

# Implementation of Integrity Zone Policy in Central Sulawesi Regional Police

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**Abstract:** - This study aims to: 1) analyze the implementation of the integrity zone development in public services at the Central Sulawesi Regional Police; and 2) Analyze the supporting and inhibiting factors of implementation of the integrity zone development in public services at the Central Sulawesi Regional Police. The research was conducted with a qualitative approach. The research locations are within the Central Sulawesi Regional Police, which is focused on the Palu Police, Tolitoli Police; Banggai Police; and Polres Morowali Utara. Data collection techniques used interviews, observation, and documentation. Data analysis techniques using an interactive approach from Miles and Huberman consist of, data collection, condensation, data display, and verification or conclusion.

The results and discussion show: 1) The implementation of the integrity zone policy in public services at the Central Sulawesi Regional Police has been going well. According to Edward III's theory, 4 (four) dimensions are used as indicators. Overall, everything is well implemented, namely; a) the communication dimension is carried out with intensive socialization with vertical and horizontal strategies, supported by detailed regulations and responsive implementor performance; b) The dimensions of human resources are adequate and have high motivation, while material resources in the form of buildings and equipment are also fulfilled; c) The dimensions of the disposition of the implementor are positive-responsive, have high motivation and high competence, and d) the dimensions of the bureaucratic structure are following SOP and are entirely under the coordination of the leadership; and 2) Supporting factors for the development of the Integrity Zone at the Central Sulawesi Regional Police, including Internal factors in the form of sufficient number and quality of implementing staff, implementors have competence, experience and high motivation, complete bureaucratic structure. The external factors are that focused, clear, and directed regulations are maximized. Meanwhile, the inhibiting factors include internal and external barriers. Internal barriers in the form of; SIM material availability and psychological factors.

Meanwhile, external obstacles are; power outages that can disrupt the smooth running of Polres services, especially for SIM, SKCK, and Lidik-Sidik satfung. The external factors are that focused, clear, and directed regulations are maximized. Meanwhile, the inhibiting factors include internal and external barriers. Internal barriers in the form of; SIM material availability and psychological factors. Meanwhile, external obstacles are; power outages that can disrupt the smooth running of Polres services, especially for SIM, SKCK, and Lidik-Sidik satfung. The external factors are that focused, clear, and directed regulations are maximized.

Meanwhile, the inhibiting factors include internal and external barriers. Internal barriers in the form of; SIM material availability and psychological factors. Meanwhile, external obstacles are; power outages that can disrupt the smooth running of Polres services, especially for SIM, SKCK, and Lidik-Sidik satfung.

**Keywords:** zone of integrity, communication, resources, disposition of implementor, and bureaucratic structure.

## I. INTRODUCTION

The National Police is strongly committed to building an Integrity Zone to provide excellent service to the community. This commitment was marked by the issuance of "Decree of the Chief of the National Police of the Republic of Indonesia No. Kep./580/VI/2016, concerning Guidelines for the Development of Integrity Zones Towards a Corruption-Free Area (WBK) and a Clean and Serving Bureaucratic Area within the Police" (Gani, 2019). The Decree of the Chief of Police was followed up with a Joint Decree between the Chief of Police and the Minister for Empowerment of State Apparatus and Bureaucratic Reform No. KB: KB/1/IV/2018, No: 01 of 2018, concerning Procedures for the Development of an Integrity Zone (ZI) towards an area free from corruption and a clean bureaucratic area to serve.

Developing the Integrity Zone within the Central Sulawesi Regional Police is considered a strategic policy related to public services. Wibawa (2011) asserts that "public policy is every decision made by a political system of the state, province, district, sub-district, and village, or RW and RT." Police institutions, as part of state institutions, must implement and build Integrity Zones in the internal environment.

