

Bureaucratic Reform In Achieving Integrity Zone: Case Study At The Transportation Agency Of Bojonegoro Regency

Risma Yuliyanti^{1*}, Ana Kumalasari², Rupiarsieh³

^{1,2,3}Departement of Public Administration, Universitas Bojonegoro, Indonesia

rismayuliyanti74@gmail.com *

* corresponding author

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ABSTRACT

This study aims to explore how bureaucratic reform has achieved integrity zones in the Bojonegoro Regency Transportation Agency. This study highlights the achievements and titles earned by the Bojonegoro District Transportation Agency as a Corruption-Free Zone, a positive phenomenon that warrants description. The research approach used is a descriptive qualitative case study. This study employs data collection methods that include interviews, documentation, and observation. Data analysis techniques use NVivo 12 Pro software. The primary concept employed in this study is the concept of bureaucratic reform in the development of integrity zones, as outlined in PERMENPAN-RB No. 90 of 2021 and Kolthoff's Public Integrity theory. The findings show that bureaucratic reform at the Bojonegoro district transportation agency has been progressing well, with the commitment of leaders and employees, as evidenced by employees' performance in maintaining the title of a corruption-free region. Challenges arise from service users' resistance, low understanding of service users regarding the complaint mechanism, and a failure to uphold the value of honesty among technical staff in the vehicle inspection service unit. This study recommends strengthening integrity values for all employees, optimizing the dissemination of service applications and complaint systems to the public, and increasing supervision to ensure the sustainability of the Integrity Zone.

INTRODUCTION

Since 1998, Indonesia has implemented bureaucratic reforms aimed at creating good governance (Sakir, 2024). However, in reality, bureaucratic reforms have not been successful, as evidenced by numerous instances of abuse of power. To achieve Indonesia Emas 2045, the President of the Republic of Indonesia has established eight Asta Cita missions. One of Asta Cita's missions is to strengthen bureaucratic, legal, and administrative reforms and enhance the prevention and eradication of corruption and drug trafficking. To realize the mission of one of the Asta Cita, bureaucratic reform must be directed towards becoming a problem solver, facilitator, long-term program budget efficiency, proactive in introducing the country's potential, output-oriented, adaptive, and flexible (Sejati, 2024). This bureaucratic reform is a process of cultural and mindset transformation that involves officials' behavior and work systems to provide good service to the community (Diva & Maulia, 2024). Bureaucratic reform in Indonesia has become more focused due to the existence of regulations that explicitly govern the Grand Design of bureaucratic reform for 2010-2015 towards a world-class bureaucracy, namely Presidential Regulation No. 81 of 2010. Bureaucratic reform is defined as an effort to renew/make to change government system, including aspects of administration, institutions, and human resources (Nasura, 2025).

Bureaucratic reform, which has become a national priority in development, it has had a significant impact on creating effective and efficient services, accountability and transparency in services, improvement in quality of service, improvement quality of human resources in the civil service, innovation and development of public services, increased legal compliance, and enhanced credibility and legitimacy (Diva & Maulia, 2024). Bureaucracy is the component that has been slowest to change despite the reforms implemented. A concrete step the government has taken to create this is the implementation of integrity zones. Integrity Zones are awards presented by KEMENPAN-RB to work units that have successfully developed into Corruption-Free Areas and Clean and Serving Bureaucracy Areas (Azhary, 2019). To accelerate the realization of the integrity zone at the local government level, KEMENPAN-RB issued the One Local Government One Zone Integrity (OLGOZI) program. This integrity zone is an approach to changing the bureaucracy's values to make integrity the main principle (Biahimo et al., 2025). Several requirements for work units that can be proposed as integrity zones towards Corruption-Free Zones and Clean and Serving Bureaucracy Zones are (Sirin, 2021): 1) considered a critical/strategic unit in providing public services, 2) manages considerable resources, and 3) has a relatively high level of success in bureaucratic reform.

Regulation regulates the development of Integrity Zones as stipulated in PERMENPAN-RB No. 90 of 2021 serve as guidelines for bureaucratic reform in achieving integrity zones. Which explains the mechanism for developing Integrity Zones towards Corruption-Free Areas and Clean and Serving Bureaucracy Areas in government agencies. The policy of developing Integrity Zones has been applied at all levels of government, both at the central and regional levels (Normajatun et al., 2022). Which explains the mechanism for developing Integrity Zones towards Corruption-Free Areas and Clean and Serving Bureaucracy Areas in government agencies. Agencies that

have successfully developed integrity zones demonstrate they have implemented corruption-free governance and provided clean services.

