

## ROLE OF LEADERSHIP AND EMPLOYEE MOTIVATION IN IMPROVING BUREAUCRATIC INTEGRITY PERFORMANCE AT KPKNL PEKALONGAN

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**Abstract:** *The Ministry of Administrative and Bureaucratic compile a grand design to improve bureaucratic services as a whole. The reason for the initiation of this program in the vertical unit of Ministries/Agencies is because in general the governance system in Indonesia is still not fully oriented towards the implementation of the principles of good governance (good government governance) and there are still gaps in corruption and fraud. The purpose of this study was to explore leadership patterns, investigate employee motivation, trace the problems faced, and describe the organizational strategy of the Pekalongan KPKNL organization to achieve integrity performance based on facts and data derived from interviews, observations, behavior patterns, body language, and the beliefs of the informants. The resource persons in this study were consisting of one Head of the Pekalongan KPKNL Office as the subject informant and 7 (seven) Section Heads as triangulation informants. Data collection methods used are field research. Data analysis was performed using qualitative data analysis methods with a phenomenological crisis approach with data processing methods through the NVIVO application. The analysis results show that the leader is expected to become a role model by providing direction, guiding the communication room and monitoring and evaluating the implementation of activities.*

**Keywords:** *Leadership, Employee Motivation, Performance of Bureaucratic Integrity*

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### 1. Introduction

In accordance with the mandate of bureaucratic reform, the government is determined to create a *Good Clean Government* within the bureaucratic environment of the Republic of Indonesia (*Peraturan Presiden Nomor 81 Tahun 2010 Tentang Grand Design Reformasi Birokrasi 2010-2025*, 2010). The bureaucracy as the executor of government duties continues to make changes in achieving the goals of Bureaucratic Reform by improving the quality of legal services and facilitating and bringing services closer to the public. The focus of bureaucratic reform activities in government, namely, the prevention of corruption, namely, licensing and / trade administration, state finances, law enforcement, and Bureaucratic Reform. One of the sub-actions on law enforcement and Bureaucratic Reform is about the construction of the Integrity Zone. The development of the Integrity Zone is considered a role model for Bureaucratic Reform in upholding integrity and quality services (*Peraturan Menteri Pendayagunaan Aparatur Negara Dan Reformasi Birokrasi Republik Indonesia Nomor 10 Tahun 2019 Tentang Perubahan*

*Peraturan Menteri Pendayagunaan Aparatur Negara Dan Reformasi Birokrasi Republik Indonesia Nomor 52 Tahun 2014 Pedoman Pembangunan Zona Integritas Menuju Wilayah Dari Korupsi Dan Wilayah Birokrasi Bersih Dan Melayani, 2018).*

As the journal published by Transparency International regarding the *2019 Corruption Perception Index*, it is known that Indonesia obtained a corruption perception index score of 40 with a ranking of 85 as did Burkina Faso, Guyana, Kuwait, Lesotho and Trinidad and Tobago. This publication shows that Indonesia gets high scores and always makes efforts to eradicate corruption as one of the paradigms of efforts to increase economic growth (Transparency International, 2019) According to the survey results published by the ACFE-Chapter Indonesia in 2019, it is known that 239 respondents agreed that the government as a public sector service provider, as the organization most disadvantaged due to fraud (acts of corruption and deviance). This is consistent with the 2016 Indonesian Fraud Survey, in which 48.5% of respondents stated that the government was the most disadvantaged party due to fraud (ACFE, 2020). As above, the survey results encourage the Ministry of State Apparatus Empowerment and Bureaucratic Reform to further optimize the development of the Integrity Zone towards Corruption-Free Areas and Clean and Serving Bureaucratic Areas (ZI WBK and WBBM) in government agencies. This shows the commitment of government agencies and the public as service users to carry out corruption prevention jointly and the bureaucracy is committed to improving the quality of public services.

### **Literature Review**

The administration of government is closely related to the optimization of the implementation of its duties and functions. The existence of the State Civil Apparatus within the scope of government organizations aims to improve the performance of the bureaucracy in providing services to the community. Increasing organizational performance is influenced by various elements, including leadership in the organization and employee motivation in carrying out their duties and functions in order to achieve predetermined goals. Good leadership will provide employee motivation to achieve overall organizational goals. The leader's quality is often considered the most important factor determining the success or failure of an organization. In order to be an effective leader, a leader must be able to influence all the employees he leads through positive ways to achieve organizational goals (Mangkunegara, 2016). Furthermore, it is known that committed employees will have a little possibility for them to be involved in things that can harm the company because they have a high sense of loyalty (Robbin & Judge, 2012). The leader's direction should be directed to transformational patterns, where transformational patterns are superior to transactional leadership and produce followers' levels of effort and performance (Hasibuan, 2012).

