
ARTICLE

Application of Integrity Zone Rules as a Form of Bureaucratic Reform in Hajj and Umrah Services at the Ministry of Religion of Metro City

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ABSTRACT

Commitment to realizing good governance, eradicating corruption, collusion and nepotism (KKN), improving the performance of public services, the government's performance is a concern to be addressed, becoming a strategic issue. Constraints must be identified, observed and studied appropriately so that the steps taken are right on target. Research Objectives: To analyze the implementation, strategies, and inhibiting factors for the implementation of the integrity zone rules at the Ministry of Religion of Metro City. The research method is normative, with an empirical approach. The data used are secondary data and primary data. Data analysis used qualitative analysis. Research findings. The implementation of the Integrity Zone Rules is carried out by implementers who have an understanding of the Integrity Zone based on honest, accountable public services so that they are free from corrupt behavior that is part of the regulation. The strategy to improve the application of the integrity zone rules at the Ministry of Religion of Metro City is implemented by involving many actors. Factors Inhibiting the Implementation of Integrity Zone Rules at the Ministry of Religion of Metro City are caused by internal factors and external factors. In conclusion, the application of the Integrity Zone Rules for Hajj and Umrah Services at the Ministry of Religion of Metro City is carried out in accordance with MenPAN-RB Regulation No. 14 of 2014 concerning the Integrity Zone. Strategy to improve the implementation of the integrity zone rules at the Ministry of Religion of Metro City through: The number of actors involved, Clarity of Objectives, Development and Complexity of the Program. Factors Inhibiting the Implementation of Integrity Zone Rules at the Ministry of Religion of Metro City are caused by internal factors which: have not implemented Whistle-Blowing integrity zone, there is no special training about KKN, budget.

A. INTRODUCTION

Public administration or state administration today has been given more meaning than a simple understanding, namely "the science of state affairs." Public administration has a very large role in covering all aspects of the social, political, cultural, and legal environment that affect the implementation of tasks. from state institutions. An organization, be it a

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government organization or a private organization, to achieve a goal, it is necessary to have elements that support the organization's operations. Sugandi (2011:2) explains that public administration is the administration of the state as an organization and administration that pursues the achievement of state goals. In the development of public administration must pay attention to environmental factors that can affect the success or existence of a field it manages, environmental factors are very influential on the development of public administration, especially from the outside environment. It can be seen from aspects such as social, economic, cultural and technological aspects.

Basically, the main objective of public information disclosure is to ensure that public institutions will be more accountable and credible by providing information and documents according to public demand. Therefore, information disclosure is a requirement in realizing *good governance*. This means that a good government should provide guarantees to its people to freely obtain public information which is actually part of human rights. In practice, the effort to achieve the Integrity Zone predicate requires a long series of stages of achievement. According to Permenpan Number 52 of 2014 concerning Guidelines for Integrity Zone Development in Government Agencies, the process of developing an Integrity Zone has several stages that must be passed, namely declaration, development, proposal, assessment, and determination. Of course, the most important stage in the Integrity Zone is the development stage itself. Development means building integrity in government agency units through various planned, massive, comprehensive, and systematic changes and improvements. Building a Zone of Integrity means building systems, building people, and building culture. Building a system means building various instruments, SOPs, and regulations to prevent corruption/other disgraceful acts from occurring. For example, building a gratification control system, building a whistle blowing system, building an internal control system, and others.

Corruption continues to color the implementation of the pilgrimage. The most recent case is the alleged bribery of Rp. 25 billion to a number of members of the House of Representatives in the discussion of the 2010/1431H Hajj Organizing Costs (BPIH). The combination of monopoly, poor governance, and weak supervision creates many loopholes for corruption.

The Ministry of Religion, as the main person in charge of organizing the pilgrimage, manages a large amount of money. Every year an average of 200 thousand people perform the pilgrimage. They pay a minimum of IDR 35 million. Not including interest from the deposit of prospective members of the congregation, which has now reached one million people in line. Plus the efficiency results which are then included in the People's Endowment Fund (DAU), dividends from shares in Bank Muamalat, as well as subsidies from the state revenue and expenditure budget (APBN).

