



# Construction of an Integrity Zone in Air Squadron 32, Indonesian

Chandra Dwi Perkasa, Praptining Sukowati, Sukardi

University of Merdeka Malang  
Indonesia

## ABSTRACT

*The process of building an Integrity Zone is a follow-up to the declaration that the leadership of government agencies has carried out. Within the scope of the Indonesian National Army, the Indonesian state army commander as leader issued Indonesian state army Commander Regulation Number 65 of 2019 concerning the construction of an Integrity Zone Towards Region Corruption Free and Clean and Serving Bureaucratic Area within the Indonesian state army. All units must implement this policy under the authority of the Indonesian state army Commander. Air Squadron 32 is the unit that participates in implementing this policy. This research explains and analyzes the policy implementation process of Indonesian state army Commander Regulation Number 65 of 2019 within the 32nd Air Squadron environment, along with the influencing factors and efforts to overcome the obstacles. This research is descriptive qualitative research, carried out in several stages, supported by four main factors: competency and ability of personnel, infrastructure, systems and organizational culture. The research results show that the policy implementation process at Air Squadron 32 refers to high standards of integrity, provides a clear, directed, structured framework, and is a standard that must be adhered to to build an environment free from corruption, collusion and nepotism. By paying comprehensive attention to supporting and inhibiting factors, Air Squadron 32 can overcome obstacles and strengthen supporting factors in implementing the Development of the Integrity Zone, thereby creating a clean, transparent and integrity environment. Efforts to overcome obstacles include carrying out additional training and collaborating with educational institutions to increase personnel resource capabilities, as well as collaborating with several agencies to procure infrastructure that is deemed inadequate.*

**Keywords:** Air Squadron, Integrity Zone, Policy Implementation.

## 1. INTRODUCTION

An agency must create policies that support the creation of a corruption-free zone to build public trust. Several efforts are required to build this zone, including building an integrity zone within the scope of government agencies (Rompas et al., 2023). For this to happen, it is necessary to implement policies regarding integrity zones in public service areas. By definition, Zone Integrity is a title given to government agencies whose leadership and staff are committed to realizing Corruption Free Area and Clean and Serving Bureaucratic Area through bureaucratic reform, mainly to prevent corruption and improve the quality of public services. As Iskandar (2017) explained, public policy refers to every government decision, not the private sector. It involves choices the government must make or not take (Subarsono, 2005). Towards a Corruption Free Area is a predicate given to work units or areas that meet most of the criteria for change management, structuring governance, structuring H.R. management systems, strengthening supervision, and strengthening performance accountability.

In connection with the implementation of integrity, the Air Squadron level can implement the Integrity Zone by disciplining staff in terms of service. The Air Squadron is a work unit of the Indonesian National Army Air Force as a regional apparatus under Air Wing II Abdulrahman Saleh Air Base. It is directly responsible to the Abdulrahman Saleh Air Base Commander. Therefore, air squadron agencies can carry out the integrity zone development program by the integrity zone guidelines. It is also hoped that the 32nd Air Squadron can understand problems related to service so that the air squadron can not only maintain the title of a corruption-free regional integrity zone and a clean and serving bureaucratic area but is also expected to be able to provide maximum and satisfactory service to the community.

Seeing the problem above, the researcher feels it is necessary to research implementing the integrity zone within the 32nd Air Squadron. So, the researcher is interested in researching and finding out more about the 32nd Air Squadron's Integrity Zone Development Policy Towards a Corruption Free and Bureaucratic Area "Free to Serve, with a study of the implementation of Indonesian state army Commander Regulation Number 65 of 2019 concerning the development of an integrity zone towards a corruption-free area and a clean bureaucratic area and serving within the Indonesian National Army)."

The first objective of this research is to describe and analyze the Integrity Zone development policy implementation in the 32nd Air Squadron. The second objective is to describe and analyze the inhibiting and supporting factors in developing the Integrity Zone in the 32nd Air Squadron. The benefit of this research is that it will help develop integrity zones, develop the skills of bureaucrats and bureaucratic reform activists, and develop knowledge about bureaucratic reform.