The public's perspective on Polri's services has not been maximized and has often received sharp public scrutiny. Apart from various achievements in maintaining public order and security, it is objectively recognized that the Police are deemed necessary to fight for excellent public services, especially in providing services from indications of extortion and corruption. One solution that can be done is to build an Integrity Zone. The Central Sulawesi Regional Police's Integrity Zone development policy covers the fields of; 1) a Police Record Certificate (SKCK), 2) a Driving License (SIM), and 3) investigation and investigation of criminal acts. In connection with this policy,

Concerning these fields, *problem research* emerged, namely: 1) the existence of specific individuals who took advantage of the community's need for SKCK by having to pay administrative fees that were not following applicable regulations; 2) problems that often arise in the field of SIM service are also not much different from SKCK, namely the indication of using SIM processing fees over applicable regulations; and 3) problems that often arise in the field of investigation and investigation of criminal cases are indications that it is found that the handling of cases reported by the public from investigation to investigation sometimes takes longer than the applicable provisions,

The implementation of the Central Sulawesi Police Integrity Zone development policy is top-down. Therefore, this study uses the Edward III policy implementation model called the direct and direct impact on implementation model. Edward III's model is used as a grand theory because, in addition to being top-down, it is also based on the reality that although this model has 4 (four) aspects that seem simple, it contains indicators that are comprehensive and appropriate for assessing the Integrity Zone of the Central Sulawesi Regional Police. The four aspects of Edward III's policy implementation model are "communication (communication), resources (resources), disposition (disposition), and bureaucratic structure." Therefore, the research title was formulated "Implementation of the Integrity Zone Policy in the Regional Police of Central Sulawesi."

Based on the background of the problem, the research problems are formulated: 1) How is the implementation of the integrity zone development in public services at the Central Sulawesi Police? and 2) What are the supporting and inhibiting factors for the implementation of the integrity zone development in public services at the Central Sulawesi Regional Police? The objectives of this study are 1) to analyze the implementation of the integrity zone development in public services at the Central Sulawesi Regional Police and 2) to analyze the supporting and inhibiting factors for the implementation of the integrity zone development in public services at the Central Sulawesi Regional Police.

## II. RESEARCH METHODS

This study uses a qualitative method which refers to Alwasilah (2017); Singarimbus, Efendi (1999), and Denzin & Lincoln (2011), which substantively emphasize "the word qualitative implies emphasizing the quality of entities, processes, and meanings that are not studied or measured (if indeed measured) experimentally in terms of quantity, amount of intensity, or frequency." This method was chosen because it "can provide complex details about phenomena that are difficult to reveal by quantitative methods." (Strauss & Corbin, 2009)

The research was carried out at the Central Sulawesi Police and focused on the Palu Police, North Morowali Police, Banggai Police, and Tolitoli Police. The Unit of Analysis consists of 25 people: Kapolda 4 Kapolresta/Kapolres, 4 Kasat Reskrim; 4 Head of Intelligence and Security; 4 people then

Invisible; 4 SIM/SKCK/Investigator Operators; and 4 public people. Data collection techniques using interviews, observation, and documentation. The data analysis technique used qualitative data analysis techniques referring to Miles & Huberman (2007).