On behalf of the national task, the Ministry of Religion also gets a monopoly right. Become a maker, implementer, as well as an evaluator of the implementation of the pilgrimage. The way the Ministry of Religion manages the pilgrimage is also very bad. Public input is ignored and this institution is not transparent in all phases of the Hajj, especially with regard to the use of the budget. On the other hand, most of the congregation is resigned. Worship must be sincere. That is why, all critical attitudes, such as questioning the use of the budget and complaining about poor service conditions, must be avoided because it will reduce the reward. Protestors have a high chance of becoming Hajj Mardud. Realizing good governance is the main problem being faced by the government. The principles of good governance, such as accountability, effectiveness and efficiency, as well as various other principles have not been fulfilled optimally. In fact, realizing good governance is the answer to the challenges of national development in the era of global competition, which demands an efficient, quality, transparent and accountable bureaucracy.

With the government's commitment to realizing good governance, especially in the dimensions of eradicating corruption, collusion and nepotism, as well as improving the performance of public services, the performance of the administration of government organizations is the government's concern to be addressed, becoming a strategic issue that must be responded to positively. Therefore, the various obstacles that exist must be identified, observed and studied appropriately so that the follow-up steps taken are right on target. According to the Regulation of the Minister of Administrative Reform and Bureaucratic Reform Number 52 of 2014, the Integrity Zone (ZI) is a predicate given to government agencies where the leadership and staff are committed to realizing WBK/WBBM through bureaucratic reform, especially in terms of preventing corruption and improving quality. public service. Based on the explanation above, it is necessary to prevent, supervise and take action so that corruption, collusion and nipotism do not occur in the Ministry of Religion of Metro City related to Hajj and Umrah services to the community.

B. LITERATURE REVIEW

Integrity Zone

Integrity zone (ZI) in accordance with the Regulation of the Minister for Empowerment of State Apparatus and Bureaucratic Reform Number 52 of 2014 concerning Guidelines for the Development of an Integrity Zone Towards a Corruption-Free Area and a Clean Bureaucratic Area Serving Within Government Agencies is a predicate given to government agencies whose leaders and staff have commitment to realize WBK/WBBM through bureaucratic reform, especially in terms of preventing corruption and improving the quality of public services. The development of the Integrity Zone is considered a role model for Bureaucratic Reform in upholding integrity and providing quality services. The development of the Integrity Zone is an important aspect in terms of preventing corruption in the government.

According to the Regulation of the Minister of Administrative Reform and Bureaucratic Reform Number 52 of 2014, the Integrity Zone (ZI) is a predicate given to government agencies where the leadership and staff are committed to realizing WBK/WBBM through bureaucratic reform, especially in terms of preventing corruption and improving quality. public service.

Bureaucratic Reform

According to the Big Indonesian Dictionary, reform is a drastic change for improvement (social, political, or religious) in a society or country. If in law, reform is defined as a drastic change for improvement in the field of law in a society or country. According to the Big Indonesian Dictionary, bureaucracy is a government system that is run by government employees because it has adhered to the hierarchy and level of office.

In terms of language, bureaucracy comes from the Greek, *kratein* which means to regulate. In French, the word bureaucracy is synonymous with the word bureau which means office. In general, bureaucratic reform is essentially an effort to make fundamental reforms and changes to the system of government administration, especially regarding aspects of institutions (organizations), management (business processes) and human resources of the apparatus.

In order to accelerate the achievement of good governance, it is deemed necessary to carry out bureaucratic reform in all Ministries/Institutions/Local Governments, because that

is why bureaucratic reform is regulated in Presidential Regulation Number 81 of 2010 concerning Grand Design of Bureaucratic Reform 2010-2025.

Service

The use of the term public service (public service) in Indonesia is considered to have the same meaning with the term public service or community service. Therefore these terms are used together and do not have a fundamental difference. Sinambela (2010), basically every human being needs service, even in extreme it can be said that service cannot be separated from human life.

