
**Implementation of Bureaucratic Reform in Realizing the Title of Integrity Zone
Towards A Corruption-Free Area and A Clean Bureaucratic Area at PDAM Tirta
Langkisau of Pesisir Selatan Regency**

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Received: 22 Nov 2024; Approved: 30 Dec 2024; Published: 31 Dec 2024

Abstrak

Reformasi birokrasi penting untuk menciptakan Wilayah Bebas Korupsi (WBK) dan Wilayah Birokrasi Bersih Melayani (WBBM) yang bersih, akuntabel, dan berkinerja. Penelitian ini menggunakan pendekatan kualitatif deskriptif dengan metode wawancara dan dokumentasi, serta menganalisis data melalui reduksi, penyajian, dan penarikan kesimpulan. Fokusnya pada implementasi 6 Area Perubahan dalam pembangunan Zona Integritas. Temuan menunjukkan PDAM Tirta Langkisau telah melaksanakan reformasi birokrasi dengan baik, meskipun masih menghadapi masalah seperti tunggakan rekening pelanggan, penempatan karyawan yang tidak sesuai latar belakang pendidikan, dan minimnya sosialisasi aplikasi SIPDAM. Permasalahan ini memerlukan perhatian PDAM dan pemerintah untuk mendukung terciptanya WBK dan WBBM di lingkungan PDAM Tirta Langkisau.

Kata Kunci: Implementasi; Reformasi Birokrasi; Wilayah Bebas Korupsi; Wilayah Birokrasi Bersih Melayani; PDAM Tirta.

Abstract

Bureaucratic reform is important to create a Corruption-Free Region and a Clean Serving Bureaucratic Area that is clean, accountable, and performant. This study uses a descriptive qualitative approach with interview and documentation methods, as well as analyzing data through reduction, presentation, and conclusion drawn. The focus is on the implementation of 6 Areas of Change in the development of the Integrity Zone. The findings show that PDAM Tirta Langkisau has carried out bureaucratic reforms well, although it still faces problems such as customer account arrears, placement of employees who do not match their educational background, and lack of socialization of the SIPDAM application. This problem requires the attention of PDAM and the government to support the creation of WBK and WBBM in PDAM Tirta Langkisau.

Keywords: Implementation; Bureaucratic Reform; Corruption-Free Zone; Clean Bureaucratic Serving Area; PDAM Tirta.

INTRODUCTION

PDAM Tirta Langkisau is the only company that provides clean water needs in Pesisir Selatan Regency. Its headquarters are located in Painan City. PDAM Tirta Langkisau currently has 14 service units in several subdivisions in Pesisir Selatan Regency. The overall performance of PDAM Tirta Langkisau employees depends a lot on the image of the bureaucracy. PDAM Tirta Langkisau also needs to become the center of the government and society to reduce risks in the insurance sector, bribery and gratuities, fictitious loans, procurement of goods and services, and fund placement fees. This aims to make BUMD an institution that is reliable, transparent, and implements good corporate governance.

So far, the government has only focused its attention on government agencies in an effort to declare an integrity zone of Corruption-Free Areas or Clean Serving Bureaucratic Areas. However, it should be noted that BUMDs such as PDAMs are also very important to be considered in the development of integrity zones, to improve the quality of public services and prevent corrupt practices. PDAM Tirta Langkisau urgently needs bureaucratic reform to achieve the title of integrity zone of a corruption-free area or a Clean Bureaucratic Serving Area. This need occurs because PDAM Tirta Langkisau provides direct services to the community in distributing water, especially at the PDAM Tirta Langkisau unit office.

Mrs. Rini Ismalina, S. P. as the Head of Administration and Finance of PDAM Tirta Langkisau of Pesisir Selatan Regency said that unsatisfactory service and slow response to customer complaints are still found at PDAM Tirta Langkisau. Customers often complain about water distribution. The water sometimes smells and looks cloudy, making it unsuitable for cooking or drinking. In addition, leaking pipe problems are common, which results in water not flowing for days. In addition, many people have complained about damage to the water meter and some meters that only emit air. Therefore, public services of PDAM Tirta Langkisau must be optimized. Poor public services are clearly detrimental to society and society as a whole, because the decline in service quality will lead to more complex public services. For example, high costs, long service times, lack of clarity, and non-transparent procedures, excessive requirements, and others.

