Analysis of Agile Governance Implementation in Building Integrity Zone at UPTD Health Training of West Java Province

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Article Info	Abstract
	This study aims to analyze the implementation of Agile Governance in building Integrity Zone at UPTD Health Training of West Java Province. The research approach used is qualitative with a case study method, and data collection techniques include field observations, interviews, documentation, and in-depth document analysis. The theoretical foundation of this research refers to the concept of Agile Governance from Luna et al. (2015), which includes six main principles: Good Enough Governance, Business-driven, Human-focused, Systematic and Adaptive Approach, and Simple Design and Continuous Refinement. These principles are used to evaluate the extent to which organizational flexibility and responsiveness can be applied in bureaucratic reform and service quality improvement. The results show that the implementation of Agile Governance at UPTD Health Training has been quite optimal, especially in terms of technology integration, human resource capacity building, and internal policy simplification. However, there are still some challenges such as digitalization expansion, increased employee engagement, and more flexible procedure adjustments.

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1. INTRODUCTION

The Indonesian government has taken significant steps in its bureaucratic reform efforts by issuing a series of regulations aimed at strengthening and improving governance. Starting with PermenPANRB No. 60 Year 2012, this initiative has evolved through a series of revisions and improvements documented in PermenPANRB No. 52 Year 2014 and further updated with PermenPANRB No. 10 Year 2019. These regulations are designed to provide guidelines in the development of Integrity Zones that aim to create Corruption-Free Areas and Clean and Serving Bureaucratic Areas. This effort is part of the Grand Design of Bureaucratic Reform that aims to achieve more efficient, transparent, and accountable governance, in line with the demands and expectations of modern society (Rizki et al., 2023).

In order to strengthen bureaucratic reform and improve the quality of public services, the Indonesian government has taken a strategic step by implementing an integrity zone policy in various government work units. The development of integrity zones in the Regional Technical Implementation Unit (UPTD) of Health Training of the West Java Provincial Health Office is very relevant in this context. Through the application of Agile Governance principles, UPTD Health Training endeavours to not only meet, but also exceed the standards set by PermenPANRB. Agile governance allows UPTD to adapt quickly to needs and changes, encouraging increased transparency, accountability, effectiveness, and efficiency.

In the broader context of bureaucratic reform, the effort to build an integrity zone in the Regional Technical Implementation Unit (UPTD) of Health Training of the West Java Provincial Health Office has become a crucial point. This initiative is not only relevant, but also critical in facing the challenges of increasing transparency and efficiency in public services. Adopting the principles of Agile Governance, the UPTD Health Training Unit endeavours not only to meet the standards set by regulations such as PermenPANRB, but also to exceed these standards to achieve optimal results.

Agile governance principles enable UPTD to proactively adapt to evolving needs and rapid changes in the health care environment. This approach significantly supports service quality improvement through rapid iteration, responsiveness, and adaptiveness to feedback and policy changes. It drives a transformation in the way government agencies operate, making them more dynamic and flexible in meeting operational and strategic challenges.

In order to enhance transparent and effective governance, the Indonesian government has taken significant steps towards comprehensive bureaucratic reform. These efforts aim to create a system that not only supports operational efficiency, but also enhances public trust through improved standards of integrity and accountability. As part of the initiative, the establishment of integrity zones in various government units is a key strategy. These integrity zones are aimed at realising work areas that are free from corruption and improving the quality of services that serve the public fairly and efficiently.

Involving the community in the development of the Integrity Zone at the UPTD Health Training Unit of the West Java Provincial Health Office means providing space for the community to actively participate in every stage of the policy, from planning to evaluation. This participation not only allows the community to provide input and feedback regarding the policies implemented, but also increases the transparency and accountability of the government in decision-making. By involving the community, the resulting policies become more relevant to the real needs on the ground, increase public satisfaction, and facilitate the identification of problems and solutions that are more targeted. In addition, this participation also strengthens the effectiveness of the Integrity Zone by ensuring that the policies taken can actually be implemented and the benefits felt by the community.