According to Kotlern in Sampara Lukman (2013), public service is any activity that is profitable in a group or entity, and offers satisfaction even though the results are not tied to a physical product. Furthermore, Sampara argues, service is an activity that occurs in direct interaction between a person and another person or a physical machine, and provides customer satisfaction.

C. METHOD

The research method used in this paper is normative and empirical approach. The data used are secondary data and primary data. Data analysis used qualitative analysis.

D. RESULT AND DISCUSSION

Gover Application of the Integrity Zone Rules for Hajj and Umrah Services at the Ministry of Religion of Metro City

a. The Standard Operating Procedure for

the Integrity Zone in the MenPAN-Rb regulation No. 52 of 2014 is a predicate given to government agencies whose leaders and staff are committed to realizing WBK/WBBM through bureaucratic reform, especially in terms of preventing corruption and improving the quality of public services. The procedure for implementing the Integrity Zone development has been regulated in the MenPAN-RB regulation No. 52 of 2014 and the Metro City Ministry of Religion follows the instructions from the Indonesian Ministry of Religion to implement the regulation.

The Declaration of Integrity Zone Development is a declaration/statement from the leadership of a government agency that the agency is ready to build an Integrity Zone. The declaration of the Integrity Zone Development is carried out by a government agency whose leadership and all or most of its employees have signed the Integrity Pact Document. The signing of the Integrity Pact document can be done en masse/simultaneously at the time of inauguration, either as CPNS, PNS, or inauguration in the context of horizontal or vertical staffing mutations. For government agencies that have not all of their employees signed the Integrity Pact Document, they can continue/complete after the declaration of the Integrity Zone development. The declaration of the Integrity Zone Development of several central agencies under the coordination of the Ministry can be carried out together.

Based on MenPAN-RB Regulation No. 52 of 2014 after the Ministry of Religion of the Republic of Indonesia carried out the declaration of the Integrity Zone Development, it was continued with the Integrity Zone Development process by selecting the proposed work unit as a Corruption-Free Area/Clean Serving Bureaucratic Area.

b. Integrity Zone Development Project Pilot

Taking into account several conditions, the Indonesian Ministry of Religion finally established a work unit to be the pilot project of the Integrity Zone Development in the Lampung region, appointing three agencies consisting of the Regional Office of the Ministry of Religion of Lampung Province, the Office of the Ministry of Religion of Metro City, the Office of the Regency Ministry of Religion. Bandar Lampung City. In carrying out the

construction of the integrity zone, the Ministry of Religion of Metro City became a pilot project, this was based on the Central Ministry of Religion in 2015 appointing 3 agencies of the Ministry of Religion of the North Sumatra region to be the pilot project of the Development of this Integrity Zone, including the Regional Office of the Ministry of Religion of Lampung, the Ministry of Religion of Metro City. , and the Ministry of Religion of Bandar Lampung City.

c. The signing of the Integrity Pact

On February 16, 2015 a launching was held regarding the implementation of the Integrity Zone Development regulations as well as the signing of the integrity pact of the three work units appointed by the Ministry of RI for the work area unit in Lampung which was held at the Office of the Ministry of Religion of Metro City and was attended by the Ministry of Religion of the Republic of Indonesia, Regional Office of the Ministry of Religion of Lampung Province, the Inspectorate General of Lampung, and all staff/employees of the Ministry of Religion of Metro City. For the signing of the integrity pact at the Metro City Ministry of Religion on February 16, 2015 held a launch related to this regulation at the same time it has embarrassed the signing of this integrity pact together with the Central Ministry of Religion, the Regional Office of the Ministry of Religion of Lampung Province, and from the Inspectorate, as well as all staff/employees at the Ministry of Religion Office Metro City. The next procedure after signing the integrity pact is the ZI Development process which focuses on implementing the Change Management program, Management Arrangement, HR Management Arrangement, Strengthening Supervision, Strengthening Performance Accountability, and improving the quality of concrete public services.

