

---

**Bureaucratic Reform, Work Ethics, And Public Services: Keys To Success  
Integrity Zone At MAN Insan Cendekia Paser**

Yudi Rahman<sup>1</sup>, Fauziannor<sup>2</sup>, Hamdi<sup>3</sup>

<sup>123</sup>Fakultas Ekonomi dan Bisnis, Universitas 17 Agustus 1945 Surabaya, Indonesia

Email: [yudirahman1272200007@surel.untag-sby.ac.id](mailto:yudirahman1272200007@surel.untag-sby.ac.id)<sup>1</sup>,

[fauziannor1272200006@surel.untag-sby.ac.id](mailto:fauziannor1272200006@surel.untag-sby.ac.id)<sup>2</sup>,

[hamdi1272200008@surel.untag-sby.ac.id](mailto:hamdi1272200008@surel.untag-sby.ac.id)<sup>3</sup>

Received: April, 2025; Accepted: April, 2025; Published: June, 2025  
**Permalink/DOI:**

---

**Abstract**

The development of the Integrity Zone (ZI) is the main strategy in bureaucratic reform to create a work environment that is free from corruption and improve the quality of public services. Madrasah Aliyah Negeri Insan Cendekia (MAN IC) Paser has implemented an Integrity Zone development program since 2020 as an effort to realize a Corruption-Free Zone (WBK) and a Clean Serving Bureaucratic Area (WBBM). However, in its implementation, MAN IC Paser faces various challenges, such as organizational complexity, limited resources, and lack of commitment and publicity regarding this program. This study aims to analyze the influence of bureaucratic reform, work ethics, and public services on the implementation of the Integrity Zone. The research method used is a quantitative approach with explanatory research. Sampling was carried out by census of 90 employees of MAN IC Paser, with an analysis technique using multiple linear regression through the F test and the t test. The results of this study show that Bureaucratic Reform, Work Ethics, and Public Service simultaneously and partially have a significant effect on improving the Integrity Zone in MAN Insan Cendekia Paser Regency, East Kalimantan. Of the three variables, Public Services have a dominant influence in forming an Integrity Zone at the Ministry of Religion of Paser Regency. The findings of this study emphasize that Public Service is the main factor in strengthening the Integrity Zone at MAN Insan Cendekia Paser and the Ministry of Religion of Paser Regency. To achieve this, more modern services, simpler procedures, and an effective complaint system are needed. Bureaucratic reforms are also important, such as improving personnel management, simplifying organizational structures, and performance-based supervision. In addition, work ethics need to be strengthened by discipline, transparency, and providing incentives for employees with integrity. These measures will create a more transparent, accountable, and service-oriented government.

**Keywords:** *Integrity Zone, Bureaucratic Reform, Work Ethics, Public Service*

---

**INTRODUCTION**

The Integrity Zone is a predicate given to institutions or agencies that are committed to realizing a corruption-free area (WBK) and a clean bureaucratic area

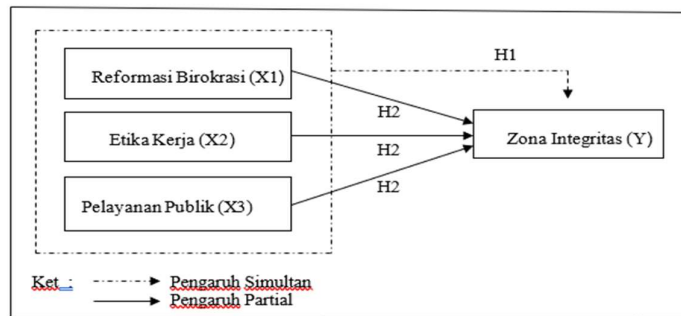
serving (WBBM). The development of this integrity zone is part of bureaucratic reform to increase transparency, accountability, and effectiveness of public services. The implementation of the integrity zone is based on various regulations, including the Regulation of the Minister of PAN and RB Number 10 of 2019 which is a guideline in building an Integrity Zone in the government environment.

