



**Development of Integrity Zone Towards Corruption-Free (WBK)/Clean Bureaucracy (WBBM) at Work Unit Law Faculty UNNES**

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**Abstract**

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*Regulation of the Minister of State Apparatus Empowerment and Bureaucratic Reform Number 25 of 2020, which underlines the 2020-2024 Bureaucratic Reform Road Map, guides the government's efforts to realize world-class government. The goal of bureaucratic reform is to achieve three main conditions: a clean and accountable bureaucracy, a capable bureaucracy, and optimal public services. The Faculty of Law at Universitas Negeri Semarang (UNNES) is one of the units committed to achieving high standards of integrity. This requires structuring good governance, optimal public services, and high integrity for all human resources at the Faculty of Law. Therefore, this study aims to examine the readiness of the Faculty of Law in building Integrity Zones, especially in achieving Free from Corruption Areas (WBK) and Clean and Serving Bureaucratic Areas (WBBM). This research uses doctrinal or normative research methods with concept and case approaches. Legal materials are collected through the study of documents and presented systematically following legal issues and research problems. Then it is analyzed qualitatively juridically. The results of the study identify construction of Integrity Zones towards WBK and WBBM in Higher Education. In addition, this study also identifies the the implementation that do by Faculty of Law UNNES. This in-depth understanding of the readiness of the Faculty of Law in bureaucratic reform is expected to guide improving bureaucratic performance and integrity at the faculty level.*

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## **A. Introduction**

Bureaucratic reform has entered the final phase of a series of bureaucratic reform periods 2010-2024.<sup>1</sup> In accordance with Presidential Regulation Number 81 of 2010 concerning the Grand Design of Bureaucratic Reform that there are 3 phases of implementation starting from 2010-2014, 2015-2019, and 2020-2024. In this final phase, the bureaucratic reform road map discusses how the government wants to realize a world-class government, the target of bureaucratic reform is directed at three conditions, namely a clean and accountable bureaucracy, a capable bureaucracy, and excellent public services. This is as stated in the Regulation of the Minister of State Apparatus Empowerment and Bureaucratic Reform Number 25 of 2020 concerning the Road Map for Bureaucratic Reform 2020-2024.

The target of bureaucratic reform

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<sup>1</sup> Aris Maulana, Fibria Indriati, and Kemal Hidayah, "Analysis of Bureaucratic Reform Through Delaying of Government Institutions in Indonesia," *Jurnal Borneo Administrator* 18, no. 2 (2022): 165.

answers the priority of the President of the Republic of Indonesia, namely to realize a simple, simple, agile, and fast government.

To implement the president's directive and accelerate the achievement of bureaucratic reform targets contained in the 2020-2024 bureaucratic reform road map, especially related to clean and accountable bureaucracy, and excellent public services, it is necessary to build an Integrity Zone (ZI) in the work unit as a pilot project.<sup>2</sup> Therefore, the implementation of ZI which is a miniature implementation of bureaucratic reform in work units. Prioritized in work units that directly provide services to the community. It is hoped that the unit that builds ZI and gets the title towards a Free Area from Corruption (WBK) and a Clean and Serving Bureaucratic Area

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<sup>2</sup> Prasetya Eka Pratama, Muhammad Kamil, and Salahudin Salahudin, "Implementation of the Integrity Zone Development Program towards a Corruption-Free Area and a Serving Clean Bureaucracy Region," *Journal of Local Government Issues* 2, no. 2 (2019): 134.

(WBBM) can be a model for other work units about implementing good governance and providing excellent public services and integrity.

UNNES as a government agency since 2010 has responded to this. The initial capital towards the title of Integrity Zone has been carried out within the last 3 (three) years. UNNES has confidence capital towards the title. First, successfully maintaining an Unqualified Fair Opinion (WTP) by the Public Accounting Firm on the audit of the Financial Statements, for 6 (six) consecutive years from 2010 to 2015. Second, received the title of performance assessment of the BLU Satker in the Field of Education Services category "A" (Excellent) for 4 (four) consecutive years from 2012-2015 as a result of the evaluation of the Directorate of Financial Management Development BLU Ministry of Finance; Third, received a category assessment of "B" (Good) for the 2103 Government Agency Performance Accountability Report (LAKIP) from the Ministry of

Education and Culture; Fourth, won the National Best Public Service Unit Performance Award in 2013 by the Ministry of Education and Culture. Fifth, won the Best Achievement Satker III in the KPPN Semarang I work area in 2016; Sixth, the reporting of State Wealth Results Report (LHKN) and LHKASN from UNNES employees is more than 80 percent. Seventh, the implementation of a curriculum containing conservation and anti-corruption education.