d. Integrity Zone Development Process

In implementing the program, there are components that must be built which consist of 2 components, namely: Leverage component and Outcome component. The lever component is a component that determines the achievement of the target of the Integrity Zone Development towards WBK and WBBM which consists of four components, namely: Change Management, Management Arrangement, HR Management Arrangement, Strengthening Performance Accountability. Meanwhile, the outcome component is the result target of the ZI Development, namely the realization of a clean and corruption-free government and the realization of improving the quality of public services to the community (MenPAN-RB Regulation No. 5 of 2014). Regarding the Integrity Zone, it is very diverse, the state civil apparatus of the Metro City Ministry of Religion in its implementation there are those who understand the Integrity Zone as the willingness or commitment of agencies and individuals in it to carry out corruption-free services or clean bureaucratic areas to serve.

e. Understanding the Integrity Zone

The understanding is that the Integrity Zone is a guideline for improving the quality of work services and also improving the personal performance of employees who are more transparent, accountable, responsible and able to manage change. The Ministry of Religion of Metro City in implementing the Integrity Zone seeks to improve the quality of work services of a general nature, more specifically to improve performance in the personal meaning of its employees and their agencies. In the form of transparency, accountability, responsibility, change management. The Integrity Zone is also understood as an independent service carried out by an agency to get to WBK and WBBM with the condition that there are improvements in public services and the absence of illegal fees or corruption.

f. Building the Character of Civil Servants or State Civil Apparatuses

In the Integrity Zone is an independent assessment of the work unit towards a corruption-free area and a clean bureaucratic area to serve the conditions. We are here required to provide more improved services, there is no such thing as extortion or administrative costs

because our goal is as a public servant. In addition, the Integrity Zone is also considered as a tool to build the character of employees or state civil servants so that they are honest, not corrupt and clean in providing services. The Integrity Zone on building employee character has been implemented at the Metro City Ministry of Religion so that it is clean and free of corruption or the agency becomes a corruption-free area and a clean bureaucratic area to serve.

g. Desire of Policy Makers

If the implementor has a good disposition, he will carry out the policy well as desired by the policy maker. The attitude of the Implementors towards the implementation of this regulation accepts and fully supports its implementation for various different reasons, including because this regulation can increase work motivation and increase the value of honesty from state civil servants or bureaucrats in all government agencies as well as state civil apparatus, Ministry of Religion City. Mero has implemented and complied with the instructions from the leadership and also in carrying out this regulation, because this can increase work motivation, performance and increase the value of self-honesty of ASN in all government agencies.

h. Supporting the Integrity Zone The

reason for supporting this ZI regulation is because it has a good impact on all ASN related to performance allowances, so that ASN is more disciplined or not lazy to go to the office. In particular, this integrity zone regulation is not only useful for ASN, it is also useful for all agencies or institutions, especially in the Ministry of Religion of Metro City to further improve their services, avoid radicalism and serve the community with equal rights or no discrimination. Based on the results of the description above, it can be analyzed that, the application of the Integrity Zone Rules for Hajj and Umrah Services at the Ministry of Religion of Metro City is carried out by implementers who already have an understanding in accordance with MenPAN-RB Regulation No. 14 of 2014 concerning the Integrity Zone as a commitment that must be owned by government agencies and all human resources or employees contained in the agency based on honest, accountable public services so that they are free from corrupt behavior that encourages the improvement of the performance of each individual who is part of the those regulations.

Strategy for Improving the Implementation of Integrity Zone Rules at the Ministry of Religion of Metro City

Routines have the meaning of regular and unchanging procedures, the procedures themselves are certain stages in a program that must be carried out to achieve a goal, with the smooth routine of an implementation the program of activities can make good implementation as well, so that a successful policy implementation can be marked by the smooth functioning of routines and the absence of problems encountered. Routines have the meaning of regular and unchanging procedures, the procedures themselves are certain stages in a program that must be carried out to achieve a goal, with the smooth routine of an implementation of an activity program can make a good implementation too, so that a success Policy implementation can be characterized by smooth routine functions and the absence of problems encountered. In order to improve the implementation of the integrity zone rules at the Ministry of Religion of Metro City, the following strategies have been prepared:

a. Strategy Involving Many Actors The

actors involved in the implementation of the Integrity Zone are in accordance with the regulation of the Minister of PAN-RB No. 52 of 2014 in the guidelines for the development of an integrity zone, which is the target actor of the implementation of this regulation, all work units involved in an agency, meaning that this regulation is applied starting from the Ministry of PAN-RB RI and then instructing the highest leadership of the Ministry of

