environments, integrity in serving the public must be fostered.⁷

The Minister of PAN and RB published Permenpan and RB Number 52 of 2014 for General Guidelines for the Development of Integrity Zones Towards Corruption-Free Areas in order to recognize work units that are dedicated to eliminating corruption. For employees of Ministries/Agencies and Regional Governments (K/L/Pemda), the rule acts as a general set of guidelines as part of the development of an integrity zone toward a corruption-free area. Realizing their commitment to preventing corruption through the implementation of corruption prevention activities in a more tangible form, in an integrated manner, and tailored to the needs of the relevant Ministries, Institutions, and Regional Governments, Ministries, Institutions, and Regional Governments that have declared their readiness or ability to have a ZI predicate.⁸

The idea of an integrity island, which is frequently utilized by the government and non-governmental organizations (NGOs) to demonstrate their excitement for combating and avoiding corruption, is where the Integrity Zone concept actually originates. According to Transparency International Indonesia (TII), a "island of integrity" is a "archipelago" of government institutions or agencies that possess and put into practice the idea of a National

and Accountable Bureaucracy," *Jurnal Administrasi Publik (Public Administration Journal)* 9, no. 2 (2019): 136–50.

⁶ Bagus Teguh Santoso, "Keputusan Fiktif Positif Sebagai Bentuk Reformasi Birokrasi Berdasarkan Prinsip Good Governance/Fictive Positive Decision As A Form Of Bureaucratic Reform Based On The Good Governance Principles," *Jurnal Hukum Peratun* 1, no. 1 (2018): 119–44.

⁷ Santoso.

⁸ Maman Budiman, "Tatangan Dan Isu Strategis Gerakan Antikorupsi Terkini," *Syntax Idea* 3, no. 10 (2021): 2155–70.

Integrity System, enabling the institution's authority and integrity to achieve transparency, accountability, and openness. to ensure that it is always shielded from KKN activities and other abhorrent behaviors, there should be room for widespread community participation.⁹

According to Presidential Decree Number 68 of 2019 concerning the Organization of State Ministries, the Ministry of Religion is responsible for managing government affairs in the area of religion in order to support the President in managing state government's performance of duties and functions related to religion. By developing the creation of an Integrity Zone toward a Corruption-Free Area (WBK) and a Clean and Serving Bureaucratic Area (WBBM), the Ministry of Religion carried out bureaucratic reform.

Building an Integrity Zone is a follow-up to the declaration made by the heads of government agencies, according to Regulation of the Minister for Empowerment of State Apparatuses and Bureaucratic Reform of the Republic of Indonesia Number 52 of 2014 concerning Guidelines for the Development of Integrity Zones Towards Corruption-Free Areas and Clean and Serving Bureaucratic Areas. Implementing the Change Management program, Management Arrangement, HR Management Management, Strengthening Oversight, Strengthening Performance Accountability, and Improving the Quality of Public Services are the main objectives of the process of creating the Integrity Zone. These initiatives are concrete in character.

When establishing integrity zones, agency leaders choose one or more work units to be Corruption Free Areas/Clean Serving Bureaucracy Areas based on a number of predetermined criteria, such as: 1) Being viewed as a crucial and strategic unit for providing public services; 2) Managing sizable resources; and 3) Having a sizable success rate for bureaucratic reform in the unit.¹⁰

The next step is to identify the components that need to be created after the work unit has been selected as an Integrity Zone for WBK/WBBM. There are five lever components that need to be created in order to implement WBK/WBBM. Kie: Change management, management strengthening, HR management system structure, work accountability strengthening, supervision strengthening, and quality improvement of public services.¹¹ In order to build the Integrity Zone into a Corruption Free Area (WBK) and a Clean Serving Bureaucracy Area (WBBM), it is important to include this lever component.

⁹ Nasrullah Hidayat Dadang Hartanto, *Wilayah Birokrasi Bersih Melayani : Best Practice* (Medan: Universitas Medan Area Press, 2021).

¹⁰ Feny Rosa, dkk. *MPOT: Implementasi Manajemen Sumber Daya Manusia*. Pekalongan: Nasya Expanding Management, 2022, 5.

¹¹ Syahron Al Rosyid, dkk. *MPOT: Implementasi Manajemen Sumber Daya Manusia*. Pekalongan: Nasya Expanding Management, 2022, 7-11.