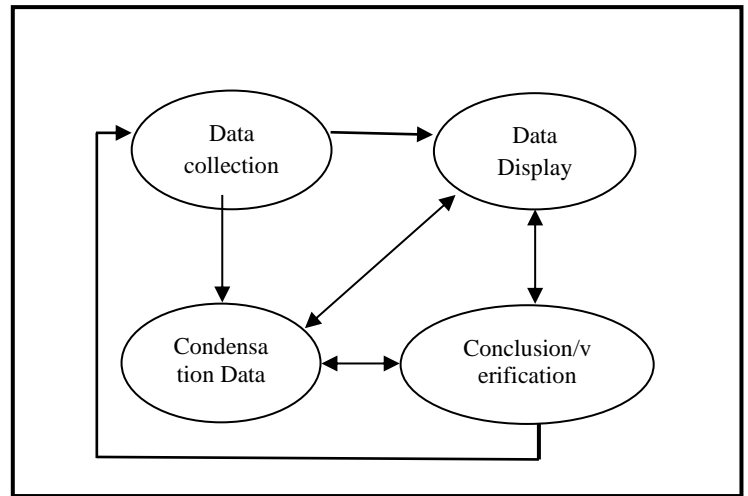


Figure 1: Data analysis components of the Miles & Huberman interactive model

## III. RESULTS AND DISCUSSION

### A. Implementation of Integrity Zone Development Policy

#### 1. Communication

Any policy that is implemented is difficult to ignore the communication dimension. The advantage of Edward III's theory is that it injects communication aspects very well into policy implementation because a policy must involve various parties, so it is impossible to ignore the communication dimension. Before the policy is implemented, socialization begins, and socialization requires communication. The communication dimension determines the success of implementing the Central Sulawesi Regional Police's Integrity Zone development policy.

Reuby (2010) asserts that "communication is a process of interaction with a stimulus (stimulus) that obtains a certain meaning for others (response) both orally, in writing and non-verbally," Mulyana (2007) states "communication as a dynamic transactional process that influence the behavior of sources and recipients by intentionally coding (to code) their behavior to produce messages that they transmit through a channel to stimulate or obtain certain attitudes or behaviors.

Agustino (2006) states, "communication is one of the important variables that influence the implementation of public policy. Communication will determine the success of achieving the goals of implementing public policy." Empirically Mening Subekti, Muslih Faozanudin, and Ali Rokhman (2017) found that "communication has a crucial role in delivering a policy. The implementer must well understand the policy that will be conveyed because it is impossible for the message to be

understood by the audience without a good understanding by the implementer.

Concerning the communication dimension as an essential factor in the successful implementation of the Central Sulawesi Regional Police's Integrity Zone development policy, it was found that 5 (five) aspects determine the success of communication, namely; 1) transmission; 2) Disagreement of implementers; 3) distortion; 4) Clarity; and 5) Consistency. Research findings on the five dimensions of communication show that there are 3 (three) aspects of strengthening communication, transmission Clarity; and Consistency. Meanwhile, two aspects also strengthen communication precisely because it does not occur or is not found in this study: Disagreement between implementers and distortion.

## 2. Resource

This study found that resources are divided into 2 (two) categories, namely, human resources and physical resources, facilities, or materials. Human resources, including the number of personnel, motivation, accurate information, authority, and competence. Meanwhile, physical or material resources are; buildings and equipment.

The number of personnel is sufficient to implement the Integrity Zone development policy, especially at the SIM maker satfung due to the high volume of services. Other satfung such as; SKCK and Lidik-Sidik also have no shortage of personnel. The quality of human resources is also good, and all can operate computers to provide services. The quality of the personnel assigned to provide services to the community is also good. Personnel motivation is also high.

Motivation arises because of two factors: internal and external factors. Internal factors arise because of the awareness of the personnel in implementing the Integrity Zone development. External factors are due to the influence of superiors or leaders and technical guidelines or service instructions in developing a detailed and precise Integrity Zone. The existence and utilization of human resources in the implementation of the Integrity Zone development policy at the Central Sulawesi Regional Police has been carried out well.

Rayadi (2018) states, "failure to manage human resources can result in disturbances in achieving goals within the organization, both in performance, profit, and the survival of the organization itself." Theoretically, it is also in line with Nilawati, Pudji, and Musthofa (2017) assessing human resources is vital to the organization." Human resource management in implementing the Integrity Zone development policy has been going well because there are no significant obstacles organizationally.

Material resources in policy implementation include, among others, the availability of buildings, equipment, and supplies. From the building aspect, the Central Sulawesi Police have the availability of buildings to support the implementation of the Integrity Zone development. From the aspect of equipment and supplies, there is no problem in terms of the

availability and management of equipment and supplies. Regarding equipment, all satfung in all regencies/cities are fully equipped. For example, the availability of tables, chairs, computers, and other equipment has been maximally fulfilled. Supplies have also been met, but there are still frequent shortages, such as the availability of SIM materials.