Madrasah Aliyah Negeri Insan Cendekia (MAN IC) Paser has implemented an integrity zone development program since 2020 as an effort to realize bureaucratic reform in the scope of education. This program aims to improve integrity, quality services, and prevent corruption, collusion, and nepotism (KKN) practices. However, in its implementation, there are still various obstacles faced by MAN IC Paser in achieving the WBK and WBBM titles. Some of the inhibiting factors include organizational complexity, limited resources, weak commitment of implementers, and lack of communication and publications related to the development of integrity zones.

Theories that support the development of integrity zones are rooted in the principles of good governance, which include transparency, accountability, public participation, and service effectiveness (World Bank, 1992). In addition, the theory of bureaucratic reform put forward by Osborne and Gaebler (1992) emphasizes the importance of a bureaucracy that is oriented towards results and community service. According to Dwiyanto (2006), bureaucratic reform can only succeed if it is accompanied by a change in organizational culture and an improvement in the professionalism of the state civil apparatus.

Several studies have shown mixed results regarding the effectiveness of integrity zone development. A study by Rohman (2018) found that the implementation of integrity zones can significantly improve the quality of public services if accompanied by strict supervision and active participation of all organizational elements. However, research by Suryadi (2020) shows that in some agencies, the success of the integrity zone is still hampered by weak leadership commitment and resistance to change. The results of this study show that although in theory the development of integrity zones has a positive impact, implementation in the field still faces various challenges.

Based on the problems faced by MAN IC Paser in the development of integrity zones, this study aims to analyze the influence of bureaucratic reform, work ethics, and public services on the implementation of integrity zones towards WBK and WBBM. This research is expected to provide strategic recommendations to increase the effectiveness of the implementation of integrity zones in madrasahs and other educational institutions.



**1. *Bureaucratic reform, work ethics and public services have a simultaneous effect on the integrity zone.***

Bureaucratic reform is an effort to reform the government system to be more effective, efficient, and transparent. According to Osborne and Gaebler (1992) in the concept of new public management (NPM), the bureaucracy must be results-oriented, flexible, and more responsive to the needs of the community. Good bureaucratic reform will have a direct impact on improving the quality of public services by speeding up the service process, reducing convoluted bureaucracy, and increasing transparency and accountability. Research by Dwiyanto (2006) found that bureaucratic reform that is done well can increase the effectiveness of organizations in providing services to the community. The results of this study show that simplifying service procedures, using information technology, and improving the competence of apparatus have a positive impact on service quality. In addition, research by Sofyandi (2013) emphasizes that systematic and sustainable bureaucratic reform can increase public trust in the government through improving the quality of public services.

**2. *Bureaucratic reform has a partial significant effect on the implementation of the integrity zone.***

Bureaucratic reform is a strategic step to create a more effective, efficient, transparent, and accountable government. According to Osborne and Gaebler (1992) in the concept of new public management (NPM), the bureaucracy must be results-oriented, flexible, and responsive to the needs of the community. Bureaucratic reform covers various aspects, such as organizational restructuring, improving the quality of human resources, simplifying procedures, and digitizing services. With bureaucratic reform, public services are expected to become more accessible, fast, and oriented towards public satisfaction.

**3. *Work ethics have a significant partial effect on the implementation of the Integrity Zone***

In addition to bureaucratic reform, work ethics also plays an important role in realizing quality public services. Max Weber (1905) in his theory of Protestant ethics and the spirit of capitalism explained that high work ethics, such as discipline, integrity, and responsibility, can improve the performance of individuals and organizations. In the context of public services, employees who have good work ethics will provide services that are more transparent, professional, and oriented to the interests of the community. It also helps prevent abuse of authority and increases

public trust in the government.

**4. *Public services have a partial significant effect on the implementation of the Integrity Zone***

Quality public services are the main goals of bureaucratic reform and the implementation of good work ethics. Zeithaml, Berry, and Parasuraman (1990) in the SERVQUAL model stated that good public services must meet five main dimensions, namely reliability, responsiveness, assurance, empathy, and tangible evidence. When the bureaucracy is more transparent and employees have a strong work ethic, then service to the community will be faster, fairer, and more satisfying.