Religion of the Republic of Indonesia to implement Integrity Zones throughout One of the work units of the Ministry of Religion is the Ministry of Religion of Metro City. And the implementers of the Integrity Zone at the Ministry of Religion of Metro City consist of the Head of the Office who is a role model, the Integrity Zone work team and all staff/employees. The Metro City Ministry of Religion has formed an Integrity Zone Working Team which is a representative of several fields/work units of the Metro City Ministry of Religion which was formed based on a Decree from the Head of Office No. 14 of 2015 concerning the Establishment of an Integrity Zone Development Work Team at the Metro City Ministry of Religion office. The Integrity Zone work team formed is tasked with preparing all the documents needed in the assessment of the Integrity Zone development, then compiling a work program, overseeing the implementation of the regulation. This shows that the actors involved in the construction of the Integrity Zone at the Ministry of Religion of Metro City are appropriate and in accordance with the regulations that have been set. With regard to human resource skills training, it is very necessary for implementers to have knowledge and uniform understanding in implementing these regulations.

However, in the implementation of the integrity zone at the Ministry of Religion of Metro City, there has been no special training or work culture training for employees, but socialization related to the guidelines for implementing integrity zone regulations by the Ministry of Religion of the Republic of Indonesia and also socialization from the Inspectorate General of Lampung Province has been carried out which provides information about the Code of Ethics. ASN and legal sanctions for violating the Integrity Zone regulations to all employees or ASN in the Metro City Ministry of Religion Office which were carried out at the same time as the launching and signing of the integrity pact on 16 February 2015. It is unfortunate that since the implementation of this Integrity Zone regulation, work culture training has not been carried out for all implementors even though this training is very good for all implementors in implementing a culture of excellent service. The author sees from the attachment of the Integrity Zone Evaluation Worksheet to WBK and WBBM in 2017 at the Ministry of Religion Metro office this training is still in the planning proposal stage which is submitted to the Metro City Personnel Agency until 2020 this training has not yet been implemented.

b. Strategy on Clarity of Purpose

Ministerial Regulation PAN-RB No. 52 of 2014 was issued to accelerate Presidential Regulation No. 81 of 2010 concerning the Grand Design of Bureaucratic Reform which regulates the implementation of the bureaucratic reform program with the aim or target of achieving the results that are targeted at increasing organizational capacity and accountability, clean and free government, and improving public services. This is then the result of the regulation on the construction of this integrity zone. An understanding of the purpose of the Integrity Zone regulation from the Minister of PAN-RB has also been well understood by the implementer of this regulation at the Metro City Ministry of Religion office. who are always considered to be doing maladministration or KKN. In addition, the purpose of the development of the Integrity Zone can also be to create quality employees or state civil servants because integrity is synonymous with quality.

The purpose of this Integrity Zone development is very good, in addition to improving the quality of public services and realizing government agencies that are free of KKN, can also create quality and integrity individuals. With this regulation, it can encourage someone to maintain their credibility as an honest and solid human being, so that they can clean up the public's bad view of the rampant ASN who commit corruption. Clarity of objectives implies that the goals and objectives achieved from a policy or regulation must be clear and detailed so that implementers can easily understand and implement the policy.

c. Strategy on Program Development and Complexity The

success of implementing a policy can be judged from how the development and process of implementing the policy is as well as the form of efforts made to support a policy and what are the obstacles or complications in its implementation. The dynamics of the implementation instructions that are made will affect the success or failure of the regulations to be implemented. Several reasons to improve the implementation of the integrity zone rules at the Ministry of Religion of Metro City are as follows: Realizing a government environment free from corruption is the dream of all of us, various efforts have been made by the state to eradicate corruption. Eradication of corruption is carried out through prosecution and prevention. Enforcement produces a deterrence effect but has a small and short-term impact, while prevention produces a large and long-term impact. The synergy of the two efforts will produce a large/long-term deterrence effect and impact. The position of the Ministry of Religion as an institution that manages religious and educational communities is very strategic to be an example of the implementation of a corruption-free territorial integrity zone. Thus, the hope is that all Ministry of Religion officials are serious about making this pact and the zone of integrity free of corruption a success.

