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HUMAN RESOURCE MANAGEMENT | RESEARCH ARTICLE

The Influence of Integrity on Employee Performance: Case Study from Provincial BAWASLU Secretariat West Sulawesi, Indonesia

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Abstract: This research design is quantitative research, which aims to determine the influence of integrity on the performance of employees at the Bawaslu Secretariat of West Sulawesi Province. The General Election Supervisory Body (Bawaslu) is an election supervision institution that was formed to supervise the stages of election administration, receive public complaints, and handle cases of administrative election violations as well as criminal violations of elections based on the level of statutory regulations in Bawaslu which are regulated in Law No.7 of 2017 concerning General Elections. This research uses a simple linear regression analysis and data collection method through questionnaires. The t-test results showed that the calculated t-value for the integrity variable was 2.424, more significant than the t-table value of 2.034. The significance value was 0.021, which was smaller than 0.05, so integrity had a positive and significant effect on the performance of employees at the Bawaslu Secretariat of West Sulawesi Province. Meanwhile, the correlation coefficient analysis results showed that the correlation coefficient (r) was 0.389. This means that there is a positive correlation between the integrity variable (X) and employee performance (Y) with a weak level of relationship, and this correlation is significant because $\text{Sig } 0.021 < 0.05$. Thus, integrity correlates with employee performance at the West Sulawesi Province Bawaslu Secretariat.

Keywords: Integrity, Employee Performance, Bawaslu West Sulawesi Province.

JEL Classification Code: M12, M54, J24, J28, L2

1. INTRODUCTION

The most crucial factor in achieving organizational goals is the presence of human resources (HR). Without HR, organizational activities cannot run smoothly. According to Ajabar (2020), human resources are the key element for an organization in achieving its goals. HR is the driving force behind an organization, managing and operating the necessary infrastructure. Success within an organization is closely linked to quality, making it essential for organizations to continuously improve and develop the performance of their members (Puspitasari et al., 2021). In ensuring good governance, monitoring integrity and performance is crucial so employees can fulfill their responsibilities effectively and efficiently. Integrity is one of the fundamental elements that must be strengthened among employees, as a lack of integrity can hinder work performance and negatively impact the organization's ability to achieve its goals. Therefore, performance improvement and integrity enhancement must go hand in hand to ensure optimal work outcomes. Integrity is a key factor in influencing an individual's performance, as it is closely related to commitment. Individuals who fail to demonstrate commitment often exhibit a lack of integrity. Integrity encompasses a mindset and character that align with prevailing norms and regulations. Personal integrity reflects an attitude of prioritizing responsibility,

trustworthiness, and loyalty to commitments. It requires individuals to be honest, transparent, courageous, wise, and accountable in their duties.

Integrity is essential in every stage of organizing elections, a critical area of focus for Bawaslu. As an institution with a strategic role and significant responsibility, Bawaslu is expected by the public to ensure elections that are honest, fair, free, confidential, peaceful, and democratic. Individuals within the institution must not be swayed by financial incentives or positional offers to influence policies that could benefit specific election participants (Puspitasari et al., 2021).

Employee performance is an individual matter, as each employee possesses different ability levels in carrying out their duties. According to Marwansyah in Wahyuni (2020), performance is the achievement or results of employees in completing their assigned tasks or work. The greater an employee's ability to perform their duties, the higher the performance they can achieve. Therefore, employee placement in suitable positions based on their expertise is crucial. Performance can be defined as the outcome of work produced in terms of quality and quantity, which can be accounted for by an individual's role within the organization. It also involves the ability, proficiency, and skills required to complete assigned tasks effectively. Since its establishment as an independent institution in 2012, Bawaslu West Sulawesi has been operating for eight years as of 2020. Preliminary observations at the Secretariat of Bawaslu West Sulawesi Province revealed several factors affecting organizational performance. For instance, interviews with employees indicated that some individuals tend to delay their tasks, assuming they can be completed later. There is also a lack of openness among employees when sharing information, leading to miscommunication. Additionally, some employees exhibit a lack of discipline concerning both time management and task completion. In contrast, others leave the workplace during official working hours, affecting their ability to fulfill their responsibilities. If these issues persist, they will lead to suboptimal individual performance, ultimately impacting the organization's overall performance.