The Integrity Zone is the key to realizing optimal public services. The Integrity Zone is a work environment that is committed to an anti-corruption culture and improving service quality. The implementation of the Integrity Zone is supported by systematic bureaucratic reform and employees who have a high work ethic. Thus, the relationship between bureaucratic reform, work ethics, and public service is mutually reinforcing. Bureaucratic reform creates a more efficient system, work ethics improve employee professionalism, and both together encourage better public services within the framework of the Integrity Zone

## **METHOD**

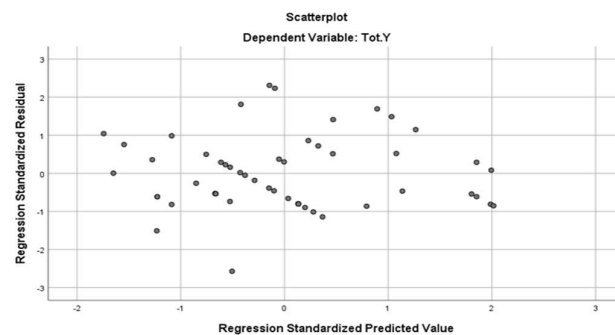
This research method uses an explanatory research approach with a quantitative method to examine the causal relationship between bureaucratic reform, work ethics, and public services to the implementation of integrity zones in Madrasah Aliyah Negeri Insan Cendekia Paser. The data used consisted of primary data (surveys and questionnaires) and secondary data (madrasah documents and previous studies). The research population included 90 employees, with a census sampling or a total of 90 employees. Data collection techniques include surveys, observations, and document analysis, while data analysis is carried out using SPSS through validity, reliability, and classical assumption tests (normality, multicollinearity, and heteroscedasticity). The analysis methods used were descriptive analysis and multiple linear regression, with hypothesis testing through the F test (simultaneous), t-test (partial), and determination coefficient ( $R^2$ ) to see the influence and significance of the independent variable on the bound variable.

## **RESULTS AND DISCUSSION**

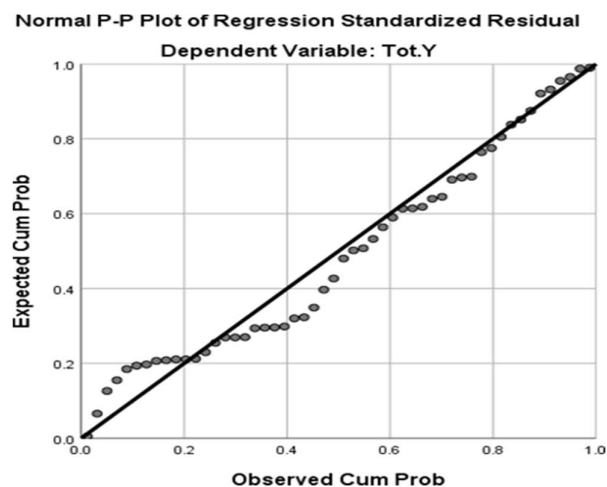
The validity test is carried out to ensure that the research instrument meets the validity requirements, with a correlation criterion ( $R$ )  $> 0.3$  (Sugiyono in Supriyanto & Machfudz, 2010:296). The results of the validity test showed that all question items in the research variable had correlation values that met the validity standard. In the X1 variable (Bureaucratic Reform), as many as 18 items were declared valid, while the X2 variable (Work Ethics) consisted of 15 items that were also all valid. Furthermore, the X3 (Public Service) variable has 18 items that meet the validity criteria, and the Y variable (Integrity Zone) consists of 9 items, all of which are valid. Thus, all questionnaire items are declared valid and can be used in

further analysis.

Reliability tests are performed to measure the extent to which the research instrument is reliable or trustworthy. In this study, the instrument is considered reliable if it has an Alpha Cronbach value of at least 0.6 (Arikunto in Supriyanto & Machfudz, 2010:296). The results of the reliability test showed that all variables had an Alpha Cronbach value above 0.6, namely Bureaucratic Reform (X1) of 0.694, Work Ethics (X2) of 0.811, Public Service (X3) of 0.812, and Integrity Zone (Y) of 0.690. In addition, the results of the reliability test on each question item also showed that all items had an Alpha Cronbach value above 0.6, so it can be concluded that all items in this research questionnaire are reliable and can be used in further analysis.



Based on the analysis in the image above, the regression model in this study did not experience heteroscedasticity. This is indicated by the spread of dots that do not form a specific pattern, although there are some that are clustered. Overall, the points are scattered around the Y axis, including below zero, so the regression model can be considered free of heteroscedasticity.