In line with that, the Ministry of Religion has established a work unit that will become a pilot project as the implementation of the Integrity Zone (ZI) towards a Corruption Free Area (WBK) and a Clean and Serving Bureaucratic Area (WBBM). Project piloting will be carried out starting from the central work unit at echelon II level, Regional Office, Ministry of Religion, to the Technical Implementation Unit (UPT). Each echelon I will determine a minimum of two units at the level of echelon II to be used as a pilot project for implementing the integrity zone towards WBK and WBBM. Work units that have been designated as pilot projects must be ready for semester evaluation and have started in June 2015. Besides that, apart from the central Echelon II, the ZI pilot project will also be applied to two UIN, two IAIN, two STAIN, two Balai/Lajnah, and two Ministry of Religion in each Provincial Kanwil throughout Indonesia. In order to implement the integrity zone, the Inspectorate General as an integrity driving unit has sent a letter with the number IJ/Set.IJ/2.b/Kp.07.6/0006/2015 to each satker leader to immediately send a proposal for the names of the satker to be serve as a pilot project. Specifically for the Regional Office of the Ministry of Religion of the Province of Lampung, it has appointed 2 (two) satkers as pilot projects for the implementation of the Integrity Zone, namely the Central Lampung Regency Ministry of Religion Office and Metro City Ministry of Religion Office.

Previously, the Ministry of Religion, based on Permenpan and RB Number 60 of 2012, had launched the construction of an Integrity Zone towards a Corruption Free Area (WBK) in December 2012. The Ministry of Religion has even issued Instruction of the Minister of Religion Number 1 of 2012 concerning the Implementation of the Development of an Integrity Zone towards a Corruption-Free Area and a Clean and Serving Bureaucratic Area within the Ministry of Religion.

However, because the regulation was no longer in accordance with the needs and developments of the situation, the regulation was replaced with Permenpan and RB Number 52 of 2014 concerning Guidelines for Development of Integrity Zones towards WBK and WBBM in Ministries/Agencies and Local Governments as guidelines in the implementation of integrity zones. Based on the results of the description above, it can be analyzed that, strategies to improve the application of the integrity zone rules in the Ministry of Religion of Metro City are carried out through: Strategies Involving Many Actors, Strategies for Clarity of Objectives, Strategies for Program Development and Complexity which include Change Management Program Systems, Program Systems Management Arrangement, HR Management System Structuring Program System, Performance Accountability Program

System, Supervision Strengthening Program System, Program System for improving the quality of public services.

Inhibiting Factors in the Implementation of Integrity Zone Regulations at the Ministry of Religion of Metro City

Bureaucratic reform is the first step in implementing a good, effective and efficient governance system, so that it can serve the community quickly, accurately, and professionally. It is necessary to reform the bureaucracy in all sectors including the public service sector because bureaucratic reform is still a strong issue to be discussed. Inhibiting factors are all things that have the nature of inhibiting or even blocking and holding back something from happening. The inhibiting factor for the implementation of the integrity zone rules at the Ministry of Religion of Metro City is caused by 2 (two) factors, namely: internal factors and external factors.

a. Internal factors

1) whistle-blowing

When viewed from the definition of whistle-blowing, Brandon (2013), said that whistle-blowing is an action taken by a person or several employees to reveal fraud, whether committed by the company or their superiors to other parties. Strengthening supervision in the MenPAN-RB Regulation is an important element that must be implemented, so that the value or standard set in this program is quite large, namely 15%. Strengthening supervision aims to improve governance that is clean and free of KKN in each government agency. The targets to be achieved through this program are:

- a) increased compliance with the management of state finances by each government agency;
- b) increasing the effectiveness of state financial management in each government agency;
- c) increasing the status of BPK's opinion on the management of state finances in each government agency; and
- d) decreasing the level of abuse of authority in each government agency.