Mening Subekti, Muslih Faozanudin, and Ali Rokhman (2017) found that "the implementation of a policy tends to be ineffective, even though implementation instructions are continued (transmitted) carefully, clearly and consistently, if they lack the resources needed by the implementer to carry out the implementation. the policy." Ekwoaba, Ikeije, & Ufoma (2015) asserted that "one of the most significant developments in the field of organizations in recent times is the increasing importance given to human resources." Edward III (Widodo, 2012) further emphasized that "limited facilities and equipment needed in implementing policies can cause policy implementation to fail."

### *Implementor's Disposition*

The disposition of the implementor is recognized as one of the important factors in policy implementation. Hardiansyah and Efendi (2014) asserted that "the main element in policy implementation is one of the implementing elements." affect the success of policy programs."

Concerning the implementation of the Integrity Zone development policy within the Central Sulawesi Regional Police, what is meant by the implementor is none other than the Kapolda, Kapolresta/Kapolres, and Satfung/satker. This means that the success of implementing the Integrity Zone development policy within the Polda is determined mainly by the disposition of the Kapolda, Kapolres, and satfung/satker. Based on the existing data, it is emphasized that empirically the disposition of the implementor at the level of the Kapolda, Kapolres, and Satfung/Satker can be said to be good.

The disposition is good. Namely, the implementor accepts and is committed to implementing the Integrity Zone development policy in their respective areas of duty and function. None of the implementers had a negative assessment of the Integrity Zone policy. On the other hand, all implementers have a positive understanding that this policy is a policy that must be realized because it is also closely related to the image of the police, which is still often considered unfavorable by some elements of society.

If analyzed further, three factors were found that caused the disposition of the implementor to be good and positive in responding to the Integrity Zone development policy within the Central Sulawesi Regional Police: 1) structural reasons, 2) personal reasons, and 3) psychological reasons. The accumulation of these three factors was assessed and found to cause the emergence of attitudes and behavior to accept the Integrity Zone development policy positively.

The competence of the implementor also shows the disposition of the implementor. The disposition of the

implementor who is positively responsive in implementing the Integrity Zone development policy is supported by the relatively good capability and competence of personnel. Implementing the Integrity Zone development policy in the context of public services is already good. Thus, empirically it is found that the disposition of the implementor influences the implementation of the Integrity Zone development policy at the Central Sulawesi Regional Police. This means that it is in line with a study by Widodo (2010), which asserts that "the capability in question includes the desire, willingness, and tendency of the perpetrator to achieve the goal.

Makmur (2009) states that "the survival of an organization is closely related to the process of human behavior that can strengthen the spirit or soul for the dynamics of an organizational structure." The implementor's behavior or disposition determines an organization's sustainability, including its policies. Based on empirical facts found in the field and then linked to theoretical aspects and previous studies, it is expressly stated that the disposition of the Polda-Polres implementors in the implementation of the Integrity Zone development policy in Central Sulawesi is very positive-responsive.

The following indicators that need to be analyzed and discussed further related to the disposition of the implementor in the implementation of the Integrity Zone development policy within the Central Sulawesi Regional Police are related to the motivation of the implementor. The previously presented data clearly shows that all implementers are highly motivated to implement the Integrity Zone development policy.

#### 4. Bureaucratic Structure

According to Edward III's theory, the bureaucratic structure includes two aspects: the SOP aspect and the fragmentation aspect. This study found that the SOP aspect has been implemented well in the Integrity Zone development policy. Therefore, during the implementation of the research, either through observation, in-depth interviews, or document searches, no incidents violated the SOP, as mentioned above. This shows that from the aspect of bureaucratic structure, especially SOPs, the implementation of the Integrity Zone development policy has been running following applicable regulations.