Based on these preliminary observations and relevant theoretical frameworks, this study aims to examine and address these challenges through research titled *The Effect of Integrity on Employee Performance at the Secretariat of Bawaslu West Sulawesi Province*.

2. LITERATURE REVIEW

2.1. Human Resource Management

Everyone is uniquely created, possessing differences both physically and psychologically. Management should acknowledge and study these differences to ensure that individuals can maximize their potential. Management science is crucial in organizing all resources, including people, to achieve maximum organizational goals. Academically, the field of study that focuses on human management is Human Resource Management (HRM). According to Hasibuan in Milala (2022), Human resource management is the science and art of regulating labor relations and roles so that they actively and efficiently contribute to achieving the goals of the company, employees, and society. Similarly, Cashmere (2019) states that human resource management is a system that manages employee activities, including workforce planning, recruitment, selection, training, development, compensation, career advancement, security, industrial relations, and regulations regarding employee termination. These efforts aim to achieve organizational goals and improve stakeholder welfare.

2.2. Integrity

According to the Regulation of the Minister of Administrative Reform and Bureaucratic Reform of the Republic of Indonesia Number 60 concerning Integrity Development of State Civil Apparatus Employees in 2020, Integrity is the consistency of behavior that is in line with the values, norms, and/or ethics of the organization, and honest in relationships with superiors, colleagues, direct subordinates, and stakeholders. It can encourage creating a highly ethical culture responsible for actions or decisions and the risks accompanying them. According to Salwa et al., in Khaimah (2023), the word integrity comes from the root word integrity, which means various parts of the character and skills that play a role in us that are visible from our decisions and actions. Furthermore, according

to Mulyadi in Abdul (2021), Integrity is a weight based on public confidence and becomes a benchmark in evaluating all decisions. According to Mulyadi in Abdul (2021), there are four indicators of integrity:

1. Honesty: Honesty is the primary key to becoming an employee or employee because with this primary key, a quality report will be produced, and no party will be harmed.
2. Courage: Courage to make disclosures and take necessary actions.
3. Wise attitude: Wise attitude means weighing all problems carefully.
4. Responsibility: Responsibility for their decisions and actions so that they do not cause harm to others.

2.3. Employee Performance

The success or failure of a job in a government agency is highly dependent on human factors and infrastructure. However, the human factor must be prioritized among these two factors, as no activity can function without employees. The achievement of an agency's vision and mission relies heavily on the performance of its employees. In simple terms, performance originates from the word work, which refers to work achievement or the results of one's efforts. Mangkunegara (2017) defines employee performance as the result of work that can be achieved by a person or group within an organization according to their respective authorities and responsibilities to accomplish organizational objectives in a lawful, ethical, and moral manner. Meanwhile, Kasmir (2019) explains that employee performance is the quality and quantity of work employees accomplish in carrying out their duties and responsibilities. The performance indicators used in this study refer to the opinion of Edison et al in Anggraini (2022):

1. Targets: Targets are indicators of the fulfillment of the amount of goods, work, or money produced.
2. Quality is an important element in terms of results achieved, as it is a force in maintaining customer satisfaction.
3. Time to Completion, timely completion, and/or delivery of work becomes a priority.
4. It must meet the target, quality, and on time and be done correctly, transparently, and accountable.

2.4. Research Framework

The framework is a temporary explanation of the symptoms that are the object of this research, which was developed by the author based on the phenomena obtained during observation and proves the researcher's accuracy from the theoretical basis reinforced by the results of previous relevant research so that it can be used as a benchmark for how far this research has been done:



Figure 1. Research Framework

Based on Figure 1, it shows integrity as the independent variable (X) and performance as the dependent variable (Y). Then, the line shows the direction of the effect of integrity on employee performance.

3. RESEARCH METHOD AND MATERIALS

3.1. Location and Time of Research

This research will be conducted at the Secretariat of Bawaslu West Sulawesi Province.

3.2. Data Type

1. Qualitative Data: According to Sunarsi (2021), Qualitative data is non-numerical data such as male, female, innovative, stupid, blood type, Yes or No, and so on in words.
2. Quantitative Data: According to Sunarsi (2021), Quantitative data is data in absolute numbers (Parametric) to determine the amount.