In the 2023 PDAM Tirta Langkisau performance evaluation report, it is also stated that in 2023 the assessment of the quality of public services is still "SUFFICIENT". In addition to the need for PDAM Tirta Langkisau to improve the quality of its human resources, PDAM Tirta Langkisau must also create a healthy institutional environment. In order to create a healthy environment, the application of ethics is needed. In this context, ethics is a very important foundation to understand and must be followed obediently by bureaucrats when interacting directly with the community. PDAM Tirta Langkisau is still encountering cases of illegal levies, especially at the PDAM Tirta Langkisau unit office. For example, the previous bill was 80. 000 then changes to 85. 000 in increments of 5. 000 rupiah as an administrative fee. No matter how small and whatever the reason, it is included in pungli, which is part of corrupt behavior.

Acts of corruption have also been carried out by the Former Director and Former Head of Engineering of PDAM Tirta Langkisau of Pesisir Selatan Regency. They were sentenced to seven years and five years in prison. The case was carried out by the Former Director and Former Head of Engineering of PDAM Tirta Langkisau of Pesisir Selatan Regency related to corruption in the management of PDAM Tirta Langkisau, fiscal years 2019 and 2020 carried out by the two officials. During the investigation carried out by our side, the two suspects were found to have violated the law which resulted in state losses of Rp835 million. The source of the state loss budget comes from the revenue from PDAM Tirta Langkisau through customer water accounts, new installations, payment of fines, then capital participation from the local government and the central government for the management of the PDAM itself (jurnalsumbar. com).

The researcher felt the need to conduct research related to the implementation of bureaucratic reform, the implementation of the integrity zone in the PDAM Tirta Langkisau. Therefore, the researcher is interested in conducting research to see and find out more about the Implementation of Bureaucratic Reform in Realizing the Predicate of the Integrity Zone Towards a Corruption-Free Region and a Clean Serving Bureaucratic Area of PDAM Tirta Langkisau.

METHODS

This study uses a qualitative descriptive type of research. According to Moleong (2002) stated that qualitative research is research that produces descriptive data in the

form of written or spoken words from the observed people and observed behaviors. This research is located in PDAM Tirta Langkisau, of Pesisir Selatan Regency. This study uses data sources derived from the results of interviews with informants including the Director of PDAM Tirta Langkisau, the Head (SPI) of PDAM Tirta Langkisau, the Head of Administration and Finance of PDAM Tirta Langkisau, the Head of Subscription Relations of PDAM Tirta Langkisau, and the Service and Customer Officer of PDAM Tirta Langkisau. The data analysis technique is carried out after obtaining data through literature research obtained from scientific journals, books, and official websites which are then compiled, analyzed, and presented to get a systematic picture of the bureaucratic reform of PDAM Tirta Langkisau in realizing the WBK or WBBM predicate. The complete data is then explored more deeply to get the results of the research and conclude the problem being researched.

RESULTS AND DISCUSSION

Implementation of bureaucratic reform in realizing the title of Integrity Zone Towards WBK and WBBM PDAM Tirta Langkisau

The government's efforts to carry out fundamental reforms and changes to the system of government administration are known as bureaucratic reform. The goal of bureaucratic reform is to create a government bureaucracy that is professional, high-performing, and free from KKN. There are 6 areas that are the focus in the implementation of bureaucratic reform towards a Corruption-Free Region and a Clean Serving Bureaucratic Area, namely:

a) Change Management

PDAM Tirta Langkisau has launched an electronic service in the form of an application, namely the SIPDAM application. The app includes features such as bill checks, services, customer complaints, disruption information, new installation information, PDAM history, tariff simulations as well as a forum for criticism and advice. PDAM Tirta Langkisau has made periodic changes through the HAMBK program. With this HAMBK program, the performance and service quality of PDAM Tirta Langkisau continue to improve so that PDAM Tirta Langkisau received awards, namely a national award at the 2022 Indonesian Drinking Water Association in the category of Digitalization of facilities and customer information, the Best of The Best award for the

HAMBK program for the ATR indicator and PDAM Tirta Langkisau managed to get a grant of 13 billion from KIAT.

b) Governance Arrangement

PDAM Tirta Langkisau has an SOP as a written guide that explains how to carry out the company's responsibilities and work procedures. Regarding the bureaucratic structure and company work procedures, it is regulated by Regent Regulation No. 1/PDAM-PS/2022. To measure the performance of employees, PDAM Tirta Langkisau uses Key Performance Indicator (KPI) measurement to assess the extent to which an organization, team, or individual has achieved the set goals. In improving employee performance and improving the quality of service, PDAM Tirta Langkisau launched the SIPDAM application which can be accessed anytime and anywhere. PDAM Tirta Langkisau is also active on social media pages such as Facebook, Instagram, Twitter and so on to provide various information to customers and establish good communication with customers.