The bureaucratic structure is also related to who implements it. This study found that there are 4 structures related to implementing the Integrity Zone development policy. The first is the patent structure, which is indeed the bureaucratic structure of the Regional Police and Polres. In this structure, the highest is the Kapolda in the province and the Kapolres in the district/city. This structure is referred to as the main implementor, as discussed in the section on the disposition of the implementor and the discussion on human resources. The second is the Work Team structure, which includes 4 main structures: The Kapolda as the director, the Wakapolda as the person in charge, Irwasda as the General Chair, Karoops as the Deputy General Chair, and 9 other work units. The third is the structure related to the Integrity Drive Unit.

This structure includes Karo HR as chairman, Head of Propam as deputy, Kasubagrenmin as secretary, Kasubditpaminal Bidpropam as a member, Parik II Itbidbin/Itwilda Polda as members, Heads of Police Officers in charge of ZI in their respective regions. In this structure, the Police Chief is the key to implementing the development of the Integrity Zone in the district/city area. Fourth is the Integrity Development Unit. In this structure, Karorena is the chairperson, the Head of the RBP Division is the deputy, the Head of the Information and Information Technology Sub-section is the secretary, and the Head of the RBP's Division of Analysts is Rorena, a member. The Police Chiefs oversee ZI in their respective regions. In this structure, the Police Chief is the key to implementing the development of the Integrity Zone in the district/city area. Fourth is the Integrity Development Unit. In this structure, Karorena is the chairperson, the Head of the RBP Division is the deputy, the Head of the Information and Information Technology Sub-section is the secretary, and the Head of the RBP's Division of Analysts is Rorena, a member. The Police Chiefs oversee ZI in their respective regions. In this structure, the Police Chief is the key to implementing the development of the Integrity Zone in the district/city area. Fourth is the Integrity Development Unit. In this structure, Karorena is the chairman, the Head of the RBP Division is the deputy, the Head of the Information and Information Technology Sub-section is the secretary, and the Head of the RBP's Division of Analysts, Rorena, is a member.

Based on the facts and analysis above, it is not surprising that the existence of this structure is one of the determinants of success or at least smoothness in the implementation of the Integrity Development Zone policy within the Central Sulawesi Regional Police. This finding is in line with Darmawati, Saleh, and Hanafi (2015) that "the bureaucracy is one of the most frequent and even overall policy implementers." In addition, the theoretical view of Mulyadi (201) is strengthened, which asserts that "the bureaucratic structure is important in policy implementation. This aspect of bureaucratic structure includes two crucial things: the mechanism and the implementing organizational structure itself.

It is related to fragmentation, namely linkages with other institutions in implementing the Integrity Zone development policy. This fragmentation includes coordination and communication between implementing units starting from the Work Team, the Integrity Drive Unit, and the Integrity Development Unit. The interaction between these structures runs smoothly and effectively because, as emphasized above, the determining factor lies with the Kapolda and Kapolres, so it is one-way. Clear rules or regulations, steps or systematics, and orders from the leadership cause coordination and communication between units that support the smooth implementation of the Central Sulawesi Police Integrity Zone development policy. Fragmentation in relations or coordination with other institutions, such as NGOs, the legislature, and various other stakeholders, has not been optimal. From the overall analysis and discussion related to the bureaucratic

structure above, in this section, minor proposition 4 is formulated as follows: If the SOP is in the form of provisions that may and may not be carried out, it is obeyed according to the rules, and the complete bureaucratic structure remains under the coordination of the leadership and fragmentation. Strengthened by coordination and communication between units and building interaction with external parties, the Integrity Zone development policy can be implemented.

#### B. *Supporting Factors and Inhibiting Factors*

The findings of this study identified two factors supporting the implementation of the Integrity Zone development policy in public services at the Central Sulawesi Regional Police: internal and external factors. Internal factors include 1) a sufficient number and quality of implementing staff; 2) implementors with the competence, motivation, and experience that are qualified; and 3) the existence of a complete bureaucratic structure. Meanwhile, the external factor is the existence of regulations that do not have multiple interpretations.