Improvements in good governance provide a strong basis for competing at the global level. Furthermore, which is no less important is the reform of public services through a clean, efficient, and oriented bureaucracy to service users (Tjiptoheriyanto, 2015). The current bureaucratic reform requires the support of employee motivation, because work motivation is one of the factors that determines a person's performance. How big or small the influence of motivation on a person's performance depends on how much motivation intensity is given. So it can be concluded that motivation can affect work discipline. It was also revealed that motivation from employees could foster work discipline and can help better performance (Fahmi, 2016)

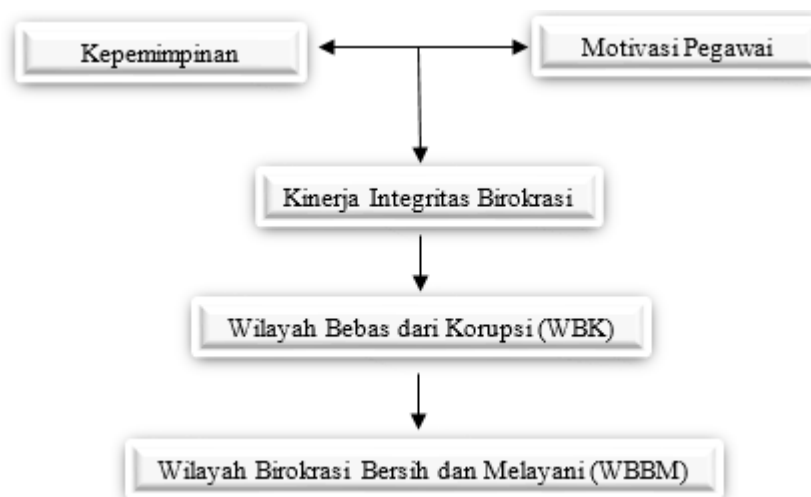
This is in accordance with the results of previous research that increasing integrity in the public sector is carried out simultaneously between the implementation of integrity, increased accountability and internal control, which in the end, it will end in improving the quality of public services. (Alam et al., 2018). Furthermore, previous research shows that leadership and motivation variables are not the only variables that affect employee performance, but other factors can influence them, including competence, work discipline, work ethic, organizational culture, and organizational climate. Motivation can affect the decline in employee performance if the institution cannot encourage employee morale, more so if the employees themselves do not have the motivation to work. The results also show that the increased employee performance is supported by appropriate motivation and leadership patterns. (Vanjery, 2016).

Governance in Indonesia still needs improvement in many sectors, especially the performance of organizations with integrity and a spirit of service. In this study, researchers focused on improving the performance of the integrity of the bureaucracy. Performance of Bureaucratic Integrity is the performance of the bureaucracy of government agencies whose leaders and staff are committed to realizing WBK / WBBM through bureaucratic reform, particularly in terms of preventing corruption and improving the quality of public services. This predicate is given to government agencies that have succeeded in achieving Bureaucratic Integrity Performance, namely obtaining the title Free Area from Corruption and / Clean and Serving Bureaucratic Areas set by the Ministry of Administrative and Bureaucratic Reform.

Improving the performance of bureaucratic integrity begins with the phasing in the development of an Integrity Zone towards a Corruption Free Area in the previously proposed government work unit. The predicate Free from Corruption (WBK) achievement in a government work unit is a predicate given to a work unit that fulfills most of the change management, management arrangements, structuring the HR management system, strengthening supervision, and strengthening performance accountability. Referring to the definition referred above, in our opinion, the government honestly recognizes the fact that extortion and corruption have damaged the joints of our lives as a nation and state. Corrupt actions carried out by various elite politicians, governments, and various other parties have actually had a significant impact on the national economy resulting in unstable development index, high unemployment and the poor, and increasing foreign debt, and ease of doing business. in Indonesia. Achieving the title of a Corruption-Free Area (WBK), it is hoped that a government or public agency will carry out measures to prevent and eradicate corruption in its environment by referring to applicable regulations.