According to the Integrity Assessment survey conducted by the Corruption Eradication Commission in January 2025, Bojonegoro Regency is included in the red zone, with a score of 72.86 (S, 2025). This shows that agencies in Bojonegoro Regency are still vulnerable to corruption. However, several government agencies in Bojonegoro Regency have been awarded the title of corruption-free integrity zone by KEMENPAN-RB, including the Transportation Agency (Dinas Perhubungan Kabupaten Bojonegoro, 2021). The Bojonegoro Regency Transportation Agency has participated in implementing bureaucratic reform to improve service quality and promote good governance. In 2020, before receiving the integrity zone award, the public satisfaction index for the quality of services at the Bojonegoro Regency Transportation Agency scored 76.67 points, while in 2022, after receiving the integrity zone award, the public satisfaction index at the Bojonegoro Regency Transportation Agency scored 86.79 points (Dinas Perhubungan Kabupaten Bojonegoro, 2022). This increase indicates a significant improvement in service quality at the Bojonegoro Regency Transportation Agency following the establishment of the integrity zone and the achievement of predicate status for a corruption-free zone.

Despite improvements in service quality, there are still gaps in reality, and aspects need to be optimized to support the reform of the bureaucracy for the sustainable development of the integrity zone. Based on the results of observations, there are indications of unofficial intermediaries or brokers in the services provided. These gaps indicate that, although the title of Corruption-Free Zone has been achieved, bureaucratic reform must be a continuous process, involving optimization of several areas for change. This research is important bureaucratic reform aims to create a clean and efficient government, so it is necessary to understand empirically how to maintain the Corruption-Free Zone designation and serve as a best practice for other agencies. Several previous studies, such as (Murdiana et al., 2024), state that the public service integrity zone policy is an effort to accelerate bureaucratic reform by developing integrity zones towards WBK (Corruption-Free Zone) and WBBM (Clean and Serving Bureaucracy Zone), through human resource development to improve employee competence. Research by (Wilujeng & Pramudyastuti, 2020) states that the success of integrity zone development depends on whether the policy is communicated evenly, supported by adequate facilities, and accompanied by concrete actions from various parties. Some of the obstacles faced are resistance to change among human resources. In addition, research by (Paramita & Prabawati, 2025) states that the success of developing zones of integrity is not only to eradicate corruption but also to improve quality of public services, which requires the appropriate strategies, visionary and adaptive Leadership, active participation of all human resources, and innovative and responsive services.

From the previous study, it was concluded that implementing this integrity zone policy is an effort to accelerate bureaucratic reform by developing government agencies and institutions free of corruption and a clean bureaucracy that serves the people. The success of this integrity zone development requires a sound and appropriate strategy, the success of which depends on the competence of human resources, equitable communication of policies, visionary and adaptive Leadership, adequate facilities, responsive and innovative services, and tangible contributions from all parties involved.

The challenge of human resource resistance continues to be an obstacle to the development of the integrity zone.

The novelty of this research that research on the topic of bureaucratic reform in achieving a zone of integrity, with a research locus in the Bojonegoro Regency Transportation Agency, which has not been previously studied. This study focused on analyzing and describing bureaucratic reform in the development of the Integrity Zone through six areas (PERMENPANRB No 90 Tahun 2021 Tentang Pembangunan Dan Evaluasi Zona Integritas Menuju Wilayah Bebas Dari Korupsi Dan Wilayah Birokrasi Bersih Dan Melayani, 2021) and to integrate the theory of public integrity from Kolthoff (Haryatmoko & Tjahjoko, 2022) as a theoretical basis to determine the extent to which integrity values are internalized in the realizing the Integrity Zone. This provides a new perspective by combining regulatory and theoretical foundations in the context of bureaucratic reform in the development of the Integrity Zone. In addition, this study differs from previous studies on the same topic in its data processing method. Data processing in this study used NVivo 12 Pro, a software package that previous researchers had not used. In addition to examining the implementation of the carried-out bureaucratic reform, this study will also offer recommendations for maintaining the sustainability of the Integrity Zone development at the Bojonegoro Regency Transportation Agency.

Based on the focus of the research, this study answer the research question: how has bureaucratic reform been implemented to achieve an integrity zone at the Bojonegoro Regency Transportation Agency? Thus, this study aims to explore how bureaucratic reform has been carried out to achieve an integrity zone at the Bojonegoro Regency Transportation Agency. The findings of this study can contribute as an evaluation for local government in creating good governance and strengthening the integrity of the apparatus, improving the quality of public service, and maintaining the sustainability of the integrity zone predicate.