In Indonesia, corruption has developed into a serious offense. As a result, extreme measures must be taken to combat crime. The democratic process can be hampered by corruption, which costs the state money and ultimately makes life miserable for the populace. Generally speaking, the government has taken a number of steps to combat corruption, one of which is reforming the bureaucracy. To achieve what is referred to as good governance, more stringent bureaucratic reform should be in accordance with the accomplishment of governmental aims.¹²

The government must act swiftly to deal with this situation because corruption is one of the critical issues that the Indonesian people must currently overcome.¹³ Law No. 31 of 1999 jo. UU No. 20 of 2001 contains 13 provisions that define corruption (Balitbang, 2012). From a legal standpoint, the criminal act of corruption fulfills elements such as acts against the law, abuse of authority, opportunity, or means, enriching themselves or other people, or corporations, and harming the country's finances or country's economy. Corruption is an act of public officials who participate in illegal acts in the abuse of public trust to gain their own benefit which is detrimental to many people.

Islam defines corruption as *riswah* (bribery) and misuse of power. Corruption also encompasses crimes against people's property and is conceptually comparable to *ghulul*, which is betrayal of trust in handling war spoils (*ghanimah*). The Qur'an expressly forbids *Ghulul*, and the offender will face judgment in the hereafter for his crimes.¹⁴

Politicians and other public officials who misuse the power placed in their hands to act in the public interest in order to improperly and illegally profit themselves or other people close to them are considered corrupt,¹⁵ The government has put up as many as 9 (nine) programs to speed up bureaucratic reform, including:

1. Changing the organizational structure of the government.
2. The distribution and arrangement of Civil Servants (PNS).
3. Creation of a mechanism for open hiring and advancement.
4. Increasing Civil Servants' (PNS) level of professionalism.
5. The creation of a comprehensive governance system.
6. Enhancing government services.
7. Improving the object's performance's honesty and accountability.

¹² Hardiyanto Rahman, "Reformasi Birokrasi: Korupsi Dalam Birokrasi Indonesia," *Jurnal Ilmiah Administrasi Pemerintahan Daerah* 14, no. 1 (2020): 135–61.

¹³ Agus Dwiyanto. *Reformasi Birokrasi Publik di Indonesia*. Yogyakarta: UGM Press, 2021, 2

¹⁴ Beniharmoni, dkk. *Pemberantasan Korupsi Di Indonesia Pada Masa Pandemi Covid-19*. Yogyakarta: Deepublish, 2022, 70.

¹⁵ Zulkarnain Hamson & Makkah. *Membedah Anatomi Korupsi*. Pekalongan: Nasya Expanding Management, 2021, 8.

8. Improving Civil Servants' (PNS) wellbeing.
9. Improving the effectiveness of equipment spending.

It is evident that the Indonesian bureaucratic reform program is an expedited phase that is still being carried out by the PAN-RB Ministry, just like the projects mentioned above. Government initiatives must be strategically focused in order to be successful. According to Mahfud MD, the Coordinating Minister for Political, Legal, and Security Affairs, there are a number of reasons why efforts to reform the bureaucracy have not been as successful as they could have been, including the leadership's commitment and way of thinking.¹⁶ Corruption, collusion, and nepotism (KKN) practices are brought on by a mindset that has not positioned itself as a public service and behaves like a ruler, leading to delayed public services, convoluted procedures, and a culture of association. Additionally, the leadership should have started the adjustments that would have improved service commitment, such as streamlining processes, increasing transparency, and accelerating community services.¹⁷

In order to best serve the community, the government's commitment to bureaucratic change is still promoted. However, what is equally crucial is that technical bureaucratic change must be able to be implemented with the current level of regional autonomy.¹⁸

The Corruption Eradication Commission has 4 (four) divisions, namely: 1. Deputy for Prevention 2. Deputy for Enforcement 3. Deputy for Information and Data, and 4. Deputy for Internal Oversight and Public Complaints.¹⁹

The President and the KPK assist the Secretary General, who is appointed and fired by the President, in choosing the leadership of the Corruption Eradication Commission through a selection committee that is submitted to the DPR for election. According to Article 20 of Law No. 30 of 2002, the KPK is accountable to the general public, reports regularly and openly to the President of the Republic of Indonesia, the People's Legislative Assembly of the Republic of Indonesia, and the Supreme Audit Agency, and is given duties and powers (Article 6 of Law No. 30 of 2002).