Regarding the number of implementing staff, it is sufficient and even allows for refreshment between the *safung*. Then from the aspect of competence and motivation, the implementer is also qualified. This relates to the leader as the implementer. Suryadana (2015) states, "an organization must have a leader, without a leader, it cannot run because no one leads or directs the organization." Likewise, the theoretical view of Nawawi and Martini (1993) explains, "leadership also means the process of motivating so that others sincerely and seriously do something." This is reinforced by Wahjusmidjo's (1995) thought that "leadership is the process of influencing the activities of a person or group in their efforts to achieve the goals that have been set."

Based on empirical facts associated with existing theories, it is not difficult to understand that the disposition of implementors who have competence, motivation, and experience can influence subordinates in the successful implementation of a policy. The implementor is a supporting factor because it has a positive, responsive attitude and behavior toward the policy. Meanwhile, having technical implementers or bureaucratic structures is considered complete. This structure is not at the highest implementor level, such as the Kapolda and Kapolres. However, it is also strengthened by the structure of the integrity driving unit and the integrity building unit.

The development of the Central Sulawesi Police Integrity Zone to provide public services is also supported by external factors. The external factor referred to is the existence of regulations that are focused, concrete and clear in direction. Regulation is the Regulation of the Minister of State Apparatus Empowerment and Bureaucratic Reform of the Republic of Indonesia. Number 10 of 2019 concerns Amendments to the Regulation of the Minister of Empowerment of State Apparatus, and Bureaucratic Reform of the Republic of Indonesia Number 52 of 2014 concerns Guidelines for the Development of Integrity Zones Towards a Corruption-Free

Area and a Clean and Serving Bureaucratic Area in Government Agencies. In addition, there is a Joint Decree between the Head of the Indonesian National Police and the Minister of State Apparatus Empowerment and Bureaucratic Reform of the Republic of Indonesia, Number: KB/1 /IV/2018 Number: 01 of 2018 concerning Procedures for the Development of an Integrity Zone Towards a Corruption-Free Area and a Clean Service Bureaucratic Area. There are even guidelines for implementing the Integrity Zone development within the Central Sulawesi Regional Police.

In connection with the inhibiting factors, two obstacles were found in implementing the Integrity Zone development policy: internal and external factors. Internal factors include management of SIM material stock which is often empty and/or slow, and psychological factors. At the same time, the external factor is electricity which often goes out. In the context of public services, this certainly cannot be ignored, so the emergence of this kind of obstacle can be considered as one of the obstacles in implementing the Central Sulawesi Police Integrity Zone development policy. Purwanto, et al. (2016) "public service is the right of citizens as a constitutional mandate.

The most crucial internal factor is the psychological factor. Psychological factors are internal because they are related to the psychological dimensions of officers. Based on the data presented, it was found that several field officers related to the construction of the Integrity Zone, especially the SIM maker *safung*, found the phenomenon of interaction, communication, and services that provided convenience to certain parties.

#### C. *Novelty (Research Novelty)*

Referring to the propositions, various important findings have been revealed in this study. However, to justify the novelty of the research, a more in-depth explanation is related to the novelty of this research. There are three facts found in this study that are difficult to dissect based solely on Edward III's theory, namely: 1) socialization has an impact on people's psychology; 2) the disposition of the implementor, especially the performance of superiors, has an impact on the behavior of subordinates; and 3) experience and interaction memory impact on service attitude. These three facts need to be studied further.

The fact that socialization impacts people's psychology is found in the presentation of the communication dimension data. Based on the communication made by the implementor in the construction of the Integrity Zone through media such as pamphlets, brochures, and banners, it can suggest that people taking care of a SIM obey the rules that apply in the management of a SIM. This is, of course, difficult to explain solely based on a communication review, of course, it is necessary to study from a psychological perspective that it turns out that symbols can have an impact on psychological aspects. The symbols and media used in building the Integrity Zone are indeed communication instruments, but their impact still needs to be studied psychologically. Meanwhile, Edward

III's theory does not go too far into the psychological dimension.