The development of the Integrity Zone at the UPTD Health Training Unit is expected to create real changes in organisational governance and improve the quality of public services. This reform does not only focus on fulfilling administrative aspects, but must also be able to increase bureaucratic effectiveness by simplifying complicated procedures, reducing data redundancy, and speeding up work processes to make them more efficient. In addition, the implementation of Agile Governance in the Integrity Zone must encourage increased transparency and accountability, so that supervisory mechanisms become more open and the risk of irregularities can be minimised.

The transformation of work culture is also a crucial aspect to be achieved, where changes are not only structural, but also change the mindset and attitude of employees in working more professionally, innovatively, and oriented towards quality public services. The success of Integrity Zone development can also be measured by the active participation and satisfaction of stakeholders, both from within the organisation and service users. This reform must be able to create a service system that is faster, easier, and more responsive to the needs of the community.

In addition, the development of the Integrity Zone needs to be directed towards sustainability and replication of innovations, so that the changes produced can continue to grow, adapt to existing challenges, and can be applied in other service units to expand their positive impact. The success of this reform must ultimately be reflected in an increase in the quality of public services that can be measured in real terms, both in terms of time

efficiency, ease of access, and public satisfaction as the main beneficiaries. Thus, the development of the Integrity Zone at the UPTD Health Training Unit is not just a fulfilment of regulations, but a broader solution in realising a bureaucracy that is responsive, adaptive, and has a real impact on society.

2. RESEARCH METHOD

This research method uses descriptive qualitative methods, the data used in this study are primary data and secondary data and data collection techniques in this study using observation, interviews and documentation, and data analysis techniques (Sugiono, 2014) in this study, namely the data analysis technique used in this study consists of data triangulation through data reduction, data presentation and conclusion drawing and verification (Hashimov, 2015). The research place in this research is the Regional Technical Implementation Unit for Health Training of West Java Province, with a theoretical approach through the theory of Luna et al, 2015 related to agile governance through 6 main points, namely: good enough governance, business driven, human focus, systematic and adaptive approach and simple design and continuous refinement.

3. RESULTS AND DISCUSSION
3.1. Results

The development of the Integrity Zone (ZI) is a strategic step in realising bureaucratic reform, especially in order to achieve the title of Free from Corruption Area (WBK) and Clean and Serving Bureaucratic Area (WBBM). In the Regional Technical Implementation Unit (UPTD) of West Java Province Health Training, the implementation of ZI does not only require administrative compliance, but also the ability to adapt to organisational dynamics and public service needs.

This requires a more flexible, responsive and results-orientated management approach. The Agile Governance approach developed by Luna et al. (2015) offers six key principles that are relevant to the spirit of ZI development, namely: Good Enough Governance, Business-driven, Human Focused, Based on quick wins, Systematic and Adaptive approach, and Simple Design and Continuous Refinement.

The application of these principles in the context of ZI development in the UPTD Health Training can accelerate the achievement of WBK / WBBM while maintaining the quality of service and the involvement of all elements of the organisation and this discussion uses the theory that there are 6 principles in running Agile Governance according to Luna et al (2015) as follows.

3.1.1 *Good Enough Governance*

The principle of Good Enough Governance in Agile Governance encourages gradual bureaucratic reform without waiting for the system to be perfect. In the context of the Zone of Integrity (ZI) at the UPTD of Health Training of West Java Province, this approach allows the organisation to keep moving forward despite facing challenges such as the suboptimal implementation of Standard Operating Procedures (SOPs).

Some work units are still not consistent in implementing SOPs, causing inconsistencies in services and weak accountability. However, with the principle of Good Enough Governance, UPTD continues to implement reforms through strategies such as strengthening employee discipline, internal training, and the integration of a simple supervisory system. These measures have shown positive impacts, although they are not yet fully structured in a more complex digital system.   In addition, this approach opens space for active participation of

employees in building the Integrity Zone, encouraging more flexible and result-orientated changes. The efforts that have been made, such as improving transparency, efficiency, and work culture, are the foundation for the sustainable achievement of WBK/WBBM. Thus, Good Enough Governance proves that bureaucratic reform can be effective despite limitations, making the bureaucracy more responsive and adaptive to the challenges and needs of society.

