

# The Effect of Integrity Zone Development on Improving the Quality of Employee Performance

## (Case Study at the Central Statistics Agency of Jember Regency)

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**Abstract:-** This study aims to examine the effect of ZI Development on improving employee performance. The author collected 38 questionnaires from respondents who are employees of BPS Kabupaten Jember and tested the simultaneous and partial relationship with the assumption test. The results of this study explain that of the 6 pillars of ZI development, the Administration pillar has a significant negative effect on improving employee performance in the scope of BPS Jember Regency. Meanwhile, the other five pillars do not have a significant effect on improving the quality of performance of BPS Jember employees. The results of this study are expected Supporting the BPS of Jember Regency to be able to carry out ZI Development institutionally and as a reference and evaluation material to continue to improve the quality of individual employees so that they are expected to be able to achieve the title of the Zone of Integrity and also be able to run the wheels of the organization supported by superior human resources. The role of all components in BPS Jember is absolutely necessary to achieve this goal. Not many previous studies have examined the relationship between the Integrity Zone Development variables and the improvement of the quality of employee performance, but in this study also considered the role of all components in BPS Jember to continue to play an active role in improving the quality of their human resources. This is what underlies the originality and also the novelty of this research.

**Keywords:-** Bureaucratic Reform, Building Integrity Zones, Improving the Quality of Performance.

### I. INTRODUCTION

The Zone of Integrity (ZI) is also a designation or predicate given to ministries, institutions and local governments whose leaders and staff have the intention (commitment) to realize WBK and WBBM through efforts to prevent corruption, reform the bureaucracy and improve the quality of public services.

Ministries, institutions, and local governments that have declared ZI, have proposed one of their work units to become a Corruption Free Area. Free Area from Corruption (WBK) is a predicate given to a work unit that fulfills most of the change management, governance arrangements, structuring HR

management systems, strengthening supervision, and strengthening performance accountability.

Meanwhile, Clean and Serving Bureaucratic Areas (WBBM) is a predicate given to a work unit that fulfills most of the change management, management arrangements, structuring HR management systems, strengthening supervision, strengthening performance accountability, and strengthening the quality of public services.

It is hoped that through the development of this ZI, work units that have received the title WBK / WBBM can become a pilot project and benchmarking for other work units, so that all work units are given the freedom to work properly in accordance with statutory provisions. In addition, the work unit with the WBK / WBBM predicate is the outcome of efforts to prevent corruption which are carried out concretely within the scope of the Integrity Zone.

Quoting Permenpan Number 52 of 2014 concerning Guidelines for the Development of Integrity Zones in Government Agencies, it has been 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 the development itself.

Development means building integrity in government agency units through various changes and improvements that are planned, massive, comprehensive, and systematic.

Building integrity means building systems, building people, and building culture. Building a system means developing various instruments, SOPs, and regulations to prevent corruption / other despicable acts. For example, building a gratification control system, building a whistle blowing system, building an internal control system, and others.

WBK and WBBM are a form of mutual concern for realizing the anti-corruption spirit not only in government, but also at every level of society. BPS as a government agency also continues to promote the spirit of anti-corruption in order to realize clean government. BPS has shown this through the handling of the Integrity Zone which has been implemented

since February 10, 2014. This handling is the commitment of all BPS leaders and ranks to realize WBK and WBBM through anti-corruption efforts, bureaucratic reform, and improving public services. Starting from the establishment of the integrity zone, BPS can also propose its work unit to become one of the areas free of corruption. The determination of the work unit with the WBK / WBBM predicate is based on the fulfillment of 20 process indicators and 8 result indicators determined by the Ministry of Administrative Reform and Bureaucratic Reform (KemenPAN RB). The assessment was also carried out by the Internal Assessment Team which was then evaluated by the National Assessment Team.

Until 2017, there have been 109 pilot units for Corruption Free Areas and 18 pilot units for Clean Bureaucracy Serving Areas (WBBM). Meanwhile, until the end of the first semester of 2018, 910 service work units have been proposed to get the title WBK / WBBM. BPS Bukittinggi City (West Sumatra Province), BPS Gianyar Regency (Bali Province), and BPS Madiun City (East Java Province) are among the agencies from BPS that received the Corruption Free Area (WBK) award in 2018.