METHOD

This study employs qualitative methods to analyze in-depth an event that occurred, where data collection was carried out by understanding the meaning that individuals or groups give to their social experiences ng that individuals or groups give to their social experiences (Creswell & Creswell, 2018). Qualitative research can be used to understand phenomena that are difficult to comprehend. The approach used, namely the case study, is a research design often used across various fields, in which researchers conduct in-depth analysis of cases, events, and activities involving one or more individuals (Creswell & Creswell, 2018). Data collection techniques were conducted was carried out through informant interviews, field observation, and documentation. Secondary data was obtained from published articles, books, and policy documents. Data collection will be conducted from October 25 to December 6, 2025. This research was conducted at the Bojonegoro Regency Transportation Agency, an institution that plans, implements, and manages land, sea, and air transportation to ensure traffic safety and order. Informants were selected purposively based on several specific factors (Sugiyono, 2019). The study included at least 10 informants. The reason the researcher selected these 10 informants was to ensure that the data obtained was sufficient so that the research results would be accurate.

The criteria for informants in this study were employees/staff who had an understanding of the research context or who participated in the integrity zone bureaucratic reform at the Bojonegoro Regency Transportation Agency, and service recipients. The researcher chose this research location because no similar research had been conducted at the Bojonegoro Regency Transportation Agency. The data analysis technique used in this study was Computer-Assisted Qualitative Data Analysis (CAQDAS) method with Nvivo 12 Pro software. Nvivo is a tool used to manage data in qualitative research, whether the data comes from books, reports, documents, articles, journals, or other sources. Nvivo makes it easier for qualitative researchers to present and organize data. This tool can efficiently and effectively perform analytical coding on data. The stages of data analysis included data import, coding, categorization, visualization and analysis. The data analysis methods used were word cloud, project maps, and word trees. Using NVivo 12 Pro enables more efficient and accurate processing and analysis of interview data. Visualization features such as word clouds, project maps, and word trees allow researchers to structure and analyze data (Hartono et al., 2025).

RESULTS AND DISCUSSION

Bureaucratic Reform in Achieving Integrity Zone in the Transportation Agency of Bojonegoro Regency

In an effort to create a clean and good government, the Bojonegoro Regency Transportation Agency has implemented a bureaucratic reform policy in the achieve integrity zone that refers to PERMENPAN-RB No. 90 of 2021, which is an amendment to PERMENPAN-RB No. 10 of 2019 and PERMENPAN -RB No. 52 of 2014, there are six aspects to creating an agency towards a Corruption-Free Zone and a Clean and Serving Bureaucracy Zone. The concept of the integrity zone derives from the "Island of Integrity," which is often applied by countries or Non-Governmental Organizations (NGOs) to prevent and eradicate corruption (Al-Farizi & Nuswardani, 2023). In an effort to create a clean and good government, the Bojonegoro Regency Transportation Agency has implemented a bureaucratic reform policy to develop an integrity zone, in line with PERMENPAN-RB No. 90 of 2021, which outlines six aspects for creating an agency free from corruption and with a clean, serving bureaucracy. As a form of commitment to the integrity zone, the Bojonegoro Regency Transportation Agency signed an integrity pact. The following is an analysis of the areas of bureaucratic reform in achieving the integrity zone at the Bojonegoro Regency Transportation Agency, presented in the form of a project map as follows:

Change Management Area

Change Management is an area of change whose goal is to transform work mechanisms and systems to be more responsive, adaptive, professional, integrated, and innovative in providing services that meet the needs and demands of the community.