3.1.2 *Business*-driven

The Business-driven principle in Agile Governance ensures that every bureaucratic reform is aligned with the organisation's main objectives. In the context of the West Java Provincial Health Training UPTD, this means that the development of the Integrity Zone (ZI) must be oriented towards improving the quality of public services and the efficiency of health worker training. One of the main challenges is the non-optimal utilisation of information and communication technology (ICT), which leads to information delays and low work efficiency. Although various digital systems are available, the lack of integration hampers service transparency and effectiveness. Therefore, the principle of business-driven governance encourages accelerated digitalisation with a focus on improving data access and technology-based performance monitoring. In addition, this approach changes the work culture, emphasising that technology is not just an administrative tool but a strategic instrument to support the organisation's core business. Business-driven reforms have also strengthened employee participation and acceptance of change, as they have had an immediate impact on work efficiency and trainee satisfaction. The implementation of various digital innovations, such as online registration, app-based performance evaluation, and digital certificates, has increased organisational transparency and accountability. Thus, the business-driven governance approach bridges ZI development with the real needs on the ground, ensuring that reforms are not merely administrative but transformative and results-oriented.

3.1.3 *Human Focused*

The Human Focused principle in Agile Governance places employees at the centre of organisational change, ensuring that bureaucratic reform is not only system-based but also actively involves them. In the development of the Zone of Integrity (ZI) at the UPTD of Health Training of West Java Province, the main challenge is the low participation of employees and the lack of optimal understanding of the value of integrity and accountability. Reforms that focus too much on procedures often ignore aspects of human involvement, so the Human Focused principle is important to encourage a more collaborative work culture.

The implementation of this principle is carried out through increasing the capacity of human resources, both through technical training and internalisation of the organisation's vision so that employees understand that the success of ZI depends on their contribution. In addition, active participation of employees in decision-making, policy evaluation, and innovation delivery is key in building a sense of ownership of change. When employees feel heard and empowered, the ZI programme is no longer considered an administrative burden but a collective responsibility. The results of implementing the Human Focused principle show improvements in service quality, work discipline, and the emergence of innovations from employees, such as digitalisation of attendance and a more efficient complaint system. This principle changes the bureaucratic approach

from top-down to more collaborative, ensuring that reforms not only change procedures but also the mindset and behaviour of employees. With this approach, the UPTD Health Training Unit builds an organisation that is adaptive, has integrity, and is ready to achieve the WBK/WBBM title on an ongoing basis.

3.1.4 *Based on Quick Wins*

The principle of Based on Quick Wins in Agile Governance emphasises the importance of achieving tangible results in the short term as a strategy to build momentum for greater change. In the context of the Zone of Integrity (ZI) at the UPTD of Health Training of West Java Province, some initial successes, such as improving service timeliness and implementing an online queuing system, have not been optimally utilised as drivers of broader bureaucratic reform. In fact, this approach is effective in increasing employee confidence, overcoming bureaucratic resistance, and proving that change can be made even with limited resources.

Early successes need to be systematically recognised, documented and communicated so that they can be replicated in other units. Without this strategy, small achievements that actually have a big impact risk being overlooked and not evolving into structural change. In addition to accelerating bureaucratic reform, the Quick Wins approach also plays an important role in shaping an organisational culture that values innovation and learning. Employees who see tangible success from their efforts will be more encouraged to actively participate in the Integrity Zone programme.   In addition, these short-term achievements serve as concrete evidence to external parties such as the inspectorate, the community, and the ministry that UPTD is committed to bureaucratic reform and integrity improvement. With proper communication through internal media, performance reports, or discussion forums, small successes can strengthen the organisation's positive image and increase the chances of support for greater transformation. With this approach, the development of an Integrity Zone at the UPTD Health Training Centre will not only be an administrative policy but also a real change process that has a broad and sustainable impact.