In June 2020, BPS Jember carried out the declaration of the Development of an Integrity Zone which was attended by the Deputy Head of Jember and sectoral agencies / agencies who witnessed the commitment to change. Of course, this declaration is a momentum for all BPS Jember employees to move forward and is also expected to increase the enthusiasm of employees to provide better work for the organization. The integrity zone development process is focused on change management which is outlined in 6 pillars, namely the implementation of change management programs, management arrangements, structuring HR management, strengthening supervision, strengthening performance accountability, and improving the quality of public services.

BPS Jember, which has been considered to have the best performance in East Java BPS, was given the mandate to follow the Integrity Zone Development process. With this mandate, it is hoped that it will further strengthen the performance of BPS Jember which is considered to be very good.

## II. THEORITICAL REVIEW

### Employee Performance

Employee performance (job performance) can be defined as the extent to which a person carries out his work responsibilities and duties (Singh et.al., 1996) Faustino Gomes (1995) says job performance is a record of results or outcomes resulting from a particular job function. or certain activities within a certain period of time. Meanwhile, performance measurement according to Faustino Gomes (1995) is a way to measure the level of individual contribution to the organization.

Employee performance is generally positioned as the dependent variable in empirical studies because it is seen as a result or impact of organizational behavior or human resource practices not as a cause or determinant. Faustino Gomes (1995) further explains that there are two criteria for measuring employee performance or performance. , namely (1) measurement based on the final result (result-based performance evaluation); and (2) behavior-based performance evaluation. Measurement based on results, measuring performance based on the achievement of organizational goals or measuring final results only.

Organizational goals are set by the management or work group, then employees are encouraged and their performance is assessed based on how far the employees have achieved the goals that have been set.

This measurement criterion refers to the concept of management by objective (MBO). Performance measurement advantages employees like this is the existence of performance criteria and targets that are clear and quantitatively measurable. However, the main weakness is that in the practice of organizational life, a lot of work cannot be measured quantitatively so that it is considered neglecting non-quantitative performance dimensions (Faustino Gomes, 1995).

Behavioral measurement places more emphasis on the means or means of achieving the goal, and not on achieving the final result. Measurement based on behavior tends to qualitative aspects rather than quantitative aspects that are measured.

Measurement based on behavior is generally subjective in that it is assumed that employees can describe precisely effective performance for themselves and for their colleagues (Faustino Gomes, 1995). Measurement based on behavior has received wide attention from studies on organizational behavior and human resources because it is proven that the subjective measurement scale has consistency (reliability) that is not inferior to objective measurement (Sing et al., 1996). The main drawback of this measurement criterion is that it is susceptible to measurement bias because performance is measured based on perceptions.

To overcome this, Babin and Boles (1998), Bono and Judge (2003) and Sing et al. (1996) suggested the use of instruments that measure the performance of many aspects of specific behavior, such as innovative behavior, initiative-taking, level of self-potential, time management, achievement of work quantity and quality, ability to achieve goals, relationships with colleagues and customers, and knowledge of the company's products and competitors' products (product knowledge). According to Judge and Bono (2003), in addition to overcoming measurement bias, this method is also intended to accommodate a very broad measurement of performance, in order to obtain a comprehensive job performance picture.

Employee performance in this study is measured based on specific behavioral criteria with the consideration that this kind of measurement, although according to Faustino Gomes (1995) has actually been around for a long time, is gaining wider attention in empirical research on organizational behavior and human resources. Behavioral performance measurement allows disclosure of broader aspects of the job so that a comprehensive picture of performance is obtained.

BPS continues to build its identity to realize its great vision, which is to become 'the Most Reliable Statistical Data Pioneer for All', where in carrying out its duties and responsibilities it always upholds behavior and attitudes based on BPS core values: PIA-Profesional, Integrity, and Trust. The magnitude of the challenge in providing quality, credible and up to date data has prompted a call to work independently and honestl public.

### **Change management**

According to Prof. Dr. J. Winardi, Change management is an effort taken by managers to manage change effectively, where an understanding of motivation, leadership, conflict, groups, and communication is needed.

According to Wibowo, change management is a systematic process of applying the knowledge, tools and resources needed to influence change in people who will be affected by the change process.

Change management (change management) is an approach to changing individuals, teams, and organizations to the desired future conditions. The definition of change management is a process that takes place continuously to renew the organization.

These changes relate to the direction, structure and ability to serve the demands of the ever-changing market, customers and workers. Change Management is a form of approach through a process to change individuals, teams, and organizations / companies towards a better future condition. The goal of change management is to manage a business or company in a better direction in order to get more profit.