Based on the image above, the regression model meets the assumption of normality, indicated by the dots that spread out around the diagonal line and follow its direction. Thus, this regression model is feasible for use in research

**Tabel**  
**Perbandingan Nilai Variable Inflation Factor (VIF) dan nilai Tolerance**

Variabel	VIF	Tolerance	Keterangan
X <sub>1</sub> Reformasi Birokrasi	1,376	0,727	Tidak Terjadi Multikolinearitas
X <sub>2</sub> Etika Kerja	1,150	0,869	Tidak Terjadi Multikolinearitas
X <sub>3</sub> Pelayanan Publik	1,436	0,696	Tidak Terjadi Multikolinearitas

Based on the table above, the regression model is free of multicollinearity, shown by the VIF value of  $< 5$  and close to 1 for each independent variable.

The results of the statistical test F show that Bureaucratic Reform (X<sub>1</sub>), Work Ethics (X<sub>2</sub>), and Public Service (X<sub>3</sub>) simultaneously have a significant effect on the Integrity Zone (Y), with a sig. F value of  $0.000 < 0.05$  and Fcal of 36,436  $>$  Ftable of 2.565. The partial test (t-test) also confirmed that each independent variable had a significant influence on the Integrity Zone (Y), indicated by the significance value of  $< 0.05$  and the ttable  $>$  calculation. However, the hypothesis that bureaucratic reform (X<sub>1</sub>) is the most influential factor is not proven, because the Beta Coefficient value of bureaucratic reform (0.831) is greater than that of work ethics (0.261) and public service (0.266). This shows that bureaucratic reform has a dominant influence on the Integrity Zone. at Madrasah Aliyah Negeri Insan Cendekia Paser.

The results of the research, bureaucratic reform, work ethics, and public services simultaneously have a significant influence on the integrity zone. at Madrasah Aliyah Negeri Insan Cendekia Paser.. Bureaucratic reform is the dominant variable that affects performance improvement, where the better the implementation, the higher the integrity zone created. The implementation of bureaucratic reform can be seen through several key indicators, such as modernization of personnel management, which reflects digital transformation in human resource management, and organizational management restructuring, which aims to simplify bureaucracy to improve service efficiency. In addition, engineering government administrative processes also plays a role in creating a faster and more transparent service mechanism. Robbins' theory (2014) states that individual abilities in an organization consist of intellectual and physical abilities that contribute to work effectiveness, so good bureaucratic reform will form a more professional and efficient organizational structure. These results are in line with Gunawan's (2022) research, which shows that bureaucratic reform, work motivation, and public services have a positive influence on improving the integrity zone. In the context of Madrasah Aliyah Negeri Insan Cendekia Paser. Modernization of personnel management is an important factor in improving employee competence. Likewise, performance-based budgeting, which allows budget planning to be done in a transparent and results-oriented manner.

Partially, bureaucratic reform has been shown to have a positive and significant influence on performance, suggesting that well-structured employee professionalism will increase work effectiveness. This professionalism can be



realized through management and organizational changes, which encourage bureaucracies to be more adaptive and responsive to environmental changes. In addition, Downsizing and Rightsizing organizational management ensure that the number of employees owned is in accordance with the needs of the organization, so that there is no waste of human resources. Thus, the implementation of proper bureaucratic reform will have an impact on increasing efficiency in public services and agency accountability.

Work Ethics also plays an important role in increasing productivity, as explained by Hasibuan (2016) that experience and work ethics are the main factors in the selection and development of competent employees. In the work environment at Madrasah Aliyah Negeri Insan Cendekia Paser, indicators such as Punctuality are a reflection of employee discipline in completing their duties. In addition, Responsibility and Honesty are aspects that not only build individual credibility, but also increase public trust in government agencies. The results of this study are supported by the research of Fahra Ika Khairunnisa (2019), who found that Work Ethics, Bureaucratic Reform, and Incentives have a significant effect on the Integrity Zone through Public Services. However, the results of this study contradict the research of Nurul Dwi Astuti (2020), who stated that Work Ethics does not have a significant influence on the Integrity Zone, showing that other factors, such as the supervision and transparency system, can be more dominant in shaping bureaucratic integrity.