After a work unit is awarded the Corruption Free Area (WBK), the next step is constructing the Clean and Serving Bureaucratic Integrity Zone (WBBM). This predicate is given to a work unit that fulfills most of the management of change, structuring management, structuring the HR management system, strengthening supervision, strengthening performance accountability, and strengthening the quality of public services. After a government agency obtains the title of WBK, then the government agency takes steps to fulfill the improvement and improvement of the quality of public services, this is the essence of efforts to achieve the WBBM predicate. Government agencies are required to reduce the potential for corruption and the possibility of providing gratuities, but are also required to provide the best service for the community. As a government agency financed by people's taxes, government agencies should provide good services by providing easy access to fair and easily accessible services to all groups.

Furthermore, the relationship between leadership, employee motivation and bureaucratic integrity performance is as follows:



**Figure 1.** The relationship between leadership, employee motivation and bureaucratic integrity performance

This research has new things that are interesting to study, namely exploring leadership patterns, investigating employee motivation, exploring the problems faced, and describing the organizational strategy of the Pekalongan KPKNL to achieve an increased performance of bureaucratic integrity.

## 2. Research Method

The research method used by researchers in this study is a qualitative research method with a phenomenological approach. In this study, researchers used primary data which was the result of interviews conducted with respondents who were selected based on certain criteria in accordance with the problem and purpose of the study (*purposive sampling* and selected from a number of populations who mastered the problem and represented the source of data or information. Furthermore, in the operationalization of the research instrument This research includes several aspects such as the development of research instruments in the form of interview guidelines. The interview guidelines will be adjusted to the respondent / resource person who is the object of the interview, in which the resource person answers questions not only passively, but also actively interacts with the researcher. This research was conducted in the office. State Wealth Services and Pekalongan Auction, starting from March 4, 2020 to May 2020. Through in-depth interviews allows researchers to dig deep information by being directly involved with n the life of the respondent and ask and answer freely without a question guide prepared in advance so that the atmosphere is alive, and is done many times. Furthermore, to explore more structured information from sources, researchers will also conduct guided interviews where researchers ask respondents / informants regarding things that have been prepared previously in

the form of a questionnaire. After the interview and documentation documents have been collected, source triangulation is by comparing and cross-checking the degree of trustworthiness of the information that has been obtained through different time and tools in qualitative research. The triangulation data will be analyzed by classifying them according to patterns, themes, or categories. The method of data analysis through a phenomenological approach will study and reveal data on the influence of leadership and employee motivation on improving the performance of bureaucratic integrity. In this study, researchers used the Nvivo data analysis tool version 11/12 to help analyze the results of interviews based on qualitative research, assist in coding, and provide facilities for analyzing findings in research in the form of visualization.

### **3. Results and Discussion**

The results of the analysis on the respondent's detailed understanding of the social phenomena being studied are as follows:

1. The leadership pattern of the Pekalongan KPKNL organization which is in the zone of bureaucratic integrity.

Leaders are required to participate actively in the development of ZI WBK and WBBM by prioritizing the spirit of service and monitoring and evaluating the activities carried out. This is in accordance with the results of previous studies that good leadership can improve employee performance through providing motivation. This is based on the results of the conclusions of previous studies that the variable indicators of leadership, motivation, and employee performance are interrelated and are positive (Siswati, 2018). In addition, the perception of reciprocity of leaders and employees has ethical and moral implications in an organization (Oswald & Mascarehans, 2019). The study results revealed that in the development of ZI WBK and WBBM, leaders should act as role models for both the mindset and behavior of employees. Leaders are also expected to communicate organizational goals to employees and be open to criticism and suggestions. After the process is carried out, the leader needs to monitor and evaluate the activities that have been carried out by encouraging all employees to prioritize the spirit of service.

2. Motivation of employees of the Pekalongan KPKNL organization which is in the bureaucratic integrity zone.

Motivation of employees in carrying out an activity that is formed is obtained by providing understanding by the leader about the objectives of an activity continuously and encouraging cooperation and communication between employees. Increasing employee motivation can be done by imposing individual performance targets, according to competence, work discipline, and organizational culture. Thus motivation is an attitude that will appear in certain conditions that a person has, where this attitude is an alternative choice in carrying out tasks by utilizing strength and persistence (Dipboye, 2016). This is in accordance with the results of previous research that the variables of leadership and motivation are not the only variables that affect employee performance, but there are other factors that can influence them, including competence, work discipline, work ethic, organizational culture, organizational climate. The results also show that the increased

employee performance is supported by appropriate motivation and leadership patterns. (Vanjery, 2016). Furthermore, motivation from employees can foster behavior that provides a basis for someone to act in a way that is directed at certain goals through discipline and can help better performance (Fahmi, 2016).

