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Analysis of Factors Affecting The Implementation of The Integrity Zone Reviewing From The Gap Analysis of Employee Competency in Surabaya Industrial Research and Standardization Institute

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ABSTRACT

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Bureaucratic reforms launched by the government are manifested in the form of regulations or policies that must be implemented by all government agencies under the ministry. One form of this policy is the implementation of the integrity zone and the standardization of human resources as a strategic plan which is realized in the form of a competency gap analysis. This study aims to measure compliance behavior, level of complexity, clarity of organizational goals, and level of employee participation in competency gap analysis and implementation of the integrity zone. This descriptive quantitative research takes employee sampling through saturated sampling technique and data analysis is measured through path analysis. The results of the analysis prove the value of $t = 2.166$; $p = 0.034$ ($p < 0.05$), which proves that there is an effect of the level of compliance on the competency gap; t value = -0.399 ; $p = 0.691$ ($p > 0.05$) the effect of the level of program complexity on the competency gap was not proven and the value of $t = 12.835$; $p = 0.000$ ($p < 0.05$) proves that there is an effect of the competency gap on the implementation of the integrity zone. Competency gap analysis and employee participation levels are classified as being more capable of contributing to the implementation of the integrity zone at the Surabaya Industrial Research and Standardization Institute.

INTRODUCTION

The implementation of a clean and serving bureaucratic area policy (WBBM) is a response to the high demands of the community for the realization of a transparent, accountable, free bureaucracy from corruption, collusion and nepotism (KKN) resulting in bureaucratic reform is something that must be done by government agencies (O' Connor, et al., 2019). Bureaucratic reform is the first step to structuring a good, effective and efficient government administration system, so that it can serve the community quickly, accurately, and professionally. This concept has existed since the issuance of Presidential Regulation Number 81 of 2010 concerning the Grand Design of Bureaucratic Reform which regulates the implementation of programs in

terms of bureaucratic reform. The regulation targets the achievement of three main outcomes, namely capacity building and organizational accountability, a clean and free government of KKN, and improvement of public services.

In an effort to and eradicate corruption, the President of the Republic of Indonesia (through Presidential Instruction Number 17 of 2011) instructs Ministers and Heads of State Institutions and Heads of Regions to take the necessary steps according to their respective duties, functions and authorities in the context of preventing corruption. and eradication of corruption in 2012, with reference to the National Development Priorities in the National Medium-Term Development Plan 2010-2014 and the Government Work Plan for 2012. One of the strategies is the Prevention Strategy” Various prevention efforts have actually been carried out, among others, by improving the quality of licensing services, as exemplified in several areas through the establishment of a one stop service. However, in its implementation, public perceptions still reflect weaknesses, especially regarding licensing regulations in the regions which leave many gaps for corruption (Zhu and Lu, 2017).

Permenpan RB Number 52 of 2014 as amended by Permenpan RB Number 10 of 2019 concerning Guidelines for Development of Integrity Zones in Government Agencies has explained that the process of developing an Integrity Zone has several stages that must be passed, namely the declaration, development, proposal, assessment, and determination Cahyono and Suardana (2021), explain that the most important stage in the Integrity Zone is development itself. Development means building integrity in government agency units through planned, massive, comprehensive, and systematic changes and improvements (O'Connor, et al., 2019). Building integrity means building systems, building people, and building culture (Cahyono and Suardana, 2021; Hanafi and Harsono, 2020).

To support the implementation of ZI, the Surabaya Industrial Research and Standardization Institute has tried to build a system through various instruments, SOPs, and regulations to prevent corruption or other disgraceful acts from occurring. For example, building a gratification control system, building a Whistleblowing System (WISE), building an internal control system, and others (Sofiati, 2020); Ngindana and Hermawan, 2019). The research report of Nurhajati and Bachri (2017),

explains that developing human beings means building the mindset of government officials to be reluctant, ashamed, and feel guilty for committing criminal acts of corruption / other despicable acts. The process of building a mindset is not easy, because there will be reluctance and even rejection (Xia, 2016), besides that it takes a long time with continuous habituation (Huque and Jongruck, 2020).