Based on the Regulation of the Minister of Administrative and Bureaucratic Reform Number 52 of 2014jo. Number 10 of 2019 concerning Guidelines for the Development of Integrity Zones Towards Areas Free of Corruption and Clean Bureaucratic Areas Serving in Government Agencies, it is stated that change management aims to systematically and consistently change the work mechanism, mind set, and work culture (culture set). ) Individuals in the built work units are better suited to the goals and objectives of the integrity zone development. Several indicators in the application of change management include commitment, mindset and work culture.

### **Governance**

In accordance with the Regulation of the Minister of Administrative Reform and Bureaucratic Reform Number 52 of 2014 jo. Number 10 of 2019 concerning Guidelines for the Development of Integrity Zones Toward Corruption-Free Areas and Clean Bureaucratic Areas Serving in Government Agencies, it is stated that management aims to increase the efficiency and effectiveness of clear, effective, efficient, and measurable work systems, processes and procedures in the Zone. Integrity Towards WBK. The implementation of governance includes the application of SOPs, E-office, and public information disclosure. According to William Leffingwe and Edwin Robinson, which has been translated by The Liang Gie (2000: 60), this office work or administration involves all undertakings involving scripts, the use of documents and their maintenance to be used to find information at a later date.

### **HR Management System Arrangement**

Human Resource Management System (SMSDM / HRMS), Human Resource Information System (SISDM / HRIS) is a form of intersection / meeting between the fields of human resource management (HRM) and information technology. This system combines HRM as a discipline that primarily applies the field of information technology to HRM activities such as planning, a y by adhering to personal integrity for the benefit of the general nd compiles a data processing system in a series of standardized steps summarized in enterprise resource planning (ERP) applications. ).

Overall, the ERP system aims to integrate information obtained from different applications into one universal database system. Human resource management is the science and art of managing the relationships and roles of the workforce efficiently and effectively so that the goals of the company, employees and society are achieved (Afandi, 2018: 3). Human resource management is the withdrawal, selection, development, maintenance and use of human resources to achieve individual or organizational goals. Human resource management (HRM) is an approach to human management based on four basic principles (Sinambela, 2016: 5). 1. Human resources are the most important assets owned by an organization, while effective management is the key to the success of the organization. 2. This success is most likely to be achieved if the rules or policies and procedures relating to the people of the organization are interconnected, and contribute to the achievement of organizational goals and strategic planning. 3. Organizational culture and values, organizational atmosphere and managerial behavior derived from these cultures will have a major influence on the best achievement results. 4. HR management deals with integration, that is, all members of the organization are involved and work together to achieve common goals.

**Accountability**

Performance Accountability of Government Agencies, it is explained that what is meant by performance accountability is a manifestation of the obligation of a government agency to be accountable for the success / failure of the implementation of programs and activities that have been mandated by stakeholders in order to achieve measurable organizational missions with performance targets / targets that have been determined through reports. the performance of government agencies compiled periodically. According to Halim (2014: 83) accountability is the obligation to provide accountability or answer and explain the performance and actions of a person / legal entity or leader of an organization to parties who have the right or authority to ask for information or accountability.

**Supervision**

The supervisory function in the implementation of company management (corporation) is very necessary to prevent various obstacles in the implementation of any organizational activities of the company or business entity, both government-owned and private. The expected effect of the implementation of the supervisory function is an increase in company performance and employee performance. Departing from this description, it is explained that government performance begins with an increase in employee performance. According to Sondang Siagian Atmodiwiryo in Satriadi (2016, p.290) supervision is the process of observing the implementation of all organizational activities to ensure that all work being carried out goes according to the set plan.

**Public service**

Public service is an activity or a series of activities in order to fulfill the need for services in accordance with the statutory regulations for every citizen and resident for goods, services and / or administrative services provided by public service providers, namely every state administering institution, corporation, institution. independent established by law for public service activities, and other legal entities established solely for public service activities. These activities are carried out by officials, employees, officers, and everyone who works in the organizing organization whose task is to carry out an action or a series of public service actions. Implementation of excellent service in public services in Indonesia has experienced various problems.