The results revealed that the role of leaders in increasing employee motivation is carried out by providing guidance and supervision, encouraging a spirit of cooperation and open dialogue. In addition, employee motivation increases with the inclusion of individual performance targets in the employee performance contract document. The motivation of the existing employees is then directed towards achieving the development of ZI WBK and WBBM and improving the service quality.

3. Problems faced by the Pekalongan KPKNL organization which is in the zone of bureaucratic integrity.

Accountability in the bureaucratic sector is a determinant of the satisfaction of services provided to the public. The implementation of integrity, internal control systems and leadership will bring public sector organizations to the expected level of accountability, where the services provided to the public have met their expectations. This is in accordance with the results of previous research that increasing integrity in the public sector is carried out simultaneously between the implementation of integrity, increasing accountability and internal control, which in turn will end in improving the quality of public services. (Alam et al., 2018). However, the implementation of systems of integrity, internal control and accountability often faces obstacles, especially obstacles to changing mindsets and behavior patterns. Through improving the performance of bureaucratic integrity, it is hoped that the mindset and behavior patterns that are not appropriate and become obstacles to the development of ZI WBK and WBBM can be further reduced and ultimately eliminated.

The results of this study reveal that the development problems of ZI WBK and WBBM, in the form of intensity of ZI WBK and WBBM internalization, are still lacking due to the thought that the development of ZI WBK and WBBM is a new activity and will add to the main work load. It is revealed from the research that there is a lack of compliance with regulations where there are still violations of the Standard Operating Procedure (SOP) and service code of ethics in addition to the employees being comfortable with the existing conditions and employees having a reluctance to change. Furthermore, the methods of implementing ZI WBK and WBBM are not in line with the operational objectives of the organization, this is because the development objectives of ZI WBK and WBBM only spur the organization to fulfill the predicate obtained from the Ministry of Administrative Reform and Bureaucratic Reform, and have not touched the core problem of improving services and prevention corruption.

4. The organizational strategy of the Pekalongan KPKNL organization to achieve bureaucratic integrity performance bureaucratic

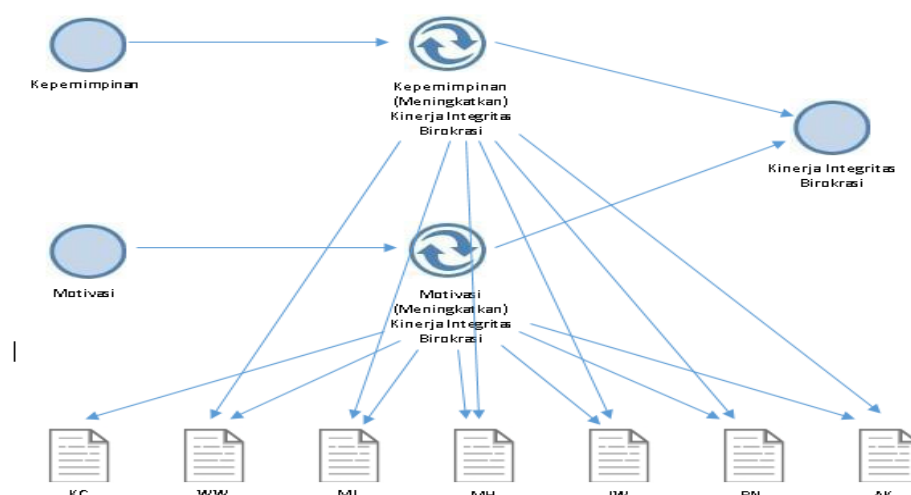
The complex and inefficient system and the implementation of public sector reforms that did not go as expected, encouraged the government to push for bureaucratic reform through improving the quality of leadership and institutions. Public demands for public sector reform, simpler service delivery and corruption prevention are quite high. Bureaucratic

reform aims to improve central-regional relations, improve local leadership and increase institutional capacity. The rearrangement of the bureaucracy being one of the ways initiated by leaders in managing knowledge and providing strategic reform ideas to be internalized at the subordinate level will give hope for the success of bureaucratic reform itself (Prasojo & Holidin, 2018). The strategy implemented by the Pekalongan KPKNL in improving the performance of bureaucratic integrity is carried out by periodically internalizing the ZI WBK and WBBM development programs by aligning the ZI WBK and WBBM development with the work environment and organizational duties / functions. Furthermore, every activity is based on an integrity pact and a spirit of service improvement to provide the best while upholding the values of integrity and being consistent in thinking and acting.

