

## **The Influence of Integrity, Work Motivation and Work Discipline on Employee Performance at Bank Jambi Branch Sungai Penuh City**

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### **ABSTRACT**

This study aims to analyze : 1) The influence of integrity on employee performance at Bank Jambi Branch Kota Sungai Penuh; 2) The influence of work motivation on employee performance at Bank Jambi City Sungai Penuh Branch; 3) The influence of work discipline on the performance of employees at Bank Jambi City Sungai Penuh Branch; 4) Simultaneous influence of integrity, work motivation and work discipline on employee performance at Bank Jambi City Sungai Penuh Branch. To achieve this goal, a quantitative method was used with a sampling technique of 34 people, data was collected by questionnaire, which was analyzed by regression . The results show: (1) Integrity has a positive and significant effect on employee performance at Bank Jambi City Sungai Penuh Branch , (2) Work motivation has a positive and significant effect on employee performance at Bank Jambi City Sungai Penuh Branch , (3) Work discipline has a positive and significant effect on employee performance at the Bank Jambi City Sungai Penuh Branch , (4) Simultaneously integrity, work motivation and work discipline have a positive and significant effect on employee performance at Bank Jambi City Sungai Penuh Branch.

**Keywords** : Employee Performance; Integrity; Work Motivation; Work Discipline

### **INTRODUCTION**

Human resources are the main problem in every organization or agency activity. A good agency is an institution that seeks to improve the ability of its human resources, because this is a key factor to improve the performance of employees who are in it.

Employee performance as regulated in government regulation Number 30 of 2019 concerning the employee performance appraisal system promulgated in Law Number 5 of 2014. It is clearly stated that every employee has the same rights and opportunities to develop competence. Then there is the substance of employee performance appraisal which will be a reference for evaluating the quality of employee performance as an obligation in carrying out quality tasks.

Performance measures can be seen in terms of a certain quantity and quality in accordance with the standards set by the organization or company, the form can be tangible (can be determined by measuring instruments or standards) or intangible (cannot be determined by measuring instruments or standards), depending on the form and process of implementation. that job. The performance produced by employees in a company or organization is determined by several factors and conditions, both those that come from within the employee or those from outside the individual employee.

Performance is the result of work achieved by a person in carrying out the tasks assigned to him based on skills, experience, sincerity and time (García-Morales et al., 2012; Sedarmayanti & Rahadian, 2018). Souisa et al. (2019) mentions employee performance indicators, including: effectiveness, responsibility, discipline, and initiative. Discipline in the organization will determine the productivity of performance. Employee performance is not just a coincidence, but there are many influencing factors including good leadership, educational background and competencies and high work motivation, both motivation that comes from within employees and motivation that comes from the leadership or organization (Akib et al., n.d.; Niswaty et al., 2021; Saggaf et al., 2017, 2019; Suharti et al., 2020).

However, in reality there are still problems related to employee performance, one of which is at Bank Jambi City Sungai Penuh Branch. Based on initial observations and observations of researchers, it is often found that employee performance is not focused, seems slow, and queues are long, even as if they do not live as a big responsibility. This has become a negative stigma in society.

Based on the results of an interview with Mr. Mulyadi Muin, the Head of Bank Branch Sungai Penuh, he said;

“I as a leader here of course always emphasize that all lines work according to their respective functions and work as much as possible, but we still don't deny that there are still target parameters or performance standards of our employees that have not been achieved optimally.”

From the results of the interviews above, we can see that there are problems that still have not achieved maximum employee performance in accordance with employee performance standards so that goals can be achieved. The leadership of Bank Jambi Sungai Penuh Branch also said that when the queues were long, they were overwhelmed, plus there were several new employees who did not have enough experience.