On March 15, 2017 UNNES has launched the construction of an integrity zone with the signing of a declaration / statement by UNNES Rector Prof. Dr. Fathur Rokhman M. Hum. Declaration of Integrity Zone Development is a declaration / statement from the head of a government agency or head of a work unit that the agency / work unit is ready to build an Integrity Zone

This capital is certainly a leverage for all ranks of UNNES to complete 20 (twenty) mandatory programs as a condition for obtaining the WBK and WBBM

predicates. Which consists of: (1) individual performance in signatories of integrity pact accordance with applicable documents; (2) fulfillment of regulations; and (20) public LHKPN / LHKASN obligations; (3) information disclosure. fulfillment of performance The work units as pilot accountability; (4) fulfillment of projects for the construction of the financial reporting obligations; (5) Integrity Zone at UNNES are the the application of civil servant Integrated Service Unit, the discipline; (6) application of a Science House Library, the Faculty of Engineering and the Faculty of special code of ethics; (7) Economics. Even in 2022, the implementation of public service Faculty of Engineering UNNES policies; (8) the application of the received a certificate of whistle blower system for criminal appreciation for the Corruption-Free Area Integrity Zone (ZI WBK) acts of corruption; (9) gratuity from the Minister of Education, control; (10) conflict of interest Culture, Research and handling; (11) anti-corruption Technology, as a national education/coaching and recognition for the performance of promotion activities; (12) university governance based on implementation of improvement suggestions provided by Good Governance University with BPK/KPK/APIP; (13) the implementation of after-duty coaching policy; (14) Zone that is clean, serving and implementation of financial free from corruption. transaction reporting policies that Establishment of a are not in accordance with the corruption-free zone and profile by PPATK; (15) open synergistic criminal law recruitment; (16) open promotion; enforcement. Corruption-free zones create an environment (17) public complaint mechanism; where corruption is less likely to occur due to controls and high (18) the implementation of standards. It supports criminal electronic procurement of goods and services; (19) measurement of

law enforcement by reducing opportunities for corruption and facilitating the detection and prevention of corruption.

Prevention and Eradication: Corruption-free zones focus on preventing corruption through education, awareness, and system improvement, while criminal law enforcement focuses more on eradicating and punishing perpetrators of corruption. These two aspects complement each other in an anti-corruption strategy.

The Faculty of Law as one of the units/work units at UNNES is also preparing for the construction of integrity zones. For this reason, it is necessary to arrange good governance, excellent public services and integrity for every human resource in the Faculty of Law. For this reason, it is necessary to examine the readiness of the Faculty of Law in the construction of the Integrity Zone. 1). How is the strategy of the Faculty of Law to build an Integrity Zone towards a Free Area from Corruption (WBK) and a Clean and Serving Bureaucratic

Area (WBBM). 2). How are the strengths and weaknesses of the Faculty of Law in building the Integrity Zone.

## **B. Method**

The type of legal research used is normative legal research that focuses on positive legal norms governing the development of Integrity Zones Towards Corruption-Free Areas (WBK)/ Clean Serving Bureaucratic Areas (WBBM) in the FH UNNES work unit.<sup>3</sup>

According to Soerjono Soekanto and Sri Mamuji "normative legal research or also called literature law research is legal research carried out by examining library materials or mere secondary data.<sup>4</sup> From the various understandings put forward, it is concluded that normative legal research is legal research that focuses on rules or

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<sup>3</sup> Illan Barriola, Bruno Deffains, and Olivier Musy, "Law and Inequality: A Comparative Approach to the Distributive Implications of Legal Systems," *International Review of Law and Economics* 75, no. August 2022 (2023): 7, <https://doi.org/10.1016/j.irl.2023.106139>.