¹⁶ Venti Eka Satya, "Strategi Indonesia Menghadapi Industri 4.0," *INFO Singkat, Bidang Ekonomi Dan Kebijakan Publik: Kajian Singkat Terhadap Isu Aktual Dan Strategis X*, no. 09 (2018): 19–24.

¹⁷ Rosalina Ginting and Titik Haryati, "Reformasi Birokrasi Publik Di Indonesia," *Jurnal Ilmiah CIVIS I*, no. 2 (2011): 27–41.

¹⁸ Rifi Rivani Radiansyah, "Reformasi Birokrasi Sebagai Upaya Mewujudkan Good Governance Melalui Kerangka Otonomi Daerah," *Jurnal Inovasi Ilmu Sosial Dan Politik 2*, no. 1 (2020): 80–93.

¹⁹ Musnar Indra Daulay, dkk. *Pendidikan Antikorupsi (Model Pemberantasan Korupsi)*. Bandung: Media Sains Indonesia, 2022, 206.

As is commonly known, both education and religion have a significant impact on how one develops as a person. A person who has decent manners won't do things that are against the law.²⁰ In other words, someone will comprehend and apply the current laws and regulations. It may be important to highlight that education in this context means both general and specialized education. The sharing of understandings with officers regarding their responsibilities as public servants, office ethics, and other topics, for instance, is unique.

There are six measures of the effectiveness of anti-corruption training,²¹ the following:

1. A basic need that humans have for their entire lives.
2. A positive trait, virtue, purpose, or meaningful behavior for one's life.
3. A trait or deed that contributes to self-evaluation, self-interpretation, and self-formation and which shapes a person's identity.
4. A fundamental standard by which a person makes a smart decision from a range of options.
5. A fundamental ideal that a person upholds in how he or she behaves toward others and themselves.
6. An "object of value," a proper association with anything that helps one's personality identity and existence become valued. Among the things that have value are works of art, scientific theories, technological advancements, relics, cultural practices, institutional structures, other people, and even nature itself..

Based on the aforementioned factors, value can be seen as a general notion or idea about what is regarded by society as a whole as being good, right, valuable, essential, appropriate, attractive, and wanted in its life. This value can then be provided to someone as a type of reward.

According to (itjen.kemenag.go.id, 2020), out of the 84 planned work units, only 54 of the Ministry of Religion's 4,593 work units passed the Internal Assessment Team test. Only 11 work units had the designation of Free from Corruption Region as of 2021, and only 2 work units had the designation of Free and Serving Bureaucratic Region. IAIN Salatiga is one of the 11 work units that was given the WBK predicate. IAIN Salatiga is the only work unit within the State Islamic Religious College (PTKIN) sector to have received the WBK predicate in addition to being one of the 11 work units to do so. It was decided that ZI IAIN Salatiga would be a pilot project work unit in 2020 after the declaration of ZI IAIN Salatiga was carried out in 2017 with the signing of an integrity pact. But it wasn't until 2020 that IAIN Salatiga was able to earn

²⁰ Subur Sukrisno. *Masalah Korupsi dan Pencegahannya di Indonesia Masa Kini*. Bogor: IPB Press, 2021, 46.

²¹ Kuswanto, dkk. *Pendidikan Budaya Anti Korupsi (PBAK)*. Medan: Yayasan Kita Menulis, 2022, 25.

the designation of a Corruption-Free Region (WBK), having first undergone an independent evaluation process, followed by evaluations by the Secretariat General of the Ministry of Religion, the Internal Assessment Team from the Inspectorate General of the Ministry of Religion, and finally the Assessment Team from the Ministry of PAN/RB.

IAIN Salatiga's success in winning the WBK title is inextricably linked to the plan created by the organization's internal bureaucracy. Making strategic policies to turn IAIN Salatiga into a ZI in the WBK region is undoubtedly difficult; it requires more perseverance and performance to be able to make it happen. To start, employees/employees, teachers, and students must be trained. Additionally, new innovations must be developed to enable the provision of services. Finally, society must also be involved in this situation.