The success indicators of good public service performance are largely determined by the involvement and synergy of three main actors - government, society and the private sector. In government administration, the government apparatus is one of the important actors in controlling the process of good governance. The involvement of government officials in supporting the success of government administration is largely determined by an understanding of the concept of good governance and excellent experience with the bureaucracy and management of the government bureaucracy. Therefore, the development activities of ZI WBK and WBBM, which the government has initiated, will be one of the benchmarks for improving public services in Indonesia.

5. The relationship between leadership, employee motivation and improving the performance of bureaucratic integrity.

The results of data analysis with NVIVO based on interview documents with respondents regarding the relationship between leadership, employee motivation and the performance of the Pekalongan KPKNL bureaucratic integrity which are in the bureaucratic integrity zone are as follows:



**Figure 2.** The results of data analysis with NVIVO

The results of the analysis of the relationship between leadership, work motivation and performance improvement of bureaucratic integrity, influenced by several things:

a. Influence Leadership Integrity Performance Enhancement Against Bureaucracy

In organizations, leaders (*pemimpin*) will always be required to give an example (role model) and consistent in attitude, actions and words. With a good example, employees will be motivated to follow it, so that the performance of bureaucratic integrity will increase. Leaders must encourage employees to adhere to the organization's values, work culture, and code of ethics. The leader must be a role model for good examples in terms of deeds, words and behavior. Leaders become individuals who are at the forefront of maintaining integrity by setting an example and objectively taking action against integrity violations.

b. The Influence of Motivation on Improved Performance of Bureaucratic Integrity

At every opportunity the leader must provide direction and motivational encouragement to employees. The religious approach conveyed by the leader will be better if it is aligned with efforts to improve the performance of bureaucratic integrity, because the motivation that exists in each employee can be increased by the leader, so that the achievement of bureaucratic integrity performance has become an obligation / target that each employee must achieve. High employee motivation in the implementation of ZI WBK / WBBM development has a correlation with an increase in the performance of the integrity of the bureaucracy as a whole.

#### **4. Conclusion**

In the development of ZI WBK and WBBM, the leader must be a role model in terms of thinking, behavior and integrity. The leader also has the responsibility to provide direction, share knowledge and guidance to all employees through effective discussion rooms, and communicate between superiors and subordinates. Furthermore, the leader must prioritize the spirit of service and be able to monitor and evaluate the activities that have been carried out. Furthermore, employee motivation increases motivation in each individual employee. Motivation that is formed must be improved continuously and motivation directed at encouraging cooperation and communication between employees so that the development goals of ZI WBK and WBBM and improving service quality can be achieved. The problems faced in efforts to improve the performance of bureaucratic integrity are leadership and employee motivation. These two things are interrelated, where in terms of leadership, the internalization activities of the ZI WBK and WBBM development carried out by the leader are still not sufficient. Furthermore, the methods of implementing ZI WBK and WBBM development carried out by leaders are still not perfect for employees to understand and implement. These two things are one of the triggers for the lack of employee compliance with the established regulations and code of ethics. The Pekalongan KPKNL organizational strategy to achieve bureaucratic integrity performance is to strive to fulfill the values of all the leveraging components of ZI WBK and WBBM development. The strategy is carried out through periodically internalizing the ZI WBK and WBBM programs to all employees and establishing goals for achieving organizational performance in general so that



the implementation of these two activities can run consistently. Furthermore, after the guidelines for the development of ZI WBK and WBBM are established, it is necessary to stipulate a code of ethics regulation for the implementation and establishment of an integrity pact which will ultimately give individual responsibility to each employee so that organizational and individual goals are achieved and run together (simultaneously) with the ZI WBK development program. and WBBM.

The development of ZI WBK and WBBM still has major obstacles both in terms of leadership and employee motivation, this is related to efforts to improve the performance of bureaucratic integrity. Related to these problems, it is necessary to make efforts to improve leadership behavior and employee motivation. Improving leadership leadership patterns can be done by including leaders in leadership training, while increasing employee motivation can be done by providing internalization of the application of values, work culture and organizational code of ethics. The ZI WBK and WBBM development activities directly change employees' leadership and motivation patterns, especially those related to improving integrity and improving the quality of public / community services so that monitoring and evaluation are necessary continuously and correcting irregularities in their implementation. The relationship between leadership and employee motivation in the Pekalongan KPKNL organization is closely related to organizational and individual employee performance. For this reason, all employees are expected to carry out guidance, direction consistently and imitate leaders in terms of integrity, behavior and performance because employee motivation will synergize with leadership in achieving bureaucratic integrity performance.

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