<sup>4</sup>Soerjono Soekanto, *Pengantar Penelitian Hukum* (Jakarta: UI Pers, 1986).

principles in the sense that law is conceptualized as norms or rules derived from laws and regulations, court decisions, and doctrines from leading legal experts. Thus, in "normative legal research, law is conceptualized as what is written in legislation (law in book) or law is conceptualized as rules or norms that are a benchmark for human behavior that is considered appropriate". In this study aims to find.

There are 2 two types of research data, qualitative and quantitative data.<sup>5</sup> This research is a type of qualitative research, so the type of data used is qualitative data, namely data that is not in the form of numbers that can be obtained from recordings, observations, interviews, or written materials (laws, documents, books) in the form of verbal expressions.

According to Nasution, "the data referred to in normative legal research are what are found as

legal issues or problems in the structure and positive legal materials obtained from studying related legal materials".<sup>6</sup> Data collected in normative legal research can be in the form of legal materials such as laws and regulations, legal doctrines or teachings written in books, journals, papers, magazines, minutes of legislative sessions, court decisions and so on. In short, these data are sourced from document study activities or literature studies.

This article explain the establishment of a corruption-free zone directly supports good governance principle. By reducing corruption, the government can increase its transparency and accountability. This, in turn, promotes more efficient and fair use of resources, which is key to good governance as a values.

## **C. Results and Discussion**

### **1. Construction of Integrity Zones in Higher Education**

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<sup>5</sup> Agus Budianto, "Legal Research Methodology Reposition in Research on Social Science," *International Journal of Criminology and Sociology* 20, no. 9 (2020): 2.

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<sup>6</sup> Bahder Johan Nasution, *Metodologi Penelitian Ilmu Hukum*, Cetakan Ke. (Bandung: Mandar Maju, 2016).

The criminal act of corruption is a violation of social rights and economic rights of the community, so that corruption can no longer be classified as ordinary crimes but has become extra-ordinary crimes. So that efforts to eradicate it can no longer be done normally, but extraordinary methods are needed (extra-ordinary crimes).<sup>7</sup>

One of the most dangerous negative effects of corruption in the long run is the destruction of the younger generation. In a society where corruption has become a daily food, children grow up with antisocial personalities, then the younger generation will perceive corruption as normal (or even cultural), so that their personal development becomes accustomed to dishonesty and irresponsibility. If the young generation of a nation is like that, you can imagine how bleak the future of the nation will be.

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<sup>7</sup> Boge Triatmanto and Suryaning Bawono, "The Interplay of Corruption, Human Capital, and Unemployment in Indonesia Implications for Economic Development," *Journal of Economic Criminology* 2, no. September (2023): 2, <https://doi.org/10.1016/j.jeconc.2023.100031>.

Corruption also leads to bureaucratic inefficiency and increased administrative costs in the bureaucracy. If the bureaucracy has been constrained by corruption in its various forms, then the basic principles of rational, efficient, and quality bureaucracy will never be implemented. The quality of service must be very poor and disappoint the public. Only people who have it will get good service because they are able to bribe. This situation can lead to widespread social unrest, social inequality and possibly possibly social anger leading to the downfall of bureaucrats.

Bureaucratic reform is one of the first steps to organize a good, effective and efficient governance system, so that it can serve the public quickly, precisely, and professionally. Along the way, many obstacles were faced, including abuse of authority, corrupt practices, collusion and nepotism (KKN), and weak supervision.

Bureaucratic reform is essentially a fundamental change

in mindset and work culture through the Change Management Program. Experience shows that various change efforts have been made by many ministries in the form of systems, structures and others but actually do not work in the practice of daily bureaucratic life. The cause is clear because the system and institutional changes were not preceded and then followed by changes in mental attitudes as demanded by bureaucratic reform. Change Management that should be inherent in any bureaucratic reform program does not work. Bureaucracy still uses the old paradigms and concepts of bureaucratic thinking models in running new systems and devices

The Decree of the Minister of Education and Culture of the Republic of Indonesia Number 1176/P/2020 concerning Guidelines for the Development of Integrity Zones Towards Areas Free from Corruption/Clean Bureaucratic Areas and Serving the Ministry of Education and Culture provides the definition of Integrity zones towards Regions