With regard to the description that has been presented, the researcher feels it is important to measure the success of the implementation of ZI towards a Clean and Serving Bureaucracy Area from the point of view of HR management, because most of the research on this topic uses a public administration approach. The researcher considers it necessary to carry out a causality measurement that the implementation of ZI is built from a competency gap analysis that provides an overview of the mentality of employees and other external factors. For this reason, this study aims to analyze and examine the effect of compliance level, clarity of objectives, level of program complexity, and level of participation on employee competency gaps and their impact on the implementation of the integrity zone at the Surabaya Industrial Research and Standardization Institute.

LITERATURE REVIEW

Integrity Zone Implementation

The government has issued Presidential Regulation Number 81 of 2010 concerning the Grand Design of Bureaucratic Reform which regulates the implementation of the bureaucratic reform program. regulation targets the achievement of three main outcomes, namely increasing organizational capacity and accountability, clean and free government corruption, and improving public services. his staff has the intention (commitment) to realize WBK and WBBM through efforts to prevent corruption, reform the bureaucracy and improve the quality of public services (Nafi and Kamaluddin, 2020).

Permenpan Number 52 of 2014 concerning Guidelines for Integrity Zone Development in Government Agencies has explained that the ZI development process has several stages that must be passed, namely declaration, development, proposal, assessment, and determination. The most important stage in ZI is development itself. Development means building integrity in government agency units through various planned, massive, comprehensive, and systematic changes and improvements. In

order to accelerate the achievement of these results targets, based on the Ministerial Regulation No. 52 of 2012 concerning Guidelines for the Development of Integrity Zones Towards a Corruption-Free Area and a Clean and Serving Bureaucratic Area in Government Agencies, and Ministerial Regulation of PAN and RB No. 52 of 2014 concerning Guidelines for the Development of Integrity Zones Towards a Corruption-Free Area and a Clean and Serving Bureaucratic Area in Government Agencies

Thus, public integrity is related to three abilities (Widarti and Madalina, 2018; Hapsari, et al., 2019; Wilujeng and Pramudyastuti, 2020), namely: 1.) being able to fulfill promises and obligations that are relevant to the situation and context of public services; 2.) honest and oriented to meaning, with the meaning of being able to connect his vision with his life practice; 3.) able to read the signs of the times so that they can address the meaningful aspects of a case to be able to make the right decisions.

The indicators for measuring public integrity can direct responsibility by showing the actions that must be met in order to provide quality public services. It takes continuous learning and training so that the seven principles can become habits or ways of acting from public officials and their apparatus, which requires education and training in sharpening reflection on public ethics by exploring the basis of justification that is ethical and has ethical consequences from public decisions or policies.

Gap Analysis

Sedarmayanti (2016), states that the notion of competence is a character that makes a person able to relate to the effectiveness of individual performance in doing his job. Meanwhile, based on Law no. 13 of 2003 regarding employment, the definition of work competence is a work skill possessed by everyone which includes elements of knowledge, skills, and also work attitudes that are in accordance with previously established standards. Robbins and Judge (2016), argues that lack of competence is a difference in changes that provide an overview of the increase in everyone's expertise in doing work assignments, where the ability is based on physical factors and intellectual factors. Looy, et al., (Robbins and Judge 2016), explains that the understanding of the competency gap is a characteristic difference as a result of education and training for employees who show greater abilities and abilities or turn

into more effective performance, which can be seen from how they perform, act, think and behave compared to previous time periods.