## **METHOD**

This study uses quantitative methods with quantitative associative types. The quantitative approach is due to the approach used in the research proposal, process, hypothesis, fieldwork, data analysis and data conclusion up to the writing using aspects of measurement, calculation, formula and certainty of numerical data. While the associative type because this research connects two or more variables (Creswell, 1999, 2010; Creswell & Clark, 2017; Creswell & Creswell, 2017; John W Creswell, 2013).

Associative research is conducted to find the relationship between one or more variables with other variables. This type of research has the highest level when compared to other research, such as descriptive and comparative research. By using this type of research, later we can find several theories that can provide explanations, estimates and controls for a symptom. The statistical test in testing the hypothesis in this study uses linear regression analysis that begins with the classical assumption test using regression analysis because the hypothesis in this study will see and know the contribution of the influence arising from one or more independent variables on the dependent variable.

The population in this study were all employees or apparatus who served in the Bank Jambi branch of the Sungai Penuh City branch and were registered and registered as permanent

employees until the data for this research was carried out. Based on data obtained from the General Sub-Section of Bank Jambi Branch of Sungai Penuh City, it was found that the total population was 40 employees. Furthermore, by using the slovin formula, the sample of this study amounted to 34 employees of Bank Jambi City Sungai Penuh Branch.

## RESULTS AND DISCUSSION

### Classic assumption test

The normality test that has been carried out turns out to be a significance value greater than 0.05. Because the significance is more than 0.05, then the value of each of these variables has been normally distributed. The linearity test that has been carried out can be seen that the significance value is greater than 0.05 which means the relationship is linear. This shows that integrity, work motivation and work discipline have a linear pattern on employee performance. The heteroscedasticity test for the integrity variable ( $X_1$ ) is ( $0.738 > 0.05$ ), it is stated that the integrity data ( $X_1$ ) is homogeneous, then for the work motivation variable ( $X_2$ ) is ( $0.924 > 0.05$ ) and this variable means has a homogeneous variance, then for the work discipline variable ( $X_3$ ) obtained by ( $0.599 > 0.05$ ) and this variable means it has a homogeneous variance. Autocorrelation test was performed. Because  $DL < DW > DU$  and  $DL < (4-DW) > DU$  ( $1.270 < 1.790 > 1.651$  and  $1.270 < 2.210 > 1.651$ ) then  $H_0$  was accepted, meaning that there was no autocorrelation. The multicollinearity test results from the calculation of the tolerance value shows that there is no independent variable that has a tolerance value of less than 10%, which means that there is no correlation between the independent variables whose value is more than 90%. The results of the calculation of the value of the variance inflation factor (VIF) also show the same thing, namely that there is no single independent variable that has a VIF value of more than 10. So it can be concluded from the results of the classical assumption test that it can be continued with regression analysis.

### Influence of Integrity on Employee Performance

In the following, the results of research related to the contribution and influence of integrity on employee performance are presented. For the first time, its contribution can be seen in the following table 1.

**Table 1 . Contribution of Integrity ( $X_1$ ) to Employee Performance (Y)**

| Model Summary |                   |          |                   |                            |
|---------------|-------------------|----------|-------------------|----------------------------|
| Model         | R                 | R Square | Adjusted R Square | Std. Error of the Estimate |
| 1             | .721 <sup>a</sup> | 0.520    | 0.505             | 2,152                      |

Source: 2022 Research Results

In table 1 above, this can be seen in the Model Summary table under the Adjusted R Square column, where the value is 0.505 . This means that the integrity variable ( $X_1$ ) has a partial contribution of 50.5 % to employee performance (Y). Furthermore, it can be seen the effect of integrity on employee performance in the table the following coefficients :

**Table 2. Influence of Integrity on Employee Performance**

| Model        | Coefficients <sup>a</sup>   |            |                           | t     | Sig.  |
|--------------|-----------------------------|------------|---------------------------|-------|-------|
|              | Unstandardized Coefficients |            | Standardized Coefficients |       |       |
|              | B                           | Std. Error | Beta                      |       |       |
| 1 (Constant) | 9,528                       | 4,335      |                           | 2,198 | 0.035 |
| Integrity    | 0.902                       | 0.153      | 0.721                     | 5,891 | 0.000 |

Source: 2022 Research Results

Based on the data in t table 2 , the integrity variable ( $X_1$ ) obtained a t value of 5.891 with a significance of 0.000 where  $0.000 < 0.05$  so that  $H_0$  is rejected and  $H_a$  is accepted, which reads " There is an influence of honesty on employee performance at Bank Jambi City Sungai Penuh Branch" .