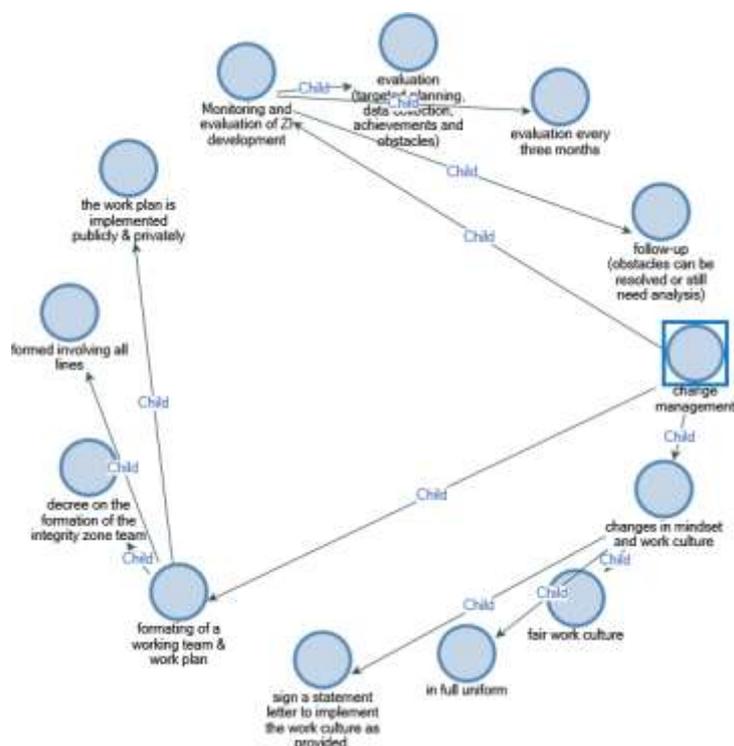


Figure 1. Project map of the change management area

Source: Nvivo 12 Pro Data Processing (2025)

The area of change management, it has been determined that, as a commitment to the development of the integrity zone, a working team has been formed. A decree from the Head of the Bojonegoro Regency Transportation Agency evidences this. The formation of the working team involved employees at all levels. The formation of this working team marks the initial stage in the bureaucratic reform process as a driver, planner, implementer, and supervisor in the development of a targeted integrity zone (Eliyanti et al., 2025). The work plan process was divided into two stages: an open stage involving all employees, followed by a closed stage involving only structural officials to support more focused decision-making. The working team consists of a steering team comprising a chairperson and secretary, while the implementing team consists of working group 1, which serves as the change management team; working group 2, which serves as the administrative and human resource management team; working group 3, which serves as the performance accountability and supervision team; and working group 4, which serves as the public service quality improvement team (Dinas Perhubungan Kabupaten Bojonegoro, 2020c).

The implementation of a program cannot be separated from the monitoring and evaluation process, which is an essential means of tracking progress and serving as a reference for decision-making (Ramadhani, 2023). The monitoring and evaluation process for the development of the integrity zone at the Bojonegoro District Transportation Agency is carried out every three months through targeted planning, data collection, performance achievement assessment, and identification of obstacles, which are then analyzed so that the data obtained can be used to assess the compliance

of the Integrity Zone implementation with the standards set by PERMENPAN-RB. Based on these results, follow-up actions are taken to resolve obstacles or to conduct an in-depth analysis to fix them. In change management, it is necessary to change employees' mindsets, mechanisms, and work culture to ensure consistent development of the integrity zone, thereby supporting its objectives (Wilujeng & Pramudyastuti, 2020).

The change in mindset and work culture at the Bojonegoro district transportation agency shows that the agency has encouraged employees to adopt a better mindset and work culture by signing a statement of commitment to implement a culture that supports the development of an integrity zone in service provision. Employees have carried out their duties fairly and without discriminating against service users, and employees appear in full uniform, including vests and name tags. Wearing vests and name tags. The area of change management in this bureaucratic reform aims to change the mindset and work methods of civil servants to be more adaptive, responsive, innovative, professional, and integrity-driven (PERMENPANRB No 90 Tahun 2021 Tentang Pembangunan Dan Evaluasi Zona Integritas Menuju Wilayah Bebas Dari Korupsi Dan Wilayah Birokrasi Bersih Dan Melayani, 2021).

Administrative Restructuring Area

Administrative reform is a form of bureaucratic reform aimed at creating effective and efficient processes, procedures, and work systems. In this area of change, agencies are expected to increase their use of information technology to improve performance by providing effective, efficient services.