## **2. Literature Review**

. Public services are the most critical element in improving the quality of social life in any society (Abdal, 2015). Public service or public service is an effort carried out by individuals, groups, or bureaucracy to provide assistance and convenience to the community in achieving specific goals (Rompas et al., 2023). According to Heryanto Monoarfa (2012), effectiveness and efficiency in public services are not sufficient benchmarks; Justice must also be used as a measure. Without considering justice, inequality in services cannot be avoided.

Bureaucracy in the public sector exists to provide services to the community. Even though public bureaucracy has different characteristics from business organizations, it still adheres to the principles of efficiency and effectiveness in carrying out its missions, goals and programs. It places the community as stakeholders who must be served optimally (Wibisono, 2022).

In research by Fauziyah and Arif (2021), Van Meter and Van Horn define public policy implementation as a series of actions in previous decisions. These actions include efforts to convert these decisions into operational actions within a certain period, as well as continuing efforts to achieve significant and small changes that have been determined by policy decisions carried out by public organizations, which are directed to achieve predetermined goals.

## **3.METHODOLOGY**

### **3.1 Research Approach**

In preparing the report on the results of this research study, qualitative methods were used with a case study design. Qualitative research methods are a type of research that explores and understands the meaning of several individuals or groups of people that originate from social problems. This research uses an in-depth case study type. The aim is to use qualitative methods and a case study type of design to get a clear picture of the implementation of the integrity zone development policy in the 32nd Air Squadron environment.

### **3.2 Scope and Location of Research**

This research aims to implement the integrity zone development policy in the 32nd Air Squadron area. This research will be conducted at the 32nd Air Squadron at the Abd.Saleh Indonesian Air Force Air Base, Malang, East Java.

### **3.2 Data Collection and Analysis Techniques**

The data collection method used was several methods, such as semi-structured interviews with participants. Apart from that, observations and documentation studies are also carried out regarding matters subject to research study or variables in the form of notes, transcripts, books, newspapers, inscriptions, meeting minutes, notes, agendas, etc. Data analysis is the process of arranging the data sequence and organizing it into patterns, categories, and units of description so that themes can be found and hypotheses can be formulated as the data suggests. Data analysis is carried out by collecting, presenting, condensing, and drawing conclusions.

#### **4. RESULT**

The construction of an Integrity Zone within the 32nd Air Squadron area is an effort to create a quality work environment free from corruption, collusion and nepotism and uphold integrity and professionalism in every aspect of activities. The Integrity Zone is a government initiative to create a work environment that is transparent, accountable and has integrity. Three indicators are carried out in constructing the Integrity Zone in the 32nd Air Squadron Area, including the first regarding policies and procedures. Indonesian state army Commander Regulation Number 65 of 2019 is a regulation issued by the Indonesian National Army that aims to build an Integrity Zone towards a Corruption Free Area and a Clean and Serving Bureaucratic Area within the Indonesian state army. This regulation is the basis for all units within the Indonesian state army, including Air Squadron 32, to carry out their duties with complete integrity, transparency and accountability.

The main aim of this regulation is to create an internal Indonesian state army environment that is free from corruption, collusion and nepotism and improve the quality of service to the community. Through implementing this policy, the Indonesian state army seeks to build an organizational culture of integrity and ensure that every member of the Indonesian state army carries out their duties with high professionalism and morality. Indonesian state army Commander Regulation Number 65 of 2019 emphasizes the establishment of an Integrity Zone as a strategic step in achieving the goals of a Corruption-Free Zone and a Clean and Serving Bureaucratic Area. The Integrity Zone is an area or work unit within the Indonesian state army that is expected to be an example of implementing the principles of integrity, transparency and accountability. Indonesian state army Commander Regulation Number 65 of 2019 is vital in forming an organizational culture of integrity and professionalism within the Indonesian state army. Effective implementation of this regulation is expected to bring positive changes in public services, strengthen public trust, and increase the reputation and credibility of the Indonesian state army as a state institution.