c) Human Resource System Structuring

To support the successful implementation of reforms, PDAM Tirta Langkisau has standard operating procedures (SOPs) to have good corporate governance. To improve the quality of employees, PDAM Tirta Langkisau provides training and education to its employees. PDAM Tirta Langkisau conducts an evaluation with all its employees in collaboration with the relevant government such as the inspectorate, the district attorney's office in the field of law and supervision, the PUPR Office, the Health Office, BKPAD and the Regent. PDAM Tirta Langkisau also conducts work rotation for its employees. Job rotation aims to improve education, experience, knowledge, skills and eliminate boredom in work.

d) Strengthening Accountability

PDAM Tirta Langkisau has carried out good work planning to achieve the target by preparing and implementing Business Plans (Renbis), Work Plans and Budgets (RKA), and RPAM. To determine water tariffs, PDAM Tirta Langkisau has not used FCR calculations. In improving the quality and performance of PDAM Tirta Langkisau employees, they often conduct training and training. PDAM Tirta Langkisau also collaborates with various companies and the government to strengthen accountability such as with the District Attorney's Office and the of Pesisir Selatan Regency

Inspectorate, with the Water Engineering Center, PERPAMSI, the PUPR Office, the Health Office and so on.

e) Strengthening Supervision

PDAM Tirta Langkisau has an SPI team to supervise performance, both at the head office, unit offices and in the field. The SPI team collaborated with the Inspectorate and the Pesisir Selatan District Attorney's Office to supervise the performance of PDAM Tirta Langkisau employees, this is because PDAM Tirta Langkisau is a company that is vulnerable to corruption cases, especially since PDAM Tirta Langkisau has 10 units in the of Pesisir Selatan. The SPI team and the Inspectorate visited the unit office to conduct periodic inspections. PDAM Tirta Langkisau every month conducts an evaluation with the supervisory board, inspectorate, and regent to conduct a KPI assessment for each month.

f) Improving Service Quality

PDAM Tirta Langkisau services to customers can be carried out online or offline. Online services can be carried out through the SIPDAM application and the PDAM Tirta Langkisau social media page. Offline services can be carried out at the PDAM Tirta Langkisau office or customers can also contact PDAM Tirta Langkisau employees to come to the customer's home. In serving customers, PDAM Tirta Langkisau implements a 5S culture of service consisting of smiles, greetings, greetings, politeness, and courtesy.

Driving Factors and Inhibiting Factors in the Implementation of Bureaucratic Reform in realizing the title of Integrity Zone Towards WBK or WBBM PDAM Tirta Langkisau

The driving factors in the Implementation of Bureaucratic Reform in realizing the predicate of Corruption-Free Areas and Clean Serving Bureaucratic Areas are:

a) It already has several rules and SOPs that are guidelines for PDAM Tirta Langkisau.

PDAM Tirta Langkisau has clear regulations, which of course encourages the performance of PDAM Tirta Langkisau so that it can improve the quality of service to customers. PDAM Tirta Langkisau also has SOPs as a reference for doing work and as a guideline to anticipate unexpected situations or circumstances. With clear regulations,

PDAM Tirta Langkisau employees can work optimally so that they can realize the company's vision and mission.

- b) PDAM Tirta Langkisau has a SIPDAM application in improving service to customers.

The SIPDAM application is an application launched by PDAM Tirta Langkisau together with the Pesisir Selatan Regency Diskominfo. The SIPDAM application provides convenience to customers to access various information and services. The app includes features such as bill checks, services, customer complaints, disruption information, new installation information, PDAM history, and tariff simulations.

- c) The existence of the HAMBK program PDAM Tirta Langkisau has a HAMBK program in improving the performance of PDAM Tirta Langkisau.

The Australian Government Assistance Sources Performance-Based Drinking Water Grant Program (HAMBK-DFAT) is a pilot project program from the central government to local governments. This program focuses on improving the performance of BUMD Drinking Water Supply System Operators (BUMD). SPAM Organizer), which is evaluated through established performance indicators. With the HAMBK program, the performance and service quality of PDAM Tirta Langkisau continues to improve, this is proven that PDAM Tirta Langkisau has received several awards and achievements such as winning a national award at the 2022 Indonesian Drinking Water Association, the category of Digitalization of facilities and customer information, for the category of Indonesian Drinking Water Company (PERPAMSI) and an award from KIAT, namely Best of The Best Program HAMBK ATR Indicator.