Meanwhile, good Public Service contributes to employee loyalty and satisfaction, which ultimately has an impact on improving the Integrity Zone. Porter and Lawler in Cranny et al. (1992) stated that job satisfaction is directly proportional to the quality of services provided. In the context of Madrasah Aliyah Negeri Insan Cendekia Paser, indicators such as Systems, Mechanisms, and Procedures determine the effectiveness of services, while the Term of Service ensures that the community gets fast and appropriate services. In addition, the mechanism for handling complaints, suggestions, and feedback is an important aspect in increasing accountability and improving service quality from time to time. This is also in line with the research of Chalimatus Sa'diyah (2018), which shows that simultaneously work ethics, intrinsic motivation, and Public Service have an effect on employee performance, even though Public Service does not have a significant impact.

Based on the results of the research, it can be concluded that bureaucratic reform, work ethics, and public services simultaneously have a significant influence on employees at Madrasah Aliyah Negeri Insan Cendekia Paser. Bureaucratic reform has proven to be a dominant factor in improving employee performance, where the better the implementation, the higher the integrity and professionalism formed in the work environment. The implementation of bureaucratic reform can be observed through several main indicators, such as modernization of personnel management that reflects digital transformation in human resource management, and organizational restructuring that aims to simplify the bureaucracy to increase efficiency in carrying out employee duties and functions. In addition, administrative process engineering also plays a role in creating a faster and more transparent work mechanism.

Robbins' theory (2014) states that individual abilities in an organization consist of intellectual and physical abilities that contribute to work effectiveness, so that well-implemented bureaucratic reforms will form a more professional and efficient organizational structure. These results are in line with Gunawan's (2022) research, which shows that bureaucratic reform, work motivation, and public services have a positive influence on improving employee performance. In the context of Madrasah Aliyah Negeri Insan Cendekia Paser, modernization of personnel management is an important factor in improving employee competence. Likewise, performance-based budgeting, which allows budget planning to be carried out in a transparent and results-oriented manner.

Partially, bureaucratic reform has been shown to have a positive and significant influence on employee performance, suggesting that well-structured professionalism will increase work effectiveness. This professionalism can be realized through management and organizational changes that encourage employees to be more adaptive and responsive to changes in the environment. In addition, the downsizing and rightsizing strategies ensure that the number of employees owned is in accordance with the needs of the organization, so that there is no waste of human resources. Thus, the implementation of appropriate bureaucratic reform will have an impact on increasing efficiency in employee duties and responsibilities as well as agency accountability.

Work ethics also play an important role in increasing employee productivity. Hasibuan (2016) explained that experience and work ethics are the main factors in the selection and development of competent employees. In the work environment at Madrasah Aliyah Negeri Insan Cendekia Paser, indicators such as punctuality are a reflection of employee discipline in completing their tasks. In addition, responsibility and honesty are aspects that not only build an individual's credibility but also increase public trust in educational institutions. The results of this study are supported by the research of Fahra Ika Khairunnisa (2019), who found that work ethics, bureaucratic reform, and incentives have a significant effect on employee performance through public services. However, the results of this study contradict the research of Nurul Dwi Astuti (2020), who stated that work ethics do not have a significant influence on employee performance, showing that other factors, such as supervision and transparency systems, can be more dominant in forming a quality work culture.

Meanwhile, good public service contributes to employee loyalty and satisfaction, which ultimately has an impact on improving performance at Madrasah Aliyah Negeri Insan Cendekia Paser. Porter and Lawler in Cranny et al. (1992) stated that job satisfaction is directly proportional to the quality of services provided. In this context, indicators such as systems, mechanisms, and procedures determine the effectiveness of employee services, while the duration of service ensures that administrative and academic tasks can be completed efficiently. In addition, the mechanism for handling complaints, suggestions, and inputs is an important aspect in increasing accountability and improving service quality over time. This is also in line with the research of Chalimatus Sa'diyah (2018), which shows that simultaneously work ethics, intrinsic motivation, and public service



affect employee performance, even though partially public services do not have a significant impact.