Policy and procedure indicators in implementing the Integrity Zone policy based on Indonesian state army Commander Regulation Number 65 of 2019 refer to several important aspects that ensure that organizations, including Air Squadron 32, have clear regulations and transparent procedures to create a corruption-free environment and a clean and serving bureaucracy. In this case, several points that can be used as indicators are conformity with Integrity Standards, including the prohibition of corrupt practices, collusion and nepotism, and an emphasis on transparency, accountability and professionalism. Openness and Accessibility by ensuring that everyone has the same understanding of the rules and procedures that apply in the organization. Determination of Responsibility and Authority for each individual or unit in the organization. This helps clarify who is responsible for policy implementation, monitoring, reporting and determining the boundaries of authority in decision-making.

The second indicator used in developing the Integrity Zone is resources, which can be seen from several aspects, such as the competence and qualifications of qualified personnel, having adequate competence and having a good understanding of ethics and integrity will become valuable assets. They must be knowledgeable about relevant policies, procedures and regulations and have the skills to perform their duties with integrity and professionalism. Training and Development: This is done by ensuring that personnel are continuously provided with training and Development to increase their understanding of integrity, enrich their skills in carrying out tasks with integrity, and promote an organizational culture of integrity. Training can cover work ethics, organizational values, supervisory procedures, and law enforcement. Performance Assistance and Monitoring with an effective mechanism to accompany and monitor personnel performance in implementing the Integrity Zone policy. This can include the assignment of mentors, periodic performance evaluations, and mechanisms for reporting and handling violations.

The second indicator carried out in the construction of the Integrity Zone is an internal monitoring and control system designed to ensure that every activity and action within the Indonesian state army is within the framework of integrity, transparency and accountability. Several essential points regarding this matter include establishing clear policies and procedures for preventing, detecting and handling violations of ethics, integrity and corruption. Regular internal audits are conducted to evaluate compliance with policies and procedures and identify potential risks of corruption. An appointed unit or team must conduct this internal audit independently and objectively. Routine monitoring of various organizational activities, including financial management, procurement of goods and services, placement and rotation

of personnel, and decision-making processes. This monitoring aims to detect any irregularities or integrity violations as quickly as possible.

Reporting and Handling Violations committed by every member of the Indonesian state army is given a safe and confidential communication channel to report potential violations and reported violations must be followed up quickly and fairly and updated evaluations and updates by developments in the organization's internal and external environment. This evaluation can be done by reviewing audit results, analyzing the performance, and getting stakeholder feedback. Education and training related to ethics, integrity and good governance. Every member of the Indonesian state army must be given a good understanding of the applicable regulations and procedures, as well as be given the skills to identify and overcome potential violations.

By implementing an effective Internal Monitoring and Control System, Air Squadron 32 can ensure that every activity and action in its environment is carried out with high standards of integrity by the vision and mission of the Integrity Zone based Indonesian state army Commander Regulation Number 65 of 2019. This will help create a safe environment. Free from corruption, collusion and nepotism, and increase public trust in the Indonesian state army.

Implementing the Integrity Zone policy based on Indonesian state army Commander Regulation Number 65 of 2019 at Air Squadron 32 can be driven by several factors. The following are three main driving factors for implementing this policy: strong commitment and support from the leaders in Air Squadron 32, including commanders and other high-ranking officers. When organizational leaders emphasize the importance of integrity, transparency, and accountability, organizational members tend to be more motivated to comply with policies and adopt appropriate behaviors. Adequate socialization of the Integrity Zone policy and its positive impact on organizations and society can be a vital driving factor in implementing it. Through education and regular communication, members of the 32nd Air Squadron can understand the importance of integrity in carrying out their duties and become more motivated to support efforts to eradicate corruption.

Another factor that can encourage the implementation of the Integrity Zone policy is the Development of an organizational culture that has integrity and is oriented toward public service. By promoting honesty, professionalism, and responsibility, the 32nd Air Squadron can create an environment where corrupt practices cannot persist. This involves ongoing efforts to build the awareness and willingness of organizational members to commit to the principles of integrity in every aspect of their activities.