3.3. Population and Sample

1. Population
According to Hardani et al. (2020), Population is the entire research object consisting of humans, objects, animals, plants, symptoms, test scores, or events as a data source with specific characteristics in a study. The population of this study was 29 civil servants and six first aiders, so the population in this study totaled 35 people.
2. Sample
According to Hardani et al. (2020), Samples are some population members taken using sampling techniques. The nonprobability sampling technique is used. So, in this study, it was determined that the number of samples in this study was 35 people.

3.4. Data Collection Technique

1. Observation, according to Sudaryono (2021). Observation (observation) is to make direct observations of the research object to see up close the activities that are taking place,
2. Interview, according to Sudaryono (2021). It is a way of collecting data used to obtain information directly from the source,
3. Questionnaire, according to Sudaryono (2021), Is a data collection technique that is done by giving a set of questions or written statements to respondents to answer (researchers do not directly ask questions to respondents)

3.5. Data Analysis Method

Analysis using a simple linear regression to prove the hypothesis that has been put forward, this research uses quantitative data analysis using the simple linear regression method.

4. RESULTS AND DISCUSSION

4.1. Validity test results

This test is carried out in order to determine the validity of the questionnaire used. The value of r calculate can be known by using the SPSS program, while finding out the value of the r table by looking at the product moment table using the following formula:

$$\begin{aligned}(\text{pdf}) &= N - 2 \text{ Where the number } N \text{ (sample) is } 35 \\(\text{pdf}) &= 35 - 2 = 33\end{aligned}$$

Then, the value of the r table in the r distribution table is 0.333. The following are the results of data processing for the validity test of the integrity variable (X) and employee performance (Y).

Table 1. Validity Test Results

Variables	Statement	Value of recalculated	Value of table	Description
Integrity (X)	Statement 1	0,432	0,333	Valid
	Statement 2	0,489		Valid
	Statement 3	0,518		Valid
	Statement 4	0,615		Valid
	Statement 5	0,543		Valid
	Statement 6	0,571		Valid
	Statement 7	0,436		Valid
	Statement 8	0,413		Valid
	Statement 9	0,451		Valid
	Statement 10	0,448		Valid
Employee Performance (Y)	Statement 1	0,410	0,333	Valid
	Statement 2	0,587		Valid
	Statement 3	0,693		Valid
	Statement 4	0,591		Valid
	Statement 5	0,464		Valid
	Statement 6	0,675		Valid
	Statement 7	0,392		Valid
	Statement 8	0,435		Valid
	Statement 9	0,545		Valid
	Statement 10	0,543		Valid

Data Source: Results of SPSS Data Processing, 2024

By paying attention to the results of testing the validity of the integrity variable (X) and employee performance (Y), all statement items used have an r count value more significant than the r table, which means that all statement items on the questionnaire used are valid and suitable for use as measuring instruments in this study.

4.2. Reliability Test

The decision-making requirement is that if the Alpha Cronbach (AC) value of the SPSS data processing results > the Alpha Cronbach (AC) coefficient value of 0.60, the questionnaire is said to be reliable or consistent.

Table 2. Reliability Test Results

Variables	Cronbach's Alpha results of SPSS data processing	Reliability Standard	Info
Integrity (X)	0,646	0,60	Reliable
Employee Performance (Y)	0,719	0,60	Reliable

Data source: Results of SPSS Data Processing, 2024

Referring to Table 2, it can be seen that:

- a. The Cronbach alpha value of the integrity variable (X) is $0.646 > 0.60$.
- b. The Cronbach alpha value of the employee performance variable (Y) is $0.719 > 0.60$.

Thus, all questionnaire statements submitted in this study are reliable or consistent and can be used in the following analysis stage.

4.3. Simple Linear Regression Analysis Results

This analysis is used to see how much integrity influences employee performance. The following are the results of data processing for simple linear regression analysis:

Table 3. Simple Linear Regression Analysis Results

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	24.517	7.424		3.302	.002
	Integrity	.441	.182	.389	2.424	.021

a. Dependent Variable: Employee Performance

The following simple linear regression analysis results are obtained:

$$Y = a + bX$$

$$Y = 24.517 + 0.441X$$

Based on the table 3, it can be concluded as follows:

1. 24.517 is a constant value, which means the value of employee performance if the integrity variable is equal to zero (0) or if the value is fixed and does not change.
2. The regression coefficient value for the integrity variable is 0.441, which means that if the integrity of the West Sulawesi Province Bawaslu Secretariat employees is increased by one unit, it will increase employee performance by 0.441 or 44.1%.