With regard to this concept, the employee competency gap can be measured through the indicators proposed by Kunandar (Anjeli, 2021), including Intellectual Competence, which is a set of knowledge possessed by a person needed to carry out his work; Physical Competence, is a person's physical ability to complete various tasks; Personal Competence, is a set of behaviors that are closely related to one's expertise in understanding, realizing, identity and self-transformation; Social Competence, is a set of specific behaviors that become the basic reference for self- understanding as part of social life; Spiritual Competence, is a person's ability to understand, appreciate, and carry out various religious teachings.

Minister of State Apparatus Empowerment and Bureaucratic Reform Regulation Number 38 of 2017 concerning Competency Standards for State Civil Apparatus Positions, states that State Civil Apparatus (ASN) must have competence. In the PAN-RB regulation, there are eight managerial competencies, namely, integrity, cooperation, communication, results orientation, public service, self-development, and managing change. However, in this study the competency measurement was not used as a reference to the PAN RB Ministerial Regulation, but took indicators from previous studies.

METHODS

In this study, a quantitative research approach is used, which is a research method that emphasizes the aspect of objectively measuring social phenomena. To take measurements, each social phenomenon is described in several problem components, variables and indicators (Sugiyono, 2020). The population of this study were employees of the Surabaya Industrial Standardization and Research Center, Jl. Jagir Wonokromo No. 360, Ex. Jagir, district. Wonokromo, SBY City, East Java 60244 totaling 68 employees. In this study, considering the total population of employees at the Surabaya Industrial Research and Standardization Institute, the sampling technique used is the total study population or saturated sample.

In this study, hypothesis testing was carried out using path analysis techniques. Sugiyono (2020), explained that path analysis allows researchers to analyze more complex models that multiple linear regression cannot do. Al Ghazali (2018), explains

that path analysis can also be used to determine direct or indirect relationships, one of which is through intervening variables.

RESULTS

Regression analysis are also known to be simultaneous correlation coefficients and effects as follows.

Table 1. Results of the Simultaneous Effect

Dependent variable	R	R2 -	F	Sig
Competency Gap	0.845	0.714	164,725	0.000
Integrity Zone	0.694	0.481	14.621	0.000

The results of the simultaneous analysis show that the effect of compliance (X1), level of complexity (X2), clarity of purpose (X3), and employee participation (X4) together obtain an F value of 164,725 with a significance of 0.000 ($p < 0.05$) This shows that compliance, level of complexity, clarity of purpose, and employee participation together - same affect the competency gap. The coefficient of determination of 0.714 indicates that together, compliance, level of complexity, clarity of goals and employee participation contribute to the competency gap of 71.4%. The results of the simultaneous analysis show that the effect of compliance (X1), level of complexity (X2), clarity of purpose (X3), and employee participation (X4) together - same obtained an F value of 14.621 with a significance of 0.000 (p

< 0.05). This shows that compliance, level of complexity, clarity of purpose, and employee participation together - same affect the implementation of the integrity zone. The coefficient of determination of 0.481 indicates that together, compliance, level of complexity, clarity of goals and employee participation contribute to the competency gap of 48.1%.

Hypothesis testing in path analysis used the t test formula. The t-test is known as the partial test, which is to test how the influence of each independent variable is independently - alone to the dependent variable. The results of this hypothesis test can be seen from the following summary table.

Table 2. Summary of Hypothesis Test Results

		Competency Gap		Integrity Zone	
		T	sig	t	sig
X1	Employee compliance	2,166	0.034	2,316	0.031
X2	Difficulty Level	-0.399	0.691	2,292	0.025
X3	Clarity of Purpose	-0.302	0.764	2,419	0.018
X4	Participation	4,749	0.000	4.976	0.000
Z	Gap Competence			12,835	0.000

Based on the results of the analysis of the hypothesis test, it can be stated in the path analysis as follows.