The fact that the positive-responsive disposition of the implementor has an impact on the subordinates also has a psychological dimension. Similarly, the fact that experience and interaction memory impact service attitude is undeniable. In terms of quantity, this phenomenon is not dominant. However, in a study, no matter how small the phenomenon is, especially about the relationship between officers and the community or consumers, it certainly needs attention. As explained earlier, some facts appear in the management of SIM using relationships or interactions of friends, neighbors, games, and past relationships in the form of teacher-students, and so on, of course, these are facts related to or have an impact on the psychological aspects of officers and security personnel in that section.

The three facts that arise from the dimensions of communication, disposition, and bureaucratic structure are related to the psychological aspect, so to conduct a more profound study, one must use theoretical psychological tools. It turns out that efforts to link psychology with policy have been emphasized by Oppong (2015), who stated that "the relationship between psychology in policy is indeed very close."

This signals that psychology and public policy have a close relationship in terms of the psychological dimension helpful in strengthening public policy, including implementing the Integrity Zone Development policy. Koentjoro (2014) asserts, "the psychological approach in public and social policies aimed at creating social welfare in the coming year is non-negotiable because the state's goal is people-oriented development. Therefore, it cannot be left out in this discussion, and it is a matter of quality of life."

Fischhoff (1990) asserts, "when the policy to be made is related to human behavior, the presence of psychologists is needed so that the policy can run well." Bagus Takwin (2019) explicitly stated, "the need for research on prosperous organizations coupled with research on psychology in the world of bureaucracy is urgent to be fulfilled. Indonesia, which wants to improve its bureaucracy and the work efficiency of the people in it, needs to have a prosperous organization and good quality bureaucracy," he said.

The analysis above would like to show that to examine the implementation of the Integrity Zone development policy, which is related to human relations, it is not necessary to ignore the psychological dimension. Oppong (2015) states, "Psychology-based approaches in the public policy process have not been explored much. Unlike Political Science, Economics, or Sociology, the role of Psychology in public policy is still largely ignored." Koentjoro (2014) emphasized that "one of the psychological interventions in the social field that is still rarely carried out is the problem of the role of psychology in development planning, public policy and overcoming its impacts." According to Salman Al Farizi. (2019) "Contemporary scientific developments have proven

the inevitable intersections between science, especially in the social sciences. It is a 'public secret' that a field of science will not be able to solve a problem without the help of approaches from other sciences. Therefore, public policy requires not only the presence of Sociology or Economics but also Psychology."

The limitations in Edward III's theory and the future demands to include a psychological dimension in public policy studies are something new in this research, called novelty. Thus, a novelty in this research is the psychological dimension that needs to be included to strengthen Edward III's theory and policy model.

#### IV. CONCLUSION

Implementing the integrity zone development policy in public services at the Central Sulawesi Regional Police has been going well. Communication is carried out by conducting intensive socialization through vertical and horizontal strategies, supported by detailed regulations and *performance* responsive and positive implementor to construct the Integrity Zone. Sufficient human resources, human resources are highly motivated to transmit accurate information, have authority, and have job descriptions. Material resources in buildings and equipment are met, but supply constraints exist. Judging from the disposition aspect of the implementor, it can be concluded that the disposition of the implementor is positive-responsive, the implementor also has high motivation and high competence so that the Integrity Zone development policy can be implemented. Judging from the aspect of the bureaucratic structure, according to the SOP, the bureaucratic structure is complete under the coordination of the leadership.

The supporting factors for developing the Integrity Zone at the Central Sulawesi Regional Police include internal factors in the form of a sufficient number and quality of implementing staff, implementors have competence, experience, and high motivation, complete bureaucratic structure. External factors in the form of; regulations that are focused, clear, and directed are maximized. Inhibiting factors include internal and external barriers. Internal barriers in the form of; SIM material availability and psychological factors. Meanwhile, external obstacles are power outages that can disrupt the smooth running of Polres services, especially for SIM, SKCK, and Lidik-Sidik satfung.

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