- d) The Existence of PDAM Collaboration with Various Companies, Communities and Government Agencies

Effective collaboration can increase productivity, innovation, and customer satisfaction. Mr. Ir. Herman Budiarto also said that collaboration between organizations and communities can improve employee performance so that it can realize excellent service. The collaboration that has been carried out by PDAM Tirta Langkisau is with the District Attorney's Office of South Pesisir Regency in the field of law and law enforcement, with the Drinking Water Engineering Center in Bekasi related to technical issues and training, and with the Tirta Dharma Education Foundation of the Drinking Water Company Association of All Indonesia Drinking Water Companies (YPTD

PERPAMSI) related to education, especially for employees in the technical and management of drinking water. Not only that, PDAM Tirta Langkisau also collaborates with local governments such as the Pesisir Selatan regent, Health Office, PUPR, Sub-district Head and Nagari Wali located in the Pesisir Selatan.

Factors inhibiting the implementation of Bureaucratic Reform in realizing the predicate of Corruption-Free Areas and Clean Serving Bureaucratic Areas are:

- a) The budget of PDAM Tirta Langkisau is still inadequate due to the high number of arrears in water accounts for customers

The high number of water account arrears for PDAM Tirta Langkisau customers resulted in the budget of PDAM Tirta Langkisau being inadequate. Based on the results of testing the list of water account arrears as of May 30, 2024, it shows that the company has 6,224 active home connection numbers that have water arrears that have passed 3 months (2023 Performance Evaluation Report). This is due to the lack of supervision and collection of arrears of water bill payments. As a result, arrears can accumulate without being dealt with immediately.

- b) Placement of employees who are not in accordance with the employee's educational background

Many employees of PDAM Tirta Langkisau have their job placements that are not in accordance with their educational background. The placement of employees is not in accordance with the educational background of employees, one of which is an inhibiting factor in improving performance at PDAM Tirta Langkisau. Because there are several fields such as technicians must have expert knowledge related to water management techniques and in the field of finance and taxes must have special knowledge in the field of accounting and taxation. If the employee is not in accordance with his or her educational background, the employee must adapt to do his or her job. And these employees must be given training and education first. Of course, it costs a large budget. Which we know is that in terms of budget alone, PDAM Tirta Langkisau is still inadequate.

- c) PDAM Tirta Langkisau employees are still lacking in socializing the SIPDAM application

PDAM Tirta Langkisau employees are still lacking in socializing related to the SIPDAM application. There are still many people in the Pesisir Selatan who still do not

know about this SIPDAM application. This is proven in this study, of the four PDAM customer sources I interviewed, only one community uses the SIPDAM application and there are still people who do not know about the SIPDAM application.

CONCLUSION

The results of the study show that PDAM Tirta Langkisau has implemented bureaucratic reform well. This has been researched through interview and observation data using indicators of 6 areas of change in the realization of WBK and WBBM integrity zones and found significant improvements compared to before. The performance of PDAM Tirta Langkisau employees continues to improve, this is evidenced by the achievements obtained by PDAM Tirta Langkisau and PDAM Tirta Langkisau, the only PDAM on the island of Sumatra that has succeeded in obtaining the HAMBK program along with a grant of 31 billion from KIAT Australia. This is of course, thanks to the efforts of the leadership with PDAM Tirta Langkisau employees in improving the quality of its services. And this is also proof of the success of PDAM Tirta Langkisau's collaboration with the local government and other agencies or companies. PDAM Tirta Langkisau has also created a new breakthrough, namely the SIPDAM application which can create transparency to the public regarding all costs, rules, tariffs, etc., thereby minimizing the occurrence of corruption and fraud.

The driving factor in the implementation of bureaucratic reform of PDAM Tirta Langkisau is that it already has several rules and SOPs that are guidelines for PDAM Tirta Langkisau. PDAM Tirta Langkisau has a SIPDAM application in improving service to customers, PDAM Tirta Langkisau has a HAMBK program in improving the performance of PDAM Tirta Langkisau and the collaboration of PDAM Tirta Langkisau with various companies, communities and government agencies. Meanwhile, the factors that hinder the implementation of PDAM Tirta Langkisau bureaucratic reform, namely the budget of PDAM Tirta Langkisau are still inadequate due to the high number of arrears in water accounts for customers, the placement of PDAM Tirta Langkisau employees who are not in accordance with the educational background of employees and the lack of socialization of the SIPDAM application to customers.

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