4.4. The result of t-test (Partial)

Partial hypothesis testing is intended to determine whether the independent variable partially influences the dependent variable; if the significance value is <0.05 or count ≥ table, the hypothesis is accepted. Vice versa, if sig > 0.05 or count < table, then Ho is accepted. Ttable: $t = 0.05/2: (35 - 1 - 1) t = 0.025$ df = 33. Thus, the t table value at (0.025; 33) in the t distribution table in the attachment is 2.034. The following are the results of data processing for the t-test (partial):

Table 4. The result of t-test (Partial)

Model		Coefficients			t	Sig.
		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta		
1	(Constant)	24.517	7.424		3.302	.002
	Integrity	.441	.182	.389	2.424	.021

a. Dependent Variable: Employee Performance

Source: SPSS output results processed, 2024

Table 4 shows that the t count value of the integrity variable (X) is t count 2.424, which is more significant than the t table value of 2.034. The significance value is 0.021, more diminutive than 0.05, so it can be concluded that Integrity positively and significantly affects employee performance at the Secretariat of Bawaslu West Sulawesi Province. Thus, the first hypothesis is accepted, which states that Integrity positively and significantly affects employee performance at the Secretariat of Bawaslu West Sulawesi Province.

4.5. Correlation Coefficient Analysis Results

This partial correlation analysis is used to determine the strength of the relationship between the correlation of the two variables where other variables considered influential are controlled or fixed (as control variables). The following are the results of data processing for correlation coefficient analysis:

Table 5. Correlation Coefficient Analysis Results

Correlations			
		Integrity	Employee Performance
Integrity	Pearson Correlation	1	.389*
	Sig. (2-tailed)		.021

Correlations			
		Integrity	Employee Performance
	N	35	35
Employee Performance	Pearson Correlation	.389*	1
	Sig. (2-tailed)	.021	
	N	35	35

*. Correlation is significant at the 0.05 level (2-tailed).

Based on Table 5, it can be seen that the correlation coefficient (r) is 0.389. This means that there is a positive correlation between the integrity variable (X) and employee performance (Y) with a weak level of relationship, and the correlation is significant because $\text{Sig } 0.021 < 0.05$. Thus, the second hypothesis is accepted, which states that Integrity correlates with employee performance at the Secretariat of Bawaslu West Sulawesi Province.

5. CONCLUSION

5.1. Discussion

The data processing results show that integrity positively and significantly affects employee performance at the West Sulawesi Provincial Bawaslu Secretariat. Additionally, integrity correlates with employee performance, indicating that the higher the integrity of employees, the better their performance. Integrity is reflected in an individual's character and skills, including honesty and openness in fulfilling the duties and responsibilities assigned by the organization. Employees with high integrity strive to perform well and align their work with the organization's objectives. In this context, integrity focuses on several key aspects, such as employees' willingness to comply with regulations, honesty, courage in taking action and facing risks associated with assigned tasks, wisdom in decision-making, and a strong sense of responsibility in fulfilling their duties. This research aligns with studies conducted by Nadya (2020) and Sesi (2020), which found that integrity significantly impacts employee performance. Employees with high integrity in their work and organizational commitment tend to achieve higher performance levels in carrying out their responsibilities.

5.2. Conclusion

Based on the research that has been done, the author obtained the following conclusions: (1) Integrity has a positive and significant effect on employee performance at the Secretariat of Bawaslu West Sulawesi Province, which is indicated by the t count value of 2.424 more significant than the t table value of 2.034 and the significance value is 0.021 smaller than 0.05 (2) Integrity correlates with employee performance at the Secretariat of Bawaslu West Sulawesi Province as indicated by the correlation coefficient value (r) reaching 0.389 which is included in the weak relationship category. Based on the research results and conclusions obtained, the following suggestions are given by the author: (1) The West Sulawesi Provincial Bawaslu should further tighten every regulation that is enforced so that employees no longer delay the work given and minimize employee indiscipline to achieve high performance for the organization (2) It is recommended that employees of the West Sulawesi Provincial Bawaslu do well with the tasks assigned so that they can achieve each performance target set by the organization and carry out tasks by applicable regulations in order to be able to achieve the expected performance.

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