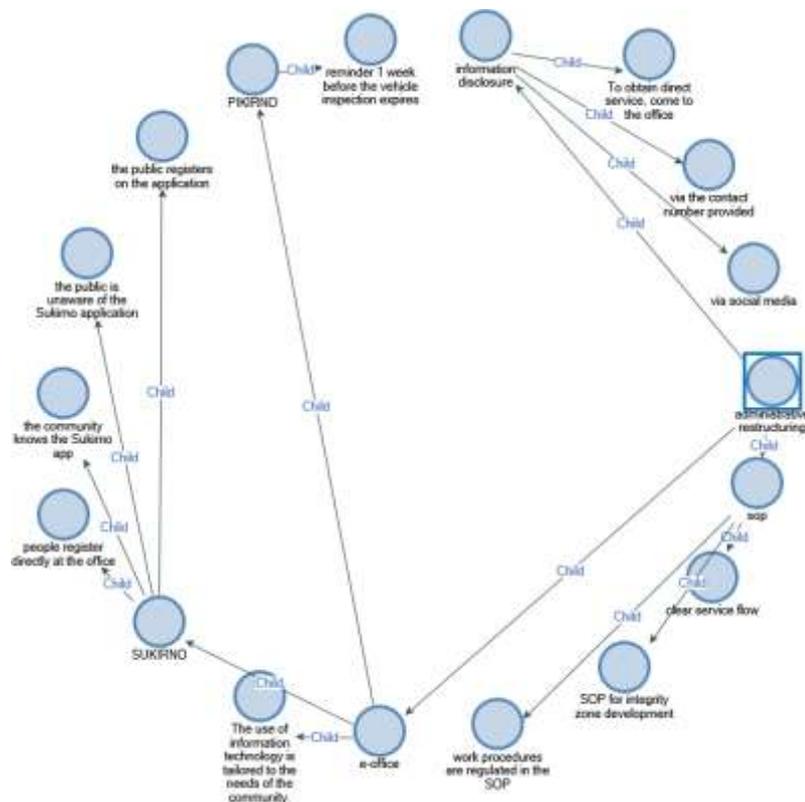


Figure 2. Project map of administrative restructuring area

Source: Nvivo 12 Pro Data Processing (2025)

In area of administrative management, the service flow at the Bojonegoro Regency Transportation Agency is precise. This is evidenced by the existence of clear, structured SOPs to support the achievement of the integrity zone, ensuring the agency's administrative management is successful and in accordance with PERMENPANRB No. 90 of 2021. Clear SOPs can reduce the risk of corruption (Charisa, Z & E, 2025). This clear, structured procedure can serve as an internal control to ensure services are carried out in accordance with procedure, thereby eliminating maladministration. Information on services can be accessed through social media, websites, contact numbers provided, or by visiting the agency directly. With this openness, the Bojonegoro District Transportation Agency has made information available to the entire community quickly, easily, and inclusively. In addition, the administrative restructuring also requires a transformation towards an e-office.

The Bojonegoro Regency Transportation Agency has utilized information technology tailored to community needs, as seen in the SUKIRNO application, an online registration for vehicle inspections, and PIKIRNO, an online vehicle inspection reminder sent via SMS Gateway. However, findings show that some service users are unaware of these applications and are more comfortable registering directly at the service office. The transition to an electronic office (e-office) aims to maximize transparency in public services and to create effective, efficient management and service processes (PERMENPANRB No 90 Tahun 2021 Tentang Pembangunan Dan Evaluasi Zona Integritas Menuju Wilayah Bebas Dari Korupsi Dan Wilayah Birokrasi Bersih Dan Melayani, 2021). This indicates that service users still lack digital literacy, with many members of the community still technologically illiterate. The digitization of services also requires service users to be prepared to change their habits from traditional methods to more modern ones by utilizing technology. Therefore, resistance from service users poses a challenge for agencies undergoing digital transformation.

Human Resource Management Restructuring Area

The purpose of human resource management restructuring for civil servants is to create a professional and disciplined government apparatus through effective human resource management and administration, thereby supporting the development of the Integrity Zone.

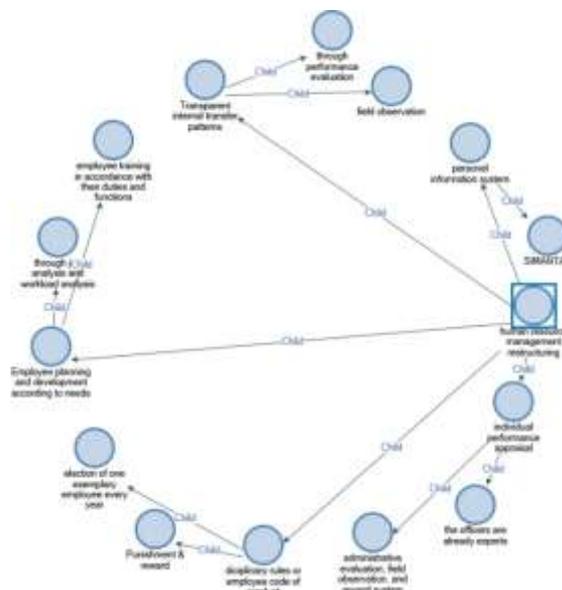


Figure 3. Project Map of Human Resource Management Restructuring are

Source: Nvivo 12 Pro Data Processing (2025)

Based on the result of interviews, it was stated that the agency has implemented an effective system. This can be seen in employees' performance in providing services, which is good, and in their adequate competence and expertise. To ensure that employees remain disciplined and comply with the code of ethics, disciplinary rules are enforced through a system of rewards and punishments. Every year, the Bojonegoro District Transportation Agency selects one exemplary employee based on criteria such as administrative orderliness, service orderliness, attendance, and service records. Implementing a fair punishment-and-reward system can improve employee performance and discipline (Alam et al., 2024), making it useful for assessing employee performance. Creating effective and efficient agency performance is carried out through planning and developing employee capacity through job and workload analysis, which will then give rise to the need for training or education in accordance with employees' duties and functions.