3.1.5 *Systematic and Adaptive Approach*

The Systematic and Adaptive Approach principle in Agile Governance ensures that organisational governance remains structured yet flexible in the face of rapid and complex change. In the context of the Zone of Integrity (ZI) at the UPTD Health Training Unit of West Java Province, this approach plays an important role in optimising online and blended learning, which are not yet fully integrated. Although digital learning methods are a necessity to improve the efficiency and reach of training, challenges such as the lack of an integrated learning platform, lack of training for instructors and participants in using digital media, and the absence of evaluation standards that are suitable for online methods are still major obstacles.

The systematic approach emphasises the need for a clear framework in digital curriculum design, competency standards, and a measurable data-based assessment system. With a solid structure, the UPTD can ensure that the training runs according to effective procedures and meets predetermined quality standards. Meanwhile, the adaptive approach allows flexibility in adjusting learning methods based on participants' needs, technological developments, and policy dynamics in the health sector. For example, in training related to the use of

the latest medical equipment or handling infectious diseases, the delivery method needs to be adjusted immediately so that the information can be received in real-time and is more applicable to participants..

For this reform to be sustainable, UPTD needs to develop an adaptive mindset among training managers. Instructors and administrative staff should be equipped with the skills to respond to changes in learning technology, receive feedback from participants, and make adjustments to the curriculum without going through lengthy bureaucratic procedures. Thus, the development of the Integrity Zone does not only focus on improving the administrative system but also reflects the readiness of the institution to face modern challenges.

Through the application of the Systematic and Adaptive Approach principle, the UPTD can ensure that bureaucratic reforms are not only procedural but also substantive, focusing on the quality of public services and increasing access to wider training. With a more structured yet flexible learning system, UPTD will be better prepared to achieve the WBK/WBBM title and become a health training institution that is professional, innovative, and adaptive to the demands of the times.

3.1.6 *Simple Design and Continuous Refinement*

The principles of Simple Design and Continuous Refinement in Agile Governance emphasise that policies should be simple, easy to understand, and can be continuously refined. Bureaucracies often face obstacles due to policies that are too complex, hindering the effectiveness of reforms. In the context of the Zone of Integrity (ZI) at the UPTD Health Training Centre of West Java Province, the main challenge is the lack of flexibility in internal policies, especially in staffing procedures and training assessment. Many technical guidelines are still administrative in nature and difficult to implement in the field, causing a gap between policy and operational practice.

The simple design approach encourages the development of modular and functional policies, such as concise training SOPs supported by flowcharts for easier adoption. On the other hand, continuous refinement ensures that each policy is regularly evaluated, improved based on feedback, and adapted to the dynamic needs of the organisation. Several improvement initiatives have been undertaken, such as digitising the participant assessment process and simplifying the training application flow. However, this approach needs to be expanded to create a more adaptive work culture.

With the application of Simple Design and Continuous Refinement, UPTD can accelerate bureaucratic reform without being trapped in system rigidity. Policies that are more flexible and oriented towards field solutions not only improve service effectiveness but also speed up decision making. This is an important foundation in the development of ZI, ensuring sustainable reform and real impact on public services and UPTD's readiness to achieve WBK/WBBM.

3.2 Discussion

The development of the Integrity Zone (IZ) has become an important part of ensuring the implementation of clean and transparent governance, especially in public service sectors such as health. In the context of Law No. 17 of 2023 on Health, the principles of the Integrity Zone can be integrated with the provisions in the articles that regulate training, competency enhancement, and the management of medical and health personnel. The implementation of ZI in the health sector will have a positive

impact on strengthening service systems, the quality of human resources, and public accountability.

Article 258 of Law No. 17 of 2023 states that to maintain and improve the quality of medical and health personnel, training and/or competency enhancement activities shall be conducted. This improvement in competency is expected to support the continuity of health practice. In this implementation, the development of the Integrity Zone plays a crucial role in ensuring that the training process is carried out with transparency, accountability, and efficiency.

In this case, the organization of training in accordance with professional and competency standards can also be optimized through transparent management free from corrupt practices. The application of the Integrity Zone principle ensures that every training process, whether by the Central Government or accredited training institutions, is conducted with high integrity standards. Thus, the training conducted is not only technically high-quality but also maintains the morality and ethics related to public service.