The establishment of the Integrity Zone at IAIN Salatiga is based on three pillars: enhancing service quality, fostering anti-corruption perceptions, and fortifying infrastructure. Enhancing service quality refers to how IAIN Salatiga gives the community the greatest support possible. According to anti-corruption attitudes, campus policies to stop corrupt behaviors include prohibiting gratuities, monitoring audit findings, and holding people accountable for financial execution. While building facilities and infrastructure that will be used to serve the community would benefit from infrastructure strengthening.

Recently, there have been a few stories about corrupt activities that took place in higher education institutions, including the corruption case against Lampung University's chancellor, the case against the former chancellor of UIN Suska Riau, and the case at UIN Semarang. The KPK named Ahmad Mujahidin as a suspect in the corruption case of the internet network procurement at UIN Suska Riau (Regional.kompas.com), and news about 2 lecturers at UIN Walisongo Semarang who allegedly accepted bribes of Rp. 830 million to pass 16 candidates in the selection of prospective village officials. Karomani (Unila Chancellor) was named as a suspect in receiving bribes and gratuities in this year's Uni Building an anti-corruption culture and anti-corruption preventive strategies is crucial in light of the phenomena that are connected to the corrupt behavior of officials on campus.

A lot of research has been done in relation to the Integrity Zone problem. Because it is a sign of the government's seriousness about implementing bureaucratic reform, this shows that the problem of creating an Integrity Zone is fascinating and relevant to be studied and discussed, although few people have thoroughly investigated it through a thesis. First, Ahmad Sirin's research on the Strategy for Implementation of Integrity Zone Development at the Office of the Ministry of Religion of Pekalongan Regency was published in December 2021's issue of *Edutrained: Journal of Education*

and Training. According to the findings of this study, Sirin said that ZI development implementation can be accomplished by meeting the indicators of the lever component and the outcome component gleaned from the results of the Evaluation Worksheet (LKE). These metrics include things like excellent leadership, improved facilities and infrastructure, better facilities and infrastructure, outreach implementation, and monitoring and evaluation implementation.²²

Journal of Police Science, August 2019, Yopik Gani, "Implementation of Integrity Zone Development in Polri Public Services." According to the study's findings, a number of factors, including those related to communication and socialization, staff resources, financial constraints, access to information and infrastructure, organizational culture, and disposition, can affect the implementation of integrity zones.²³

Even though the issues being studied are similar, there are at least a few differences between this thesis research and earlier studies. The first is the research location, which is IAIN Salatiga, which just so happens to be a government institution in the field of education.

The research in this thesis also explores the strategic strategies created and carried out by IAIN Salatiga toward the Integrity Zone in order to obtain the title of a Corruption-Free Region. Second, the concerns studied are not just restricted to the implementation of the integrity zone development. Third, in an effort to combat corruption at IAIN Salatiga, this study also investigates the integrity zone development policy.

II. Research Method

The descriptive qualitative methodology is used in this study. A qualitative study is one in which the researcher serves as a main instrument, data gathering methods are used, and inductive data analysis is used.²⁴

Since the research design for qualitative studies could not initially be planned out in depth, in its entirety, and with certainty, it became the next research guide. As a result, there are no obvious steps that can be followed from beginning to end. Even the study's intended problem is difficult to define precisely and strongly. What is observed is simply a brief generalization of

²² Ahmad Sirin, "Strategi Implementasi Pembangunan Zona Integritas Pada Kantor Kementerian Agama Kabupaten Pekalongan," *Jurnal Edutrained: Jurnal Pendidikan Dan Pelatihan* 5, no. 2 (2021): 148–63.

²³ Yopik Gani, "Implementasi Pembangunan Zona Integritas Dalam Pelayanan Publik Polri," *Jurnal ILMU KEPOLISIAN* 13, no. 2 (2019): 138–47.

²⁴ Sugiyono. *Metode Penelitian Kuantitatif Kualitatif Dan R&D*. Bandung: Alfabeta, 2014, 9.

what is essentially unresearched. It is still adaptable and is probably going to alter.²⁵

This research employs a qualitative technique by summarizing the data that researchers collected as a result of a study in line with the issues that are the subject of the investigation, namely a descriptive description of the implementation of job analysis and workload analysis at IAIN Salatiga. By employing this technique, the researcher will obtain the data as a complete and be able to clearly describe it, ensuring that the study's conclusions are accurately reflective of the actual field circumstances.