Thus, human resource development can be carried out in a targeted and sustainable manner to support the achievement of organizational goals. In addition, to fill vacant positions, according to a statement from officers that internal transfers have been carried out through a performance evaluation mechanism and covert field observations conducted by leaders related to several aspects, for example, related to discipline and neatness. The latest personnel information system has been implemented in the SI MANTAP application. This application contains personnel data, including recruitment of prospective civil servants, promotions, competency development, and employee retirement. Through SIMANTAP, personnel data is managed accurately and in an integrated manner to support appropriate managerial decision-making.

Strengthening Accountability Area

Accountability strengthening is a bureaucratic reform aimed at improving the accountability of agency performance, as a form of responsibility for the success or failure of program or activity implementation.

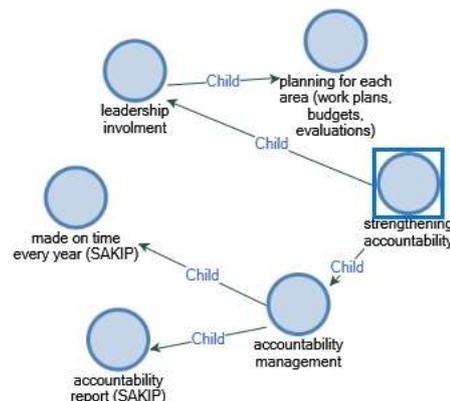


Figure 4. Project map of strengthening accountability area

Source: Nvivo 12 Pro Data Processing (2025)

Based on the results of data processing in the accountability strengthening area, Leadership is involved in planning each field, including work planning, budgeting, and

Bojonegoro Regency Transportation Agency employees have signed a statement of freedom from gratuities and conflicts of interest, thereby committing to independently control their behavior to avoid actions that deviate from the values of employee integrity. The signing of this statement demonstrates officials' commitment to promoting good governance. The government's internal control system, or SPIP, has been implemented through risk management. This monitoring system is carried out to control and minimize risks that could hinder the achievement of objectives. Through risk management, agencies can identify obstacles to performance and determine preventive and remedial measures.

Regarding the whistleblowing mechanism for reporting irregularities, the agency has opened a call center that is easily accessible to the public via social media and is listed on parking attendants' vests and at service locations. In addition, the public can freely submit complaints, reports, criticisms, or suggestions through suggestion boxes at service locations. This reporting mechanism has been implemented transparently and responsively, thereby increasing public trust. (PERMENPANRB No 90 Tahun 2021 Tentang Pembangunan Dan Evaluasi Zona Integritas Menuju Wilayah Bebas Dari Korupsi Dan Wilayah Birokrasi Bersih Dan Melayani, 2021) States that strengthening supervision is essential to improving clean governance by ensuring compliance with financial management requirements, preventing the abuse of authority, and maintaining the integrity system. However, the findings show that some service users remain unaware of these complaints and reports.

Improving The Quality Of Public Services

The improvement of service quality aims to build public trust and increase satisfaction by ensuring services meet the community's expectations and needs.

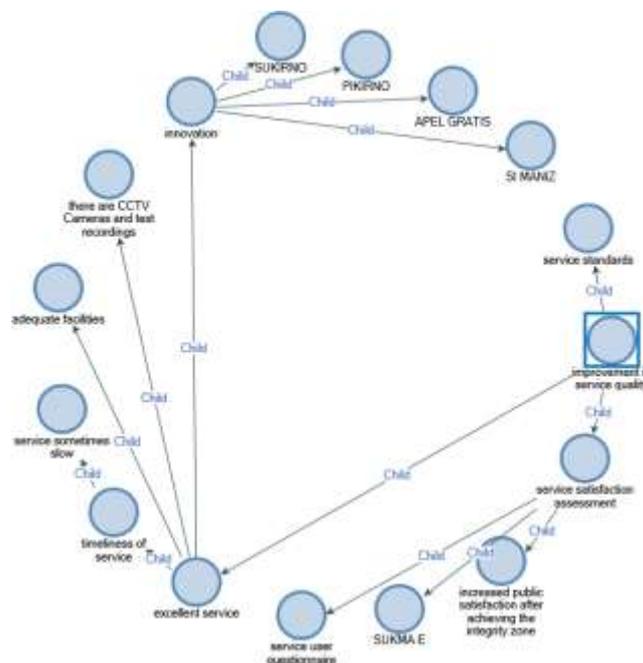


Figure 6. Project Map of Improvement The Quality Of Public Services
Source: Nvivo 12 Pro data processing (2025)