Although the implementation of the Integrity Zone policy based on Indonesian state army Commander Regulation Number 65 of 2019 in Air Squadron 32 aims to improve integrity and quality of service, several factors can hinder the implementation process, including a lack of awareness and adequate understanding of the importance of integrity and the consequences of the violation. Suppose members of the 32nd Air Squadron need to fully understand the urgency and benefits of the Integrity Zone policy. In that case, they may be less motivated to comply with the rules and internalize the values of integrity in every aspect of their activities. Furthermore, it is also influenced by cultural resistance, where an established organizational culture that may be entrenched in corrupt practices or poor governance can become a significant barrier to implementing Integrity Zone policies.

Cultural change requires a great deal of time, effort, and commitment, and resistance to change can arise from members who have become accustomed to the old way of working or feel threatened by the proposed changes. The final inhibiting factor is the need for more resources and support. Implementing the Integrity Zone policy requires adequate resources, including personnel, budget and supporting infrastructure. A lack of resources can seriously hinder training, auditing, monitoring and policy enforcement. Additionally, with insufficient support from leadership and other stakeholders, efforts to implement an Integrity Zone policy at the 32nd Air Squadron may not be successful.

## **5. DISCUSSION**

The process of implementing the policy of Indonesian state army Commander Regulation Number 65 of 2019 within the 32nd Air Squadron is carried out in several stages, namely identifying problems, setting goals to be achieved, and designing the structure of the policy implementation process. Based on the George C. Edwards III Model, in the policy implementation study approach, the abstract question starts with the preconditions for the success of public policy and,

secondly, the main obstacles to the success of public policy. Edwards III offers and considers four factors in implementing public policy: Communication, Resources, Disposition or Attitudes, and Bureaucratic Structure.

In supporting the implementation process of Indonesian state army Commander Regulation Number 65 of 2019 within the 32nd Air Squadron, a study of the forms of problems that have been encountered in the use of operational budgets was first carried out, then adjusting the objectives of the policy to the needs of the 32nd Air Squadron, the Indonesian state army Commander's policy must be synchronized with the objectives of the policies to be achieved, after that the structure of the policy implementation process is designed to optimize the implementation of the integrity zone policy. The supporting factors that the 32nd Air Squadron has to support the implementation of the integrity zone policy are good communication with the upper command and with other units' personnel resources with adequate capabilities; several personnel have received several pieces of training related to the implementation of the integrity zone policy, the work culture and commitment of the Squadron. Air 32 influences the attitude of integrity zone policy implementers, and some structures have been adapted to the policy.

The policy implementation process of Indonesian state army Commander Regulation Number 65 of 2019 within the 32nd Air Squadron can be seen from James Anderson's public policy process theory. This theory describes the policy implementation process as involving various actors and stages. The process begins with identifying the problem or issue that needs to be addressed. For example, the problems of corruption, collusion and nepotism within the 32nd Air Squadron need to be addressed through this policy. The next step is policy formulation, where Indonesian state army Commander Regulation Number 65 of 2019's policy is designed to combat corruption. This formulation involves drafting concepts, discussing, and finally determining the policy.

In Anderson's theory, coalition formation is an essential step in the policy implementation process. Within the 32nd Air Squadron, a coalition between leadership, staff, and other personnel is necessary to support the implementation of this policy. The implementation stage involves the actual implementation of the policy. At Air Squadron 32, implementing Indonesian state army Commander Regulation Number 65 of 2019 involves socializing the policy to all personnel, establishing an internal monitoring mechanism, and implementing sanctions against violators. Evaluation is carried out to assess how much the policy has achieved the desired goals. Within the 32nd Air Squadron, evaluations are carried out periodically to identify successes and challenges in implementing this policy. Based on the evaluation results, the final step is learning and revising the policy if necessary. This process allows organizations to improve the effectiveness of policies and adapt them to changing conditions or needs.

By applying James Anderson's public policy process theory approach, Air Squadron 32 can better understand and manage the steps needed to implement the Indonesian state army Commander Regulation Number 65 of 2019 policy more effectively. Meanwhile, Michael Howlett and M. Ramesh (1995) stated that the public policy process consists of five stages: agenda preparation, policy formulation, policy making, policy implementation, and policy evaluation.