The stages that the researcher will go through,²⁶ that is:

1. Data Reduction

This is the first step that researchers take to summarize, select the key elements, concentrate on the elements that are crucial, look for themes and patterns, and eliminate elements that are not required. As a result, the simplified data will present a clearer picture.

2. Display Data

This is the stage at which the researcher provides the data; it may take the shape of a synopsis or a chart showing the connections between related categories. The researcher's presentation of this data included an indirect examination of the application of job analysis and workload analysis at IAIN Salatiga.

3. Conclusion Drawing

At this stage, the researcher makes conclusions, with the anticipated qualitative conclusions being fresh descriptive results. in order to draw inferences from the research.

III. Results and Discussion

1. The failure of the Development of an Integrity Zone at IAIN Salatiga in achieving the title of a Corruption-Free Area

According to incoming data and analysis performed during the integrity zone construction, IAIN Salatiga has enough strengths, but also contains deficiencies that are the key issues that need to be resolved right now. The strategy created by IAIN Salatiga has the following objectives:

a. Development of services

Opening new education programs and creating commercial corporate entities like hotels and hospitals are two ways to implement this idea.

²⁵ Andi Prastowo. *Metode Penelitian Kualitatif dalam Perspektif Rancangan Penelitian*. Yogyakarta: Ar-Ruzz Media, 2011, 41.

²⁶ Lexy J. Moleong. *Metodologi Penelitian Kualitatif*. Bandung: Remaja Rosdakarya, 2013, 243.

- b. Internal development to boost competition
Internal reforms are required, particularly to strengthen areas where there are currently deficiencies, such as human resources, buildings and infrastructure, and university administration.
- c. Increasing customer-focused services
Enhancing student-centered academic services must be put into practice, especially in light of the fiercer university rivalry. Naturally, prospective students consider the benefits offered by the particular higher institution when selecting one. This tactic can take the shape of expanding student facilities, offering scholarships, enhancing the caliber of graduates, boosting research, or expanding volunteer work.
- d. Restructuring of financial management
Sound financial success is a result of effective and efficient financial management. As a result, restructuring must be carried out by, among other things, assessing the relevant financial system and making necessary adjustments to conform to the Public Service Agency (PK-BLU) financial management model that promotes effectiveness, efficiency, and productivity.

The failure or poor performance at IAIN Salatiga was largely a result of non-technical circumstances, such as an unexpected budget change or the advent of regulations requiring adjustments to the initial program of activities. The financial refocusing brought on by how the Covid-19 epidemic was handled was the main contributing factor. The work plan that was included in the RAKL and modified to include the elements permitted by the ministry of finance has been optimized as the solution.

2. The success of the Development of the Integrity Zone at IAIN Salatiga in achieving the title of a Corruption-Free Area

The drive of every employee at IAIN Salatiga to promote the Institute is the cause of the achievement of performance targets. They operate in accordance with their responsibilities and roles while consistently attempting to achieve the goals stated.

In order to construct an integrity zone at IAIN Salatiga and earn the designation of a corruption-free region, there are six areas of change and five major innovations:

- a. Inspiring change agents drive the change management process. And I must mention that Diyah Rochati, our head of general affairs, was chosen in 2018 by the Indonesian Ministry of Religion as an agent of change.
- b. Management arrangements are implemented through the creation of online office services and Standard Operating Procedures (SOP) based on websites.
- c. Planning employee needs based on Job Analysis (Anjab) and Workload Analysis (ABK), implementing internal mutation patterns, and

enhancing staff competencies through various workshops and training sessions are all ways to structure the HR Management System.

- d. Creating a team to create a government agency performance accountability system (SAKIP) and increasing supervision by creating an internal oversight unit and holding reward socialization in each unit.
- e. Improving public services by fostering an environment where everyone can easily access transparent online services.
- f. Establishing an integrated one-stop shop.

The difficulty now that the WBK predicate has been awarded is how the academic community at IAIN Salatiga can collaborate to uphold the school's reputation as a spotless campus free of corruption, collusion, and nepotism. A campus free of KKN must be founded on a value, a way of thinking, and a method of character development that produces human resources with competence and integrity.