The improvements in public service quality at the Bojonegoro Regency Transportation Agency have been achieved through the implementation of service standards, a culture of excellent service, and service satisfaction assessments. User satisfaction assessments are conducted using SUKMA E, a platform that measures public satisfaction based on QR codes. In addition, questionnaires are also administered to service users. The indicators for public satisfaction at the Bojonegoro Regency Transportation Agency have improved. In 2020, before receiving the integrity zone award, the public satisfaction index scored 76.67 points. In 2022, after receiving the integrity zone award, the public satisfaction index scored 86.79 points (Dinas Perhubungan Kabupaten Bojonegoro, 2022). That improving service quality can build user trust and increase satisfaction with the public services provided.

The excellent service culture at this agency includes innovations such as SUKIRNO (an online vehicle inspection registration application), PIKIRNO (an online vehicle inspection reminder), APEL GRATIS (free student transportation), and SI MANIZ (an online licensing service in collaboration with other agencies). Excellent service is provided to achieve customer satisfaction and independent agency management, which are the basis for realizing an agency free from corruption and providing clean services (Wilujeng & Pramudyastuti, 2020). However, the findings show that the services provided are sometimes slow, especially for vehicle inspection services. One reason for this delay is long queues. According to the findings in the area of administrative arrangements, some service users are resistant to registering through the application, preferring to register directly at the service office.

Bureaucratic reform in the development of integrity zones is not only intended to prevent corruption, also to improve the quality of public services (Al-Farizi & Nuswardani, 2023). One of the successes in achieving of integrity zones is the integration of integrity values as the main principle in the bureaucracy (Biahimo et al., 2025). Changes to create good governance require not only procedural changes, but also changes in the integrity of employees in providing services. This is because achieving a zone of integrity is inseparable from the extent to which fundamental values of integrity, such as honesty, accountability, professionalism, and responsibility, are instilled and truly practiced in the work environment. Therefore, the researcher will examine and understand public integrity in the Bojonegoro Regency Transportation Agency using the public integrity theory from Kholtoff (Haryatmoko & Tjahjoko, 2022), which is presented in the form of word cloud and word tree data processing as follows:

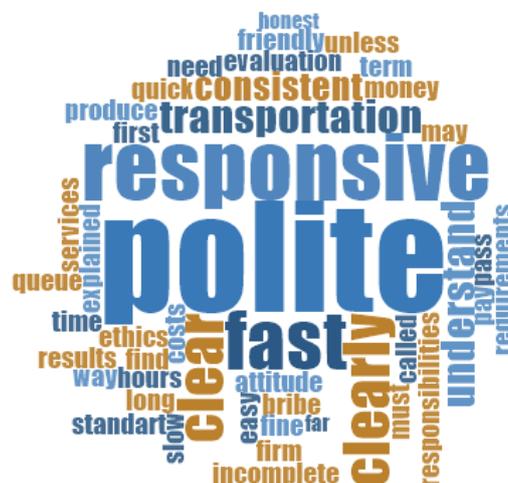


Figure 7. Word cloud of Public Integrity

Source: Nvivo 12 Pro data processing (2025)

Based on the word cloud result, the most frequently appearing word was “polite” with a frequency of 11.82%, followed by “responsive” with a frequency of 6.90%, and “fast” with a frequency of 5.91%. Next, the results are presented in the form of a word tree to highlight the words that dominate the word cloud.