The Bureaucratic Reform Movement at BPS continues to advance. Public services, which are under the spotlight of various parties, continue to be improved on various sides. BPS as a data provider certainly always strives to improve its services to meet consumer needs. What breakthroughs are being built? The following is the statement of M. Ari Nugraha, Director of Statistical Dissemination (DDS) Data Service Optimization The BPS website is one of the public media in accessing data. Distance and time are often the main obstacles for consumers, causing websites to become idols for data users. For this reason, the website must be designed in such a way as to make it easier for them. Public services according to

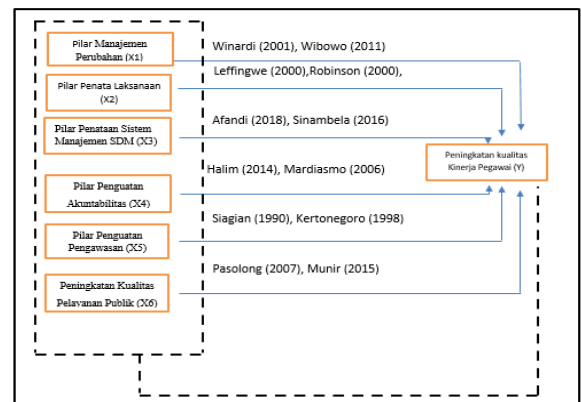
Harbani Pasolong (2007: 128), are: Every activity carried out by the government against a number of people who have every profitable activity in a group or unit, and offer satisfaction even though the results are not tied to a physical product. service is a matter or way of serving, the business of serving the needs of others by obtaining compensation (money), services and facilities provided in connection with the sale and purchase of goods or services ". Meanwhile, according to Moenir (2015: 16-17), he explains that "service is a process of meeting needs through direct activities of other people". Meanwhile, according to Daryanto and Setyobudi (2014: 122), it explains that "service is a process that produces a product in the form of service, which is then given to customers.

**III. RESEARCH METHODS**

This study analyzes the influence of the Integrity Zone Development from the aspects of the Integrity Zone Development pillar itself, namely: Change Management, Management Arrangements, HR Management System Structuring, Strengthening Accountability, Strengthening Supervision, and Improving Public Service Quality. Research objects as independent variables are the Pillars of Change Management, Management Arrangement, HR Management System Arrangement, Strengthening Accountability, Strengthening Supervision, and Improving Public Service Quality. The research object which is the dependent variable is performance. The population of this research is all employees with the status of the State Civil Apparatus of BPS, Jember Regency.

In this study the survey method was used, while the data collection technique was by means of a census, namely research that took information from respondents without a sampling process and collected data using structured questions in a questionnaire, as well as secondary data obtained from SKP data of BPS Jember employees.

Structurally, the relationship between variables is described as follows:



Keterangan :  
 1. Hubungan Simultan : - - - ->  
 2. Hubungan Parsial : —>



The population in this study were all employees of BPS Jember district who were civil servants, amounting to 38 people. Out of a total of 45 BPS employees, 38 employees are civil servants and 7 employees are PPNPN (non-civil servant government employees). In particular, PPNPN employees were not involved in filling out the questionnaire because they were not directly involved in the Integrity Zone Development process carried out by BPS Jember.

Parameter testing is carried out partially and simultaneously, hypothesis testing is intended to see whether a proposed hypothesis is rejected or acceptable. Hypotheses are assumptions or statements that may be true or false about a population. By observing the entire population, a hypothesis will be able to determine whether a study is true or false. In this study, hypothesis testing was carried out for simultaneous and partial testing of parameters. In the simultaneous testing of parameters, it is known that the significance is  $<$ test level ( $\alpha$ ), which means that at least 1 variable X affects variable Y.

#### IV. RESEARCH RESULTS AND DISCUSSION

The interpretation of the results of this study is divided into six groups, namely the direct effect of variable X1 (Change Management) on Y, direct influence of variable X2 (Management Arrangement) on Y, direct influence of variable X3 (HR Management System Arrangement) on variable Y, and direct influence. variable X4 (Strengthening Accountability) on variable Y, direct effect of variable X5 (Strengthening Supervision) on variable Y and direct effect of variable X6 (Improvement of Public Service Quality) on variable Y