Free from Corruption/Clean and Serving Bureaucratic Areas as follows:

The Integrity Zone hereinafter abbreviated as ZI is a title given to work units within the Ministry of Education and Culture whose work unit leaders and all employees have a commitment to realize ZI-WBK/WBBM through Bureaucratic Reform, especially in terms of corruption prevention and improving the quality of public services.<sup>8</sup>

Towards a Corruption-Free Area hereinafter referred to as Towards WBK is a title given to a work unit within the Ministry of Education and Culture that fulfills most of the change management, governance arrangement, human resource management (HR) system arrangement, supervision strengthening, performance accountability strengthening, and public service quality.

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<sup>8</sup> Sameen Zafar, Imran Ur Rahman, and Suman Ammara, "Disasters and Corruption: An Empirical Analysis of 16 Countries from Asia and the Middle East," *International Journal of Disaster Risk Reduction* 90, no. April (2023): 5, <https://doi.org/10.1016/j.ijdrr.2023.103678>.



Towards a Clean and Serving Bureaucratic Area hereinafter referred to as Towards WBBM is a title given to a work unit within the Ministry of Education and Culture that has received the ZI-WBK title that fulfills most of the change management, governance arrangement, HR management system arrangement, strengthening supervision, strengthening performance accountability, and strengthening the quality of public services.<sup>9</sup>

From the above definition, it is known that one of the results to be achieved from the development of the Integrity Zone towards a Corruption-Free Area (WBK) and a Clean and Serving Bureaucratic Area (WBBM) is the implementation of quality public services. One way that can be done to find out the condition of public services in the work unit exists; ah There is a measurement of the quality of public services

held through surveys conducted by internal and external parties.

Good public service conditions and improving the quality and professionalism of higher education apparatus are one of the strategies in creating good services to students.<sup>10</sup> Because today, complaints come from students who assess that the public services provided to them are constrained due to the still not high attitude or behavior of human resources apparatus that directly deals with the students themselves. The low level of quality of human resources apparatus and professionalism of these employees also results in frequent discrimination in service delivery. Most students receive maximum service, but on the other hand there are those who only get a simple service. That's why increasing human resources and employee professionalism is an aspect that deserves attention

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<sup>9</sup> Mark Turner, Eko Prasajo, and Rudiarto Sumarwono, "The Challenge of Reforming Big Bureaucracy in Indonesia," *Policy Studies* 43, no. 2 (2022): 333–351, <https://doi.org/10.1080/01442872.2019.1708301>.

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<sup>10</sup> Komalasari Komalasari, Yasir Arafat, and Mulyadi Mulyadi, "Principal's Management Competencies in Improving the Quality of Education," *Journal of Social Work and Science Education* 1, no. 2 (2020): 181–193.

in efforts to improve services in an educational institution.

The urgency of implementing bureaucratic reform in an educational institution is to make changes and updates on an ongoing basis in the bureaucracy so that it grows into a clean, accountable and high-performance bureaucracy, an effective and efficient bureaucracy and has quality public services, in order to realize the ideals of a zero tolerance approach in eradicating corruption in Indonesia.<sup>11</sup>

The construction of integrity zones as described in the Guidebook for the Development of Integrity Zones Towards Areas Free from Corruption and Clean Bureaucratic Areas and Serving the Faculty of Economics and Business, Udayana University, it is known that the Integrity Zone development process is a follow-up to the declaration of the Integrity Zone which is focused on

implementing Change Management programs, Structuring Governance, Structuring HR Management, Strengthening Supervision, Strengthening Performance Accountability, and Improving the Quality of Concrete Public Services. In establishing the Integrity Zone, Satker has been designated as WBK and WBBM. The process of selecting Satker who has the potential to be WBK/WBBM is carried out by forming a working group/team to identify the Satker. After identification, the working group/team proposed to the Rector/Kasatker to be designated as a Satker proposal with the Integrity Zone predicate towards WBK/WBBM. Furthermore, a self-assessment was carried out by the Internal Assessment Team (TPI). The Leverage component includes 6 programs in the fields of Change Management, Management Arrangement, HR Management Arrangement, Performance Accountability Strengthening, Supervision Strengthening, and Service Quality Improvement