The implications of these findings affirm the importance of strengthening bureaucratic reform, improving work ethics, and optimizing public services in order to create a more professional, effective, and high-performance work environment at Madrasah Aliyah Negeri Insan Cendekia Paser. This can be done through the implementation of professionalism-based policies, such as modernization of administrative systems and organizational restructuring. In addition, improving employee competencies through strengthening indicators such as confidence and communication can strengthen a more professional work culture. In terms of public services, transparent cost/tariff indicators and quality service products are important steps in building public trust. Thus, the implementation of a fair reward and punishment system can also be a solution in order to improve overall employee performance and create a stronger integrity zone through increasing the perceived value of professionalism and the percentage of effective task completion.

This research has several limitations. In terms of methods, the research only uses a quantitative approach so that it does not explore qualitative factors such as organizational culture and leadership. The limited data is also seen in the scope of the sample which only involves employees at Madrasah Aliyah Negeri Insan Cendekia Paser, so that the results cannot be generalized to other agencies. In addition, the study was cross-sectional, so it did not describe long-term changes. From the variable aspect, the study only focused on bureaucratic reform, work ethics, and public services, without analyzing other factors such as leadership and transparency. Measurement of variables using questionnaires is at risk of bias because it depends on respondents' perceptions. In addition, although bureaucratic reform was found to be the dominant factor in improving integrity zones, its implementation can face challenges such as resistance to change, budget constraints, and lack of human resource competence in supporting digital transformation.

## **REFERENCE**

- Bagir, Haidar. 2013. *Islam Risalah Cinta dan Kebahagiaan*. PT Mizan Publika, Jakarta Selatan.
- Dwiyanto, Agus. 2014. *Mewujudkan Good Governance melalui Pelayanan Publik*. Gadjah Mada University Press, Yogyakarta.
- Ferrell, O.C. 2013. *Etika Bisnis: Pengambilan Keputusan dan Kasus yang Etis*. Edisi ke-9. Cengage Belajar, Barat Daya.
- Gronroos, C, & Gummerus, J. 2014. *The Service Revolution and Its Marketing Implications: Service logic vs Service Dominant Logic, Managing Service*.
- Harsono. 2010. *Perencanaan Kepegawaian*. Focus Media, Bandung.
- MacKinnon, B. 2013. *Ethics: Theory & Contemporary Issues – Concise, 2nd Edition*. Cengage Learning, Boston.
- Mahmudi. (2015). *Manajemen Kinerja Sektor Publik Edisi 3*. Unit Penerbitan dan Percetakan Sekolah Tinggi Ilmu Manajemen YKPN, Yogyakarta.
- Mustafa, Delly. 2013. *Birokrasi Pemerintah*. Alfabeta, Makassar.

- 
- Rohman, Abdul. 2019. *Reformasi Birokrasi dan Good Governance*. Intrans Publisng, Malang.
- Rusfiana, Yudi, et.al. 2021. *Memahami Birokrasi Pemerintahan dan Perkembangan*. Alfabeta, Bandung.
- Saleh, Muwafik, et.al. 2010. *Public Service Communication*. UMM Press, Malang.
- Sedarmayanti. 2006. *Manajemen Sumber Daya Manusia dan Profuktivitas Kerja*. Penerbit Mandar Maju, Bandung.
- Sedarmayanti. 2013. *Manajemen Sumber Daya Manusia: Reformasi Birokrasi dan Manajemen Pegawai Negeri Sipil*. PT Refika Aditama, Bandung.
- Sigit, Dewandaru. 2013. *Pemanfaatan Aplikasi e-office untuk mendukung reformasi*. Bandung.
- Sigit, Soehardi. 2010. *Perilaku Organisasional*. Bagian Penerbitan Fakultas Ekonomi Universitas Sarjanawiyata Taman Siswa, Yogyakarta.
- Sinamo, Jansen. 2015. *Etos Kerja Profesional*. Insitut Dha Mahardika, Jakarta.
- Subarsono. 2011. *Analisis Kebijakan Publik: Konsep, Teori dan Aplikasi*. Pustaka Pelajar, Yogyakarta.
- Sugiyono. 2017. *Metode Penelitian Kuantitatif, Kualitatif, dan R&D*. Bandung :Alfabeta, CV.
- Zauhar, Soesilo. 2014. *Kualitas Pelayanan Publik Suatu Paparan Teoritik*. Graha Indonesia, Jakarta. Diakses pada 27 Maret 2024.