##### **The simultaneous influence of the ZI Development Pillars on improving the quality of employee performance**

In the first test results regarding the overall effect of the Test on the variable of improving the quality of employee performance (Y), a significance value of 0.000c is obtained. The significance value of 0.000c is smaller than  $\alpha$  ( $p > 0.05$ ), indicating that only the Management Arrangement pillar has a significant negative effect on improving the quality of employee performance. This is in line with information from the interview results that the existence of extra demands related to the ZI Development process being undertaken can be directly followed by logical consequences that must be fulfilled by all the components involved. Based on the results of previous research, it is known that of the six pillars of ZI development, there is no single pillar that has a significant effect because it is more to increase the integrity of personnel and the communication side is important to realize an increase in the quality of performance (Al Ghifari, 2020). What is new, of course, in undergoing many dynamics will develop and at the same time will become new challenges. However, all components in BPS Jember also realize that change is an absolute thing that must be done. Individuals who are members of an organization, in this case BPS Jember, are

obliged to participate and be proactive in supporting efforts to make BPS in general, and BPS Jember in particular, be getting better in all respects. Based on the results of the questionnaire, the majority of respondents expressed disagreement, so it can be concluded that the Pillar of Management has a significant negative effect on improving the quality of employee performance.

##### **The Effect of Change Management on improving the quality of employee performance**

In the second test results about the influence of the Change Management variable (X1) on improving the quality of employee performance (Y), obtained a significance value of 0.004. The significance value of 0.004 is greater than  $\alpha$  ( $p > 0.05$ ), this indicates that Change Management has no significant effect on improving the quality of employee performance. This shows that the development of a work culture and mindset is still considered mediocre, not considered a systematic effort to create a work culture and the progress of the employee mindset, of course in a positive direction so that BPS Jember as a whole has character. strong as a data-producing institution. A leader is also not a figure who can be used as a full example in terms of carrying out the obligations of each employee as a whole. In the end, the development of a work culture and mindset and leaders who act as role models does not have a positive influence on improving the quality of employee performance. This is not in line with the Regulation of the Minister of State Apparatus Empowerment and Bureaucratic Reform Number 52 of 2014jo. Number 10 of 2019 concerning Guidelines for the Development of Integrity Zones Towards Areas Free of Corruption and Clean Bureaucratic Areas Serving in Government Agencies, it is stated that change management aims to systematically and consistently change the work mechanism, mind set, and work culture (culture set). ) Individuals in the built work units are better suited to the goals and objectives of the integrity zone development. Several indicators in the application of change management include commitment, mindset and work culture.

##### **Effect of Management Arrangement on improving the quality of employee performance**

In the third test results about the influence of the Management Arrangement variable (X2) on the variable improving the quality of employee performance, a significance value of 0.000c is obtained. The significance value of 0.000c is smaller than  $\alpha$  ( $p > 0.05$ ), this indicates that the Pillar of Management has a significant negative effect on improving the quality of employee performance. This shows that implementing all SOPs and the application of information technology in the BPS Jember organization has a negative effect on improving the quality of employee performance. Not all SOPs can be implemented by employees with all their strengths and weaknesses. Likewise with the use of technology, especially for employees who enter the age range approaching retirement. They are less able to understand the use of technology which is developing very fast and always

undergoing changes that are also very fast. This is inversely proportional to employees in the young age range who are technologically literate, making it easy for young employees to keep up with changes in technology used to support smooth working. This is not in accordance with the Regulation of the Minister of State Apparatus Empowerment and Bureaucratic Reform Number 52 of 2014 jo. Number 10 of 2019 concerning Guidelines for the Development of Integrity Zones Toward Corruption-Free Areas and Clean Bureaucratic Areas Serving in Government Agencies, it is stated that management aims to increase the efficiency and effectiveness of clear, effective, efficient, and measurable work systems, processes and procedures in the Zone. Integrity Towards WBK.

#### **Effect of HR Management System Structuring on improving the quality of employee performance**

Furthermore, in the fourth test results about the influence of the HR Management System Structuring variable (X3) on the variable employee performance quality improvement (Y), a significance value of 0.000c was obtained. The significance value of 0.000c is greater than  $\alpha$  ( $p > 0.05$ ), indicating that the HR Management System Structuring pillar does not have a significant effect on improving the quality of employee performance. All components in BPS, starting from the level of leadership to implementers, at any time, especially when they are about to carry out their duties, always get provisioning of concept definitions conveyed in the training forum. So that the intensity of training that BPS employees participate in can cause burnout. Demands to avoid things that can trigger violations are also continuously echoed in the context of preventive efforts so that BPS Jember employees in particular are not caught in violations made, whether they are realized or not. So this shows that the continuous development of employee competencies and the implementation of discipline / code of ethics / code of conduct that have been implemented by BPS Jember have no significant effect on improving the quality of employee performance.