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<sup>11</sup> Maulana, Indriati, and Hidayah, "Analysis of Bureaucratic Reform Through Delaying of Government Institutions in Indonesia." *Jurnal Borneo Administrator* 18 (2): 165, <https://doi.org/10.24258/jba.v18i2.1003>

which are expected to produce targets for clean and KKN-free educational institutions and improving the quality of public services as a result component. Still in the same book, the leverage components proclaimed in the WBK and WBBM integrity zones, The construction of Integrity Zones in Higher Education is an effort directed at creating a quality, trusted, and transparent academic environment. The Integrity Zone is a concept that includes various principles of honesty, responsibility, ethics, and openness in all aspects of campus life. In this context, higher education institutions are committed to ensuring that educational, research, and administrative processes are carried out with high standards of integrity.

The construction of the Integrity Zone involves concrete steps such as structuring good organizational governance, developing a code of ethics, and raising awareness about the importance of integrity among

students, lecturers, and administrative staff. This is done in the hope of minimizing actions that are contrary to ethics, such as academic cheating, corruption, and abuse of power.

In achieving the Integrity Zone, active participation and awareness of all campus components are needed. Lecturers as intellectual role models must provide examples of honest and ethical attitudes to students. In addition, students as agents of change in the campus environment also have an important role in shaping the culture of integrity.

The construction of the Integrity Zone is not just a formality, but a real commitment to change the paradigm and culture in higher education institutions. Quality higher education is not only seen from academic aspects, but also from moral and ethical aspects which are reflected in the behavior and integrity of all stakeholders in the campus environment. By realizing the Integrity Zone, it is hoped that higher education will be able to

produce graduates who are not only intellectually intelligent, but also have high integrity and morals, ready to face the future responsibly.

## **2. Strategy used by the Faculty of Law to build an Integrity Zone towards WBK and WBBM**

A corruption-free area (WBK) is a title given to a work unit that fulfills most of the change management, governance arrangement, HR management system arrangement, supervision strengthening, and performance accountability strengthening.<sup>12</sup> Meanwhile, the definition of a clean and serving bureaucratic area is a predicate given to a work unit that fulfills most of the change management, management arrangement, HR management system arrangement, strengthening supervision,

strengthening performance accountability, and strengthening the quality of public services. The implementation of corruption-free areas within the scope of educational institutions is the best step in providing empirical understanding and practice to all education actors to be able to uphold integrity in the implementation of duties without corrupt practices. The reference in the implementation of the development of WBK/WBBM integrity zones in educational institutions is a reflection of the implementation of clean, accountable, high-performance performance, carrying out effective and efficient task implementation, and prioritizing quality public services.

The Faculty of Law, Universitas Negeri Semarang is one of the work units within Universitas Negeri Semarang which was appointed as a pilot for the Corruption-Free Area (WBK) by upholding a high commitment in preparing the Corruption-Free Area Integrity Zone Development Plan. The plan to build a

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<sup>12</sup> Novan Prihendarto and Suwignyo Widagdo, "The Influence of the Integrity Zone (ZI) and Corruption-Free Area (WBK) on Performance of Jember State Property Service and Auction Office," *International Journal of Innovative Science and Research Technology* 6, no. 7 (2021), [www.ijisrt.com](http://www.ijisrt.com)593.

Corruption-Free Area Integrity Zone is a fulfillment of a joint commitment in an effort to create a corruption-free university environment within the Ministry of Education and Culture of the Republic of Indonesia.

This refers to the Decree of the Minister of Education and Culture of the Republic of Indonesia Number 1176/P/2020 concerning Guidelines for the Development of Integrity Zones Towards Areas Free from Corruption/Clean Bureaucratic Areas and Serving the Ministry of Education and Culture. This regulation covers 6 areas of change which include: the fields of Change Management, Management Arrangement, HR Management System Arrangement, Supervision Strengthening, Performance Accountability Strengthening and Public Service Quality Strengthening.