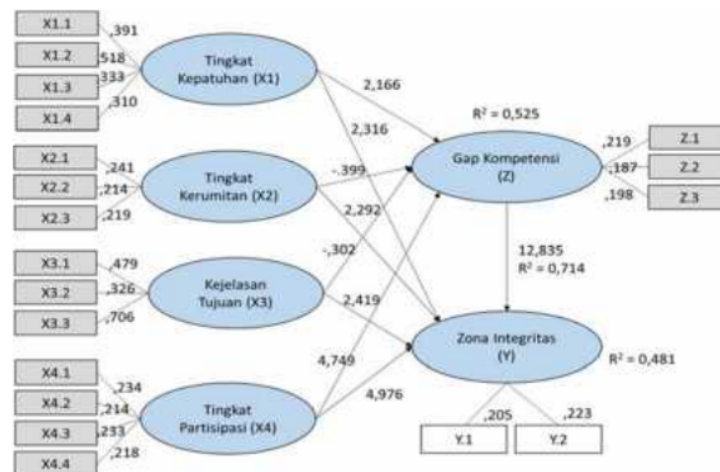


Figure 1 Path chart

Based on the analysis in Table 2 and Figure 1 above, it has answered the formulation of the problem and the hypothesis proposed as follows that the t-test value of 2.166 with a significance value of 0.034 ($p < 0.05$) indicates a significant effect. It can be said that the hypothesis which states there is a positive influence on the level of compliance with the competency gap of employees at the Surabaya Industrial Research and Standardization Institute " can be accepted. The t-test value is -0.399 with a significance value of 0.691 ($p > 0.05$) indicating no effect. It can be said that the hypothesis which states there is a positive influence on the level of program complexity on the competency gap of employees at the Surabaya Industrial Research and Standardization Institute " is rejected. The t test value is -0.302 with a significance value of 0.764 ($p > 0.05$) indicating no effect. It can be said that the hypothesis which

states there is a positive effect of goal clarity on the competency gap of employees at the Surabaya Industrial Research and Standardization Institute" is rejected. The t test value is 4.749 with a significance value of 0.000 ($p < 0.05$) indicating that there is a significant effect. It can be said that the hypothesis which states there is a positive influence on the level of participation on the competency gap of employees at the Surabaya Industrial Research and Standardization Institute" can be accepted. The t-test value is 2.316 with a significance value of 0.031 ($p < 0.05$) indicating that there is a significant effect. It can be said that the hypothesis which states there is a positive influence on the level of compliance with the implementation of the integrity zone at the Surabaya Industrial Research and Standardization Institute" can be accepted. The t test value is 2.292 with a significance value of 0.025 ($p < 0.05$) indicating that there is a significant effect. It can be said that the hypothesis which states there is a positive effect of program complexity on the implementation of the integrity zone at the Surabaya Industrial Research and Standardization Institute" can be accepted. The t-test value is 2.419 with a significance value of 0.018 ($p < 0.05$) indicating there is a significant effect. It can be said that the hypothesis which states there is a positive effect of clarity of purpose on the implementation of the integrity zone at the Surabaya Industrial Research and Standardization Institute " can be accepted. The t test value is 4.976 with a significance value of 0.000 ($p < 0.05$) indicating that there is a significant effect. It can be said that the hypothesis which states there is a positive effect of employee participation on the implementation of the integrity zone at the Surabaya Industrial Research and Standardization Institute" can be accepted. The t-test value is 12.835 with a significance value of 0.000 ($p < 0.05$) indicating that there is a significant effect. It can be said that the hypothesis which states there is a positive influence of the competency gap on the implementation of the employee integrity zone at the Surabaya Industrial Research and Standardization Institute " can be accepted.

Furthermore, referring to the results of the analysis of the hypothesis test, it can be seen the amount of the effective contribution of each variable by multiplying the standardized value by the correlation coefficient value (Sugiyono, 2020), as follows.