#### **Effect of Strengthening Accountability on improving the quality of employee performance**

In the fifth test results about the influence of the variable of Accountability Strengthening (X4) on the variable of improving the quality of employee performance (Y), obtained a significance value of 0.000c. The significance value of 0.000c is greater than  $\alpha$  ( $p > 0.05$ ), this indicates that the strengthening of accountability has no significant effect on improving the quality of employee performance. Actually according to Halim (2014: 83) accountability is the obligation to provide accountability or answer and explain the performance and actions of a person / legal entity or the head of an organization to parties who have the right or authority to request information or accountability.

In the current era of transparency, BPS Jember is also following the process with the performance accountability audit conducted by internal parties, in this case the Inspectorate of BPS RI, including those carried out by external

parties, namely BPK. In fulfilling the performance accountability, all employees of BPS Jember are required to be able to carry out all their duties in accordance with the applicable SOP and supported by making evidence of each employee's performance report, so that such matters are considered as a unit that cannot be separated from the performance being carried out. employees. This can be interpreted as performance accountability that is carried out by all components at BPS and performance accountability management that has been implemented by BPS has no effect on improving the quality of employee performance.

#### **Effect of Strengthening Supervision on improving the quality of employee performance**

In the sixth test results concerning the influence of the Supervision Strengthening variable (X5) on the variable employee performance quality improvement (Y), the significance value is 0.000c. The significance value of 0.000c is greater than  $\alpha$  ( $p > 0.05$ ), this indicates that the Supervision Strengthening pillar has no significant effect on improving the quality of employee performance. According to Sondang Siagian Atmodiwiryo in Satriadi (2016, p.290) supervision is the process of observing the implementation of all organizational activities to ensure that all work being carried out goes according to the set plan.

Currently all BPS employees including BPS Jember are well aware that the act of gratification cannot be justified because it will undermine the level of public trust, especially in the data generated by BPS Jember. With this condition regarding gratification, BPS Jember has spoken aloud, including to work partners, so that they do not get involved either directly or indirectly with it. Gratification is a taboo thing to do by BPS as an institution and that principle has also been fully understood and implemented by all employees of BPS Jember. So this shows that the implementation of gratification control carried out by the BPS organization and the implementation of gratification control carried out by the BPS organization has no effect on improving the quality of employee performance.

#### **The Effect of Increasing the Quality of Public Services on the improvement of the quality of employee performance**

In the seventh test results about the influence of the variable Public Service Quality Improvement (X6) on the variable improving the quality of employee performance (Y), the significance value is 0.000c. The significance value of 0.000c is greater than  $\alpha$  ( $p > 0.05$ ), this indicates that the pillars of improving the quality of public services have no significant effect on improving the quality of employee performance. Services as a government agency to all stakeholders and the community have been carried out for a long time, including by BPS Jember. In accordance with the statement of Daryanto and Setyobudi (2014: 122), which explains that "service is a process that produces a product in the form of service, which is then provided to customers".

As a data-producing institution where the data presented is real data in the field without any intervention and orders by certain parties, BPS Jember also performs data request services to all parties without exception of course with existing regulations. The excellent service provided by BPS Jember certainly has an impact on data consumer satisfaction so that it triggers a positive assessment. BPS Jember continues to improve services so that the presence of BPS Jember can contribute and benefit all parties. BPS Jember always listens to criticisms and suggestions for improvement in terms of service, of course, with all the advantages and limitations that exist. This shows that the implementation of efforts to implement the Culture of Excellent Service in the BPS environment directly or not and the positive assessment of servant satisfaction that is implemented by BPS has no effect or impact on improving the quality of employee performance.

#### **The simultaneous influence of the Pillars of ZI Development on improving the quality of employee performance**

In the first test results regarding the effect of the overall test on the variable of improving the quality of employee performance (Y), it shows that the Integrity Zone Development pillar has a significant effect on improving the quality of employee performance. According to Sugiyono (2000: 56) that affect performance are: Quality of work, Quantity of work, Work efficiency, Cooperation, Discipline, Loyalty (loyalty), Background and Skills. This is in line with information from interviews that quality, quantity, skills and work efficiency are the things that are prioritized by all BPS Jember employees in carrying out their daily tasks. Based on the results of previous research, it is known that of the six pillars of ZI development there is not a single pillar that has a significant effect because it is more about improving the integrity of personnel and the communication side is important to realize an increase in performance quality (Al Gifari, 2020). What is new is, of course, that in undergoing many dynamics, it will develop and at the same time will be a new challenge. However, it is also realized by all components at BPS Jember that change is an absolute thing that must be done. Individuals who are members of an organization, in this case BPS Jember, are obliged to participate and proactively support efforts in order that BPS in general, and BPS Jember in particular, can get better in every way. Based on the results of the questionnaire, the majority of respondents stated that they did not agree, so it can be concluded that the pillars of Management have a significant negative effect on improving the quality of employee performance.