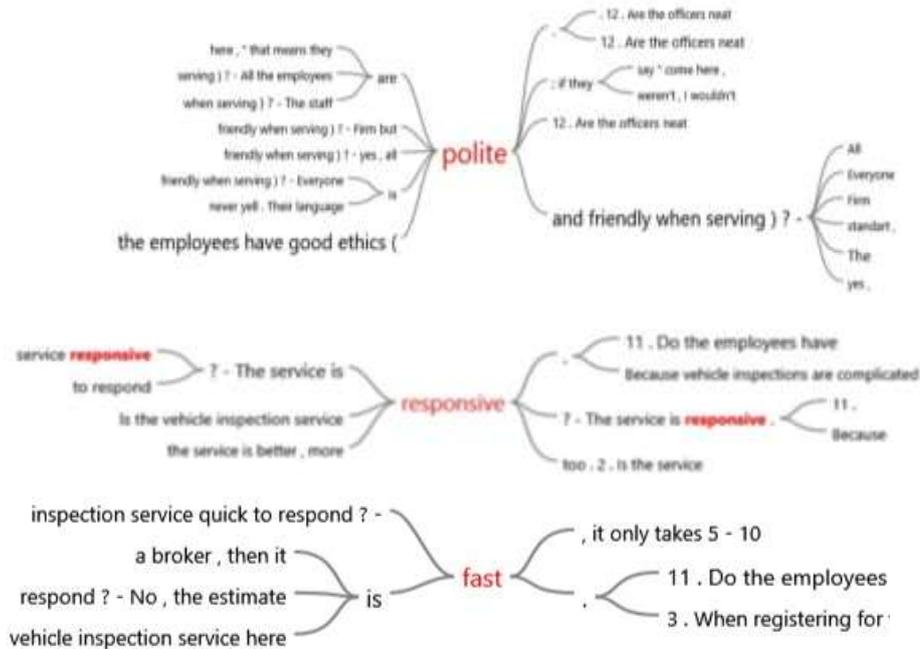


Figure 8. Word Trees of Public Integrity

Source: Nvivo 12 Pro data processing (2025)

The data analysis shows that officers have strong ethics, namely being polite, friendly, and firm in their service. This firm attitude is a form of professionalism, in which a person can bring their vision to bear in the performance of their duties and instill their charisma (Ferawati et al., 2020). Regarding responsiveness in providing services, employees have responded quickly, especially in vehicle inspection services, which involve complex steps, and have been able to provide responsive service. In addition, in terms of service speed, especially in vehicle inspections, services have been carried out quickly. However, findings indicate that brokers still exist in the service process. This means that this fast service does not come solely from the effectiveness of service procedures, but also from the presence of brokers in the service process. According to Kolthoff, integrity in a person can be seen from individual ethics, honesty and consistency, as well as responsiveness and concern for the needs of the community (Haryatmoko & Tjahjoko, 2022). Based on the findings of the presence of "brokers," this shows a discrepancy between public integrity values and the practices of technical personnel, especially in vehicle inspection services.

The bureaucratic reform efforts in developing the integrity zone carried out by the Bojonegoro Regency Transportation Agency demonstrate a shift from traditional to modern bureaucracy, emphasizing transparency, accountability, and quality service. This bureaucratic reform has brought about changes in the work culture and employee mindset to support the development of the integrity zone better. Service quality has improved, as evidenced by the increase in the community satisfaction index before and

after the establishment of the integrity zone. In addition, information technology has been utilized to meet community needs, including the SUKIRNO and PIKIRNO applications and the APEL GRATIS transportation service, which aim to address these needs. There is also strong performance accountability reporting, as evidenced by the publication of the government agency performance accountability system (SAKIP) on the agency's official website since 2019, which has been consistently updated every year since the start of the integrity zone development.

CONCLUSION

Efforts to reform the bureaucracy in developing an integrity zone at the Bojonegoro Regency Transportation Agency have been successful. This is evident in the significant improvement in service quality since then. Employees have performed well, as evidenced by their ability to maintain the Corruption-Free Zone title. The success in developing this integrity zone is supported by regulations governing the formation of an integrity zone working team, employee commitment, and the involvement of leaders in achieving it. In addition, there are clear and structured SOPs that serve as guidelines, supported by easy access to information. In addition, this reform is strengthened by the application of information technology, including breakthroughs such as the SUKIRNO and PIKIRNO applications and the APEL GRATIS transportation innovation. In addition, it is supported by employee development, disciplinary rule enforcement to control employee behavior, accountability systems, easy access to report unethical actions, and a government internal control system implemented through risk management. A factor hindering found were that some employees in the integrated service unit, particularly in the vehicle inspection service, are still unable to uphold the value of honesty because of the presence of "brokers" in service provision. Then there is user resistance to service applications and a low understanding of service users regarding the complaint mechanism.

As a recommendation, several strategic steps are needed, such as strengthening the value of integrity in every civil servant and technical employee in the service unit, optimizing socialization to the community regarding the use of the SUKIRNO and PIKIRNO applications to create efficient services, optimizing socialization to the community regarding service complaints and reporting to help strengthen the monitoring mechanism and increased supervision to ensure the sustainability of the Integrity Zone development. This study has limitations in that the findings are highly contextual and influenced by organizational culture and leadership commitment, meaning that the findings cannot be directly generalized or used as best practices for transportation agencies in other districts or different agencies in the same region. Furthermore, this study tends to overlook external factors such as inter-agency coordination and support from district/provincial governments, even though bureaucratic reform in achieving integrity zones requires cross-agency synergy for sustainable success.

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