For example, the use of information technology (IT) in training systems is very important to ensure clean and efficient management. The use of digital-based systems can minimize the abuse of authority and enhance transparency in the management of training participant data. With good system integration, every data and process can be monitored and accessed in real-time by interested parties, thereby reducing the potential   for   fraud   and   increasing   accountability. In Article 272, it is explained that the collegium has an important role in formulating competency standards for medical and health personnel. In order to achieve the Integrity Zone, it is very important for the collegium to develop competency standards that not only meet the technical needs of the profession but also integrate the values of integrity and accountability. The process of developing these competency standards needs to be aligned with the principles of the Integrity Zone so that every trained medical and health worker also has a strong understanding of the importance of integrity in carrying out their profession.

In addition, the college is also responsible for developing training curriculum standards for medical and health personnel. The training curriculum that is developed should not only focus on the development of technical competencies but also emphasize the values of integrity, professional ethics, and accountability in healthcare services. Thus, every trained medical personnel is not only technically competent but also highly committed to providing clean, transparent, and corruption-free healthcare services.

With the establishment of the Integrity Zone, every training conducted not only prioritizes the enhancement of technical competence but also fosters a high sense of social responsibility and professional ethics among medical personnel. The certification process conducted through the conversion into professional credit units must serve as a tool to evaluate not only technical skills but also integrity and commitment to high service standards.

The implementation of the Integrity Zone in the development of the Integrity Zone in the health sector is very important to realize a better, cleaner, and more integrated public service system. By integrating the principles of the Integrity Zone into every stage of training and capacity development for medical and health personnel, we can ensure that the bureaucratic reforms implemented truly have a positive impact on improving the quality of health services and achieving the expected WBK/WBBM designation.

The Integrity Zone Principle provides a foundation for every policy in the health sector to be oriented towards better outcomes, ensuring that every training conducted not only enhances the technical competence of medical personnel but also strengthens their moral and integrity as public servants who can be trusted by the community. Thus, bureaucratic reform in the health sector can proceed more effectively and sustainably, bringing positive impacts on the quality of healthcare services in Indonesia.

4. CONCLUSION

The development of the Integrity Zone (ZI) towards a Corruption-Free Area (WBK) and a Clean and Serving Bureaucratic Area (WBBM) at the UPTD Health Training Center of West Java Province is part of the national bureaucratic reform agenda. This research uses the Agile Governance approach with six main principles from Luna et al. (2015) to analyze how agile governance can be effectively applied in the process of developing the Integrity Zone (ZI). The analysis results show that although UPTD has implemented various reform strategies, the application of Agile Governance principles is still not fully optimal and needs to be strengthened so that the bureaucracy becomes more adaptive, transparent, and responsive.

According to the principle of Good Enough Governance, policies and SOPs have been implemented, but they still need improvement to be more flexible and in line with operational conditions on the ground. The Business-driven principle has begun to be integrated with the use of Information and Communication Technology (ICT), but there are still obstacles in optimizing the digital system to support the efficiency of training services. In Human Focused, the capacity building of employees has been underway, but active participation still needs to be strengthened so that integrity truly becomes part of the work culture. The Quick Wins strategy has been implemented through short-term service improvements, but documentation and utilization of small successes still need to be enhanced to drive larger reforms. The principle of Systematic and Adaptive Approach has been implemented, but the training design still needs to be adjusted to technological developments and participants' needs. Meanwhile, Simple Design and Continuous Refinement have been implemented, but the procedures still need simplification and more optimal refinement mechanisms so that the policies can be more easily applied.

Overall, the Agile Governance approach offers strategic solutions for the development of Integrity Zones, but its implementation in the UPTD Health Training Center still needs to be strengthened in various aspects. To ensure that WBK/WBBM can be achieved substantially, UPTD needs to adjust policies to align with agile principles through the reformulation of simple yet impactful regulations, enhancement of public service-based human resource capacity, and more effective integration of digital systems. With sustained commitment, bureaucratic reform can proceed more dynamically, ensuring that UPTD not only meets administrative standards but also creates real changes in organizational governance and the quality of health services.

5. ACKNOWLEDGMENT

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