Regarding the information above, the strengthening of service supervision at the Metro City Ministry of Religion is still not good even though according to George R. Tery (in Subarsono, 2011) interpreting supervision as determining what has been carried out, meaning evaluating work performance and if necessary, by implementing actions corrective action so that the results of the work are in accordance with the predetermined plan. Supervision means that it can assist the implementation of the construction of this Integrity Zone in order to avoid various deviations that may occur. Subarsono (2011) says that supervision can help management in three ways, namely improving organizational performance, providing opinions on organizational performance, and directing management to make corrections to existing performance achievement problems. With the strengthening of supervision, it can help agencies or ministries that implement the Integrity Zone in improving their performance as well as evaluation material in their services. The lack of strengthening supervision at the Metro City Ministry of Religion can encourage ASN or employees to continue to take acts of gratification or things that deviate from the objectives of the Integrity Zone.

2) Lack of Socialization

Although there have been many efforts to support the development of the Integrity Zone in the Ministry of Religion of Metro City, it cannot be denied that there are also several things that become obstacles in its implementation, such as the lack of understanding of the Integrity Zone work team that was formed in filling out or preparing the documents needed for worksheets. evaluation from the center, this is due to non-routine or indirect communication from the center, because it is only based on the manual that has been provided, and the lack of time for socialization carried out by the center in assessing this

integrity zone evaluation worksheet. There has also been no special training provided to the integrity zone work team at the Ministry of Religion Metro.

3) No Special Training

In connection with the absence of special training for the integrity zone work team, it was found what was the cause, namely the absence of a budget from the central government to support the implementation of training to the existing work teams and also to all implementers of this regulation.

b. External Factors

1) Community Mindset

Meanwhile, another obstacle in implementing this regulation is that there are difficulties in changing the mindset of people who are still entrenched about KKN, people who still perceive government agencies as places for KKN.

2) Budget

The public sector budget is a government tool to direct development to ensure sustainability in order to improve the quality of life of the community. The budget is needed because the wants and needs of the community are unlimited and continue to grow, resources are limited, and the budget is an instrument for implementing public accountability by government agencies or institutions. Based on the results of the interview description above, it can be analyzed that the Inhibiting Factors in the Implementation of the Integrity Zone Rules at the Ministry of Religion of Metro City are caused by internal factors which include: not yet implementing Whistle-Blowing, not fully understanding the integrity zone, and no special training either from the center or from the center. from the office. Factors Inhibiting the Implementation of Integrity Zone Rules at the Ministry of Religion of Metro City are caused by external factors including: the mindset of the community regarding KKN has long been entrenched, the budget as a liaison between planning and control which is a manifestation of the commitment to implement various planning and control.

E. CONCLUSION

Based on the results of the research and analysis descriptions, it can be concluded that the application of the Integrity Zone Rules for Hajj and Umrah Services at the Ministry of Religion of Metro City is carried out by implementors who already have an understanding in accordance with MenPAN-RB Regulation No. 14 of 2014 concerning the Integrity Zone as a commitment that must be owned by government agencies and all human resources or employees contained in the agency based on honest, accountable public services so that they are free from corrupt behavior that encourages the improvement of the performance of each individual who is part of the those regulations. Strategies to improve the implementation of integrity zone rules at the Ministry of Religion of Metro City are implemented through: Strategies Involving Many Actors, Strategies for Clarity of Objectives, Strategies for Program Development and Complexity which include Change Management Program Systems, Management Management Program Systems, HR Management System Structuring Program Systems, Systems Performance Accountability Program, Monitoring Strengthening Program System, Program System for improving the quality of public services. Factors Inhibiting the Implementation of the Integrity Zone Rules at the Ministry of Religion of Metro City are caused by internal factors which include: not yet implementing Whistle-Blowing, not fully understanding the integrity zone, and no special training either from the center or from the office. Factors Inhibiting the Implementation of Integrity Zone Rules at the Ministry of Religion of Metro City are caused by external factors including: the mindset of the community regarding KKN has long been entrenched, the budget as a liaison between

planning and control which is a manifestation of the commitment to implement various planning and control.

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