Table 3. Coefficient of Determination Value

Variable	Integrity Zone			Competency Gap		
	value	r value	SE	value	r value	SE
Obedience	0.120	0.478	0.057	0.245	0.584	0.143
Difficulty Level	-0.283	-0.093	0.026	-0.047	-0.075	0.004
Clarity of purpose	0.298	0.056	0.017	-0.036	-0.116	0.004
Employee participation	0.589	0.648	0.381	0.537	0.698	0.375
Coefficient of determination (R^2)			0.481			0.525
Gap comp e tension (R^2)			0.714			

Analysis of the coefficient of determination or effective contribution (SE) as table 5.11 can be explained that the value of compliance with the competency gap of 0.143 indicates that the level of compliance is able to provide an effective contribution to the competency gap of employees at the Surabaya Industrial Research and Standardization Institute of 14.3% The value of the level of complexity to the competency gap is 0.004 which indicates that the level of complexity is able to provide an effective contribution to the competency gap of employees at the Surabaya Industrial Research and Standardization Institute of 0.4% The value of clarity of purpose on the competency gap of 0.004 indicates that the clarity of goals is only able to provide an effective contribution to the competency gap of employees at the Surabaya Industrial Research and Standardization Institute of 0.4% The value of the participation rate on the competency gap is 0.375, which means that the employee participation rate is able to make an effective contribution to the employee competency gap at the Surabaya Industrial Research and Standardization Institute of 37.5% The value of the level of compliance with the implementation of the integrity zone is 0.057, which means that the level of compliance is able to make an effective contribution to the implementation of the integrity zone at the Surabaya Industrial Research and Standardization Institute of 5.7% The value of the complexity level of the program on the implementation of the integrity zone is 0.026, indicating that the level of complexity is able to make an effective contribution to the implementation of the integrity zone at the Surabaya Industrial Research and Standardization Institute of 2.6% The value of clarity of purpose for the implementation of the integrity zone is 0.017, which means that the clarity of goals is able to provide an effective contribution to the implementation of the integrity zone at the Surabaya Industrial Research and

Standardization Institute of 1.7% The value of employee participation in the implementation of the integrity zone is 0.381, indicating that the level of employee participation is able to make an effective contribution to the implementation of the integrity zone at the Surabaya Industrial Research and Standardization Institute of 38.1% The value of the influence of the competency gap on the implementation of the employee integrity zone is 0.714, indicating that the competency gap is able to make an effective contribution to the implementation of the integrity zone at the Surabaya Industrial Research and Standardization Institute of 71.4%.

CONCLUSION AND SUGGESTION

Based on the results of research and analysis of the study of hypotheses and discussions that have been put forward, it can be concluded that the level of compliance has a positive effect on the competency gap of employees at the Surabaya Industrial Research and Standardization Institute. The level of program complexity does not affect the competency gap of employees at the Surabaya Industrial Research and Standardization Institute. Clarity of purpose has no effect on the analysis of employee competency gaps at the Surabaya Industrial Research and Standardization Institute. The level of employee participation has an effect on the analysis of employee competency gaps at the Surabaya Industrial Research and Standardization Institute. The level of employee compliance has a positive effect on the implementation of the integrity zone at the Surabaya Industrial Research and Standardization Institute. The level of program complexity has a positive effect on the implementation of the integrity zone at the Surabaya Industrial Research and Standardization Institute. The clarity of purpose has a positive effect on the implementation of the integrity zone at the Surabaya Industrial Research and Standardization Institute. Employee participation has a positive effect on the implementation of the integrity zone at the Surabaya Industrial Research and Standardization Institute. The competency gap analysis has a positive effect on the implementation of the employee integrity zone at the Surabaya Industrial Research and Standardization Institute.

Referring to the results of this research, it is recommended for employees at Baristand Industri Surabaya to maintain and increase their participation in realizing a clean environment as the established integrity zone policy. It is also recommended to

continue to make changes that support competencies according to the field of work by learning from the environment, from the experience of work relations, and utilizing the work environment as an object of learning. For further researchers who have an interest in a theme like this research, it is recommended to review it again by taking a larger sampling, and it is also advisable to place the competency gap analysis variable as a moderating variable.

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