3. Policy Analysis on Development of Integrity Zones in Efforts to Prevent Corruption at IAIN Salatiga

An effective technique in the business sector is the SWOT analysis of the integrity zone development policy for combating corruption at IAIN Salatiga. It does not, however, exclude the possibility of being utilized as a decision-making aid application when new programs are introduced at educational institutions. SWOT analysis management calls for both an internal assessment of program strengths and weaknesses and an external assessment of opportunities and threats. The service aspect, financial aspect, human resource aspect, and facilities and infrastructure aspect are all subjected to a SWOT analysis.

The following is a summary of the SWOT analysis of these factors:

1. Service Dimension

- a. Strengths: IAIN Salatiga was chosen as one of the employees to be an Agent Inspiring Changes in terms of Personnel Services in 2019. It is also an Integrity Zone PTKIN with the title of Corruption-Free Area (WBK) from the Ministry of Administrative and Bureaucratic Reform in 2020 and a PTKIN that was submitted to obtain the title of Free and Clean Serving Area (WBBM) in 2021.
- b. Weaknesses: Services for students with special needs are still lacking.
- c. Opportunity: Using information and communication technology development as one of the instruments to establish effective university governance.

- d. Threats: The demand for ICT use in tertiary institutions to assist the implementation of education, one of the foundations of achieving good university governance.
2. Aspect Financial
 - a. Strengths: Pure Rupiah and PNBP are sourced from the government-owned APBN. Has excellent human resources, a certified treasurer, accrual ambassadors, and a system in place to prevent bribery and cash transactions.
 - b. Weaknesses: Relying on APBN sources.
 - c. Opportunity: Implementing Good Higher Education Governance and Establishing a Work Unit with a Financial Scheme from a Public Service Agency.
 - d. Threats: Creating a fair system for calculating UKT.
3. Human Resources Issues
 - a. Strengths: Tenaga pendidik berjumlah 474 Dosen, sehingga rasio dosen mahasiswa mencapai 1:33, Tercatat 242 orang dosen yang berstatus dosen tetap, yaitu 198 DT PNS dan 44 DTN PNS, terdiri 57 orang bergelar S3 dan 185 orang bergelar S2, dan telah memiliki 7 Guru Besar.
 - b. Weaknesses: The number of DTT is still very large, namely 232 people and there are still many lecturers who do not have a doctoral degree, and there are educational staff who have educational backgrounds that are not in accordance with the assignments given
 - c. Opportunity: There are sufficient human resources in the field of information system design, and those who have mastered ICT create graduates with a range of skills, including those in the general sciences.
 - d. Threats: PTKI graduates must be capable of competing internationally.
4. Components of Infrastructure and Facilities
 - a. Strengths: Smile to be SMART, Extraordinary Corner for children with special needs, India Corner, land area of 174,678 m², and 100% certified land ownership status. a. Strengths: Has a library with a full book collection equipped with a digital library.

- b. Weaknesses: The campus is still divided into campuses 1, 2, and 3, and there is not enough space for lecture halls, student activity facilities, library buildings, and lab buildings.
- c. Opportunity: Changing physical resources to digital ones to improve the caliber of educational services.
- d. Threats: Improving the role of ICT in education to increase access to high-quality education and working with local governments to secure land grants or student scholarship aid.

IV. Conclusion

The weaknesses found in the analysis used to build the integrity zones at IAIN Salatiga are the main issues that must be resolved right away, and they include developing new service types, making internal improvements to boost competitiveness, enhancing customer-oriented services, and restructuring financial management.

The financial refocusing brought on by how the Covid-19 epidemic was handled was the main contributing factor. In order to avoid a sudden budget revision or the emergence of regulations requiring changes to the program of activities that have been set at the beginning, the work plan that has been included in the RAKL and adjusted to items allowed by the ministry of finance has been optimized.

Success in the development of the Integrity zone at IAIN Salatiga will depend on a number of factors, including change management, management arrangements, management system arrangements, enhancing supervision, improving the standard of public services, and developing one-stop integrated services, among others.

The role of a Change Agent in the work unit is to identify the gaps in the integrity zone development policy at IAIN Salatiga through the analysis of program weaknesses and an external survey of opportunities and threats, also known as a SWOT analysis. A change agent's responsibilities extend beyond the campus. Since proper administration is only one aspect of ZI, it is also important to consider how work units might benefit the community.

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