That's why increasing human resources and employee professionalism is an aspect that deserves attention in efforts to improve public services. The

condition of bureaucrats who have skills, skills, behavior that complies with applicable laws and regulations, as well as the placement of positions in accordance with their fields, will certainly have a positive impact on the creation of quality public services. In addition to these aspects, another aspect that must be observed in an effort to improve public services through improving the quality of apparatus resources and employee professionalism is the problem of attitude or behavior. It takes a good attitude and mentality from every government apparatus that directly faces the community in providing services.

The development process of the Integrity Zone is a follow-up to the declaration of the Integrity Zone which is focused on implementing Change Management programs, Structuring Governance, Structuring HR Management, Strengthening Supervision, Strengthening Performance Accountability, and Improving the Quality of Concrete Public

Services. In building the Integrity Zone, Satker has been established as WBK and WBBM at the Faculty of Law, Universitas Negeri Semarang.

The construction of the Integrity Zone (ZI) within the Faculty of Law, Universitas Negeri Semarang is a form of effort in realizing faculty performance governance that is increasingly integrity and synergistic in realizing optimal services and free from corruption, collusion and nepotism. The declaration of ZI development is as follows:

1. The declaration of the Development of an Integrity Zone within the Faculty of Law, Universitas Negeri Semarang has been established/signed on October 19, 2022. This commitment was marked by the signing of a statement by the Dean of the Faculty of Law witnessed and signed with the Rector of Universitas Negeri Semarang.
2. The declaration of the Development of an Integrity Zone within the Faculty of Law, Universitas Negeri Semarang is carried out openly and widely

publicized through social media owned by the Faculty of Law, Universitas Negeri Semarang with the intention that all educational parties including the public can see, monitor, supervise, supervise and participate in bureaucratic reform activity programs, especially in the field of corruption prevention and improving the quality of public services at the level college.

3. The declaration of the Integrity Zone Development within the Faculty of Law, Universitas Negeri Semarang was carried out in front of the rector of Semarang State University, lecturers, staff, and students.

The first thing that must be done to form an Integrity Zone Towards WBK/WBBM is to declare. The declaration is carried out by the relevant educational institution whose leadership and all or most employees have signed the Integrity Pact Document.

The declaration can then be supported by several factors as an effort to support the declaration of the Integrity Zone Towards WBK / WBBM, including the commitment

of the leadership of the Faculty of Law, Universitas Negeri Semarang and the spirit of realizing good bureaucratic governance.<sup>13</sup>

The establishment of WBK/WBBM at the Faculty of Law UNNES is one of the outcomes of efforts to prevent corruption and improve the quality of public services that are carried out concretely within the Faculty of Law, Universitas Negeri Semarang with the hope that later this effort will make a good contribution and support the improvement of the quality of achievement in students of the Faculty of Law, Universitas Negeri Semarang.

#### **D. Conclusion**

Corruption when viewed in terms of ethics in the implementation of educational institutions is indeed unethical and violates the rights of the community. There needs to be good control in fulfillment efforts

and awareness of ethics in carrying out duties as a pioneer of education. The Faculty of Law, Universitas Negeri Semarang is one of the work units within Universitas Negeri Semarang which was appointed as a pilot for the Corruption-Free Area (WBK) by upholding a high commitment in preparing the Corruption-Free Area Integrity Zone Development Plan. The plan to build a Corruption-Free Area Integrity Zone is a fulfillment of a joint commitment in an effort to create a corruption-free university environment within the Ministry of Education and Culture of the Republic of Indonesia. This paper will examine how the efforts to implement the integrity zone of universities towards a Corruption-Free Area and a Clean and Serving Bureaucratic Area (WBK/WBBM) and how the efforts of the Faculty of Law, Universitas Negeri Semarang in implementing the Corruption-Free Area and Clean and Serving Bureaucratic Area (WBK/WBBM).

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<sup>13</sup> Tri Widarti and Maria Madalina, "Penerapan Zona Integritas Menuju Wilayah Bebas Korupsi Dan Wilayah Birokrasi Bersih Dan Melayani Di Pemerintah Kota Yogyakarta," *Res Publica* 2, no. 1 (Jan-April 2018) (2018).

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