Evaluation results are used to learn and adapt policies if necessary. At Air Squadron 32, lessons learned from the implementation process can be used to improve future policies and strategies and increase the organization's ability to overcome challenges related to integrity and ethics. By understanding the policy implementation process of Indonesian state army Commander Regulation Number 65 of 2019 through the lens of Michael Howlett and M. Ramesh's public policy process theory, Air Squadron 32 can be more systematic in designing, implementing and evaluating these policies to achieve the desired goals.

Based on the theories explained, it can be concluded that policy is a guide or set of procedures implemented through several stage processes. A policy has objectives to be achieved related to Indonesian state army Commander Regulation Number 65 of 2019 concerning the Development of Integrity Zones Towards Corruption-Free Areas and Clean and Serving Bureaucratic Areas within the Indonesian state army, namely the realization of integrity zones within the Indonesian state army, including in this case 32nd Air Squadron.

Several obstacles hinder the implementation of Indonesian state army Commander Regulation Number 65 of 2019 within the 32nd Air Squadron. These obstacles include the need for more experience and knowledge of personnel related to the integrity zone policy, which hinders the implementation of the policy and several supporting infrastructures are considered inadequate. To overcome the obstacles that hinder the implementation of Indonesian state army Commander Regulation Number 65 of 2019 within the 32nd Air Squadron, several efforts can be made,

including conducting regular outreach to all 32nd Air Squadron personnel about the importance of compliance with Indonesian state army Commander Regulation Number 65 of 2019 and its consequences for integrity and professionalism. Increase the effectiveness of internal monitoring mechanisms at Air Squadron 32 to monitor policy implementation and detect potential violations. This includes conducting regular internal audits and establishing a special team to oversee policy implementation. Form a Special Working Team consisting of various stakeholders in the 32nd Air Squadron, such as leadership, staff and members, to identify, analyze and resolve obstacles that arise during policy implementation.

Providing incentives, awards or recognition to personnel who demonstrate commitment and good performance can motivate them to remain obedient and have integrity. Ensure that violations of policies are given strict and proportional sanctions. Encourage creating an organizational culture focusing on integrity, transparency, and accountability. Involve external parties, such as relevant government agencies, supervisory agencies, and civil society, in supporting policy implementation.

By taking these steps, Air Squadron 32 can overcome obstacles in implementing Indonesian state army Commander Regulation Number 65 of 2019 and ensure its success in creating an environment free from corruption, collusion and nepotism.

## **6. CONCLUSIONS**

With the existence of Indonesian state army Commander Regulation Number 65 of 2019, the implementation of the Integrity Zone development policy in Air Squadron 32 has become more focused and structured. This regulation provides a clear framework and standards that must be adhered to to build an environment free from corruption, collusion and nepotism.

Implementing the Integrity Zone development policy at Air Squadron 32 requires attention to several critical indicators, including policies and procedures, human resources, and internal supervision and control systems. Policies and procedures must be clear and by established integrity standards, while human resources need to be equipped with the knowledge and skills necessary to comply with these policies. The internal supervision and control system must effectively detect and prevent corrupt practices.

Supporting factors, such as leader commitment, socialization and education, and organizational culture development, will strengthen the implementation of the Integrity Zone policy. A strong leader's commitment will provide a moral boost for the entire organization to comply with policies. Socialization and education will increase members' understanding and awareness of the importance of integrity in carrying out their duties. Developing an organizational culture of integrity will help strengthen the norms and values that support compliance with policies.

However, there are also inhibiting factors that can hinder the implementation of Integrity Zone development in Air Squadron 32, such as lack of awareness and understanding, organizational culture resistance, and lack of resources and support. Lack of understanding of the importance of integrity can reduce motivation to comply with policies. Resistance from an established organizational culture can also be a significant obstacle. Additionally, a lack of resources and support can hinder an organization's ability to implement policies effectively.

By paying attention to these factors comprehensively, Air Squadron 32 can overcome obstacles and strengthen supporting factors in implementing the Development of the Integrity Zone, thereby creating a clean, transparent and integrity environment within the organization.

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