## **V. CONCLUSION**

Based on the discussion in the previous chapters, it can be stated that:

This study also focuses on the Integrity Zone Development process carried out by BPS Jember with its supporting pillars on improving the quality of employee performance, with the ultimate goal of obtaining the title of WBK or WBBM satker as the embodiment or implementation of the Bureaucratic Reform launched by the Kemenpan RB to all state institutions. .

Meanwhile, from the results of the analysis in this study, several conclusions can be drawn as follows:

1. Of the six pillars of the development of the Integrity Zone, there is only one pillar that has an influence but has a negative direction on improving the quality of employee performance at BPS Jember, namely the Pillar of Governance.
2. While the other five pillars have no influence on efforts to improve the quality of employee performance at BPS Jember. In short it can be said that the pillars of Management have a negative influence on improving the quality of the performance of BPS Jember employees because the implementation of all SOPs cannot be carried out by all employees with the shortcomings that exist in each individual so that this will actually have the opposite effect by reducing the quality of its performance. Likewise, the current era of technology that is used with the aim of further facilitating and supporting BPS activities, ideally it should also be supported by the availability of supporting human resources to run the technology.

## **IMPLICATIONS**

In this study, this research provides novelty and research originality that lies in the ZI Development process between Change Management, Management Arrangement, HR Management System Structuring, Strengthening Accountability, Strengthening Supervision and Quality Improvement. Public service to the variable of improving the quality of performance of BPS Jember employees. The conclusions that can be drawn from the discussion in the previous chapters have the main implication that the implementation of changes that are not supported by existing human resources will have a negative effect which will actually be a boomerang for BPS Jember in its efforts to continuously improve the quality of its performance.

In particular, with the appointment of BPS Jember following the Integrity Zone Development process, it was not only aimed at becoming a work unit that only received formal recognition from the Ministry of Pan-RB. But it will also have an impact on individual employees of BPS Jember who are also required to continue to develop themselves, hone their abilities and skills, both hard skills and soft skills. Especially in the current era, the era of development and use of

technology that is rapidly changing which must also be balanced with the availability of supporting human resources.

### SUGGESTION

Based on the conclusions and implications mentioned above, there are several suggestions offered from the results of this study.

#### 1. For Researchers

In future research, it is hoped that other indicators can be used on the 6 pillars variable. It is hoped that the research results from the 6 pillars of ZI Development can have a significant effect on improving the quality of employee performance.

#### 2. For the Development of Science

This research is still far from perfect, the researchers hope that in the future there will be research that can use the Integrity Zone Development process that runs with other supporting variables other than the existing 6 pillars because based on the results of interviews and questionnaires it can be concluded that there is only 1 pillar that affects the improvement of performance quality. . While the other 5 pillars have no effect on improving the quality of good employee performance at BPS Jember Regency.

#### 3. For BPS Kabupaten Jember.

a. All personnel from the leadership level to the executive level must continue to have a tough mentality, continue to innovate, continue to make efforts to develop themselves and hone their abilities, especially those related to the use of technology where in the current era it is a mandatory requirement that must be done so as not to be left behind by other party.

b. Currently, with the achievement of WBK by BPS Jember in December 2020, it is hoped that the results of this research can be used as an evaluation to continue to improve the quality of employee performance. Weaknesses in BPS Jember which were found from the results of this study, especially the application of SOPs and the application of Information Technology, of course, must be addressed immediately. In the current era, the survey and census instruments used by BPS are increasingly sophisticated, for this reason, superior human resources are needed so that the management of Human Resources at BPS is more effective, efficient and adaptive. It becomes an urgent need for a government agency. Improving the quality of human resources who are capable of technology literacy will have a great meaning to support the smooth wheels of an institution that has a very important role not only for the government but also for the community and also stakeholders who need BPS Jember products for planning and evaluation materials.

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