### The Influence of Work Motivation on Employee Performance

The following is the result of research related to the contribution and influence of work motivation on employee performance. The contribution can be seen in the following table:

**Table 3 . Contribution of Performance Motivation to Employee Performance**

| Model | R                 | Model Summary |                   | Std. Error of the Estimate |
|-------|-------------------|---------------|-------------------|----------------------------|
|       |                   | R Square      | Adjusted R Square |                            |
| 1     | .767 <sup>a</sup> | 0.588         | 0.575             | 1,995                      |

Source: 2022 Research Results

In the table above, it can be seen in the *Adjusted R Square column* , where the value is 0.575. This means that the work motivation variable ( $X_2$ ) has a partial contribution of 57.5% to employee performance (Y). Furthermore, it can also be seen the influence of work motivation on employee performance in the following table l coefficients :

**Table 4. Influence Work motivation on Employee Performance**

| Model             | Coefficients <sup>a</sup>   |            |                           | t     | Sig.  |
|-------------------|-----------------------------|------------|---------------------------|-------|-------|
|                   | Unstandardized Coefficients |            | Standardized Coefficients |       |       |
|                   | B                           | Std. Error | Beta                      |       |       |
| (Constant)        | 4,123                       | 4,581      |                           | 0.900 | 0.375 |
| 1 Work motivation | 1,235                       | 0.183      | 0.767                     | 6,753 | 0.000 |

Source: 2022 Research Results

In the table above the work motivation variable ( $X_2$ ), the  $t$ -value is 6.753 with a significance of 0.000 where  $0.000 < 0.05$  means "there is an influence of work motivation on employee performance at the Bank. Jambi City Sungai Penuh Branch" ( $H_a$ ) is approved and  $H_0$  is rejected.

### The Influence of Work Discipline on Employee Performance

In the following, the results of research related to the contribution and influence of work discipline on employee performance are presented. The contribution can be seen in the following table:

**Table 5 . Contribution of Work Discipline ( $X_3$ ) to Employee Performance (Y)**

| Model Summary |                   |          |                   |                            |
|---------------|-------------------|----------|-------------------|----------------------------|
| Model         | R                 | R Square | Adjusted R Square | Std. Error of the Estimate |
| 1             | .722 <sup>a</sup> | 0.522    | 0.507             | 2,148                      |

Source: 2022 Research Results

Based on the table above, it can be seen in the *Model Summary table* under the *Adjusted R Square column*, where the value is 0.507. This means that the work discipline variable ( $X_3$ ) has a partial contribution of 50.7 % to employee performance . (Y). Furthermore, it can also be seen that the coefficient work discipline on employee performance in the following table:

**Table 6. Effect of Work Discipline on Employee Performance**

| Coefficients <sup>a</sup> |                 |                             |            |                           |       |
|---------------------------|-----------------|-----------------------------|------------|---------------------------|-------|
| Model                     |                 | Unstandardized Coefficients |            | Standardized Coefficients | t     |
|                           |                 | B                           | Std. Error | Beta                      |       |
| 1                         | (Constant)      | 5.066                       | 5.073      |                           | 0.999 |
|                           | Work Discipline | 1.034                       | 0.175      | 0.722                     | 5,911 |

Source: 2022 Research Results

In the table above, the work discipline variable ( $X_3$ ) has a  $t$  value of 5.911 with a significance of 0.000. Because  $0.000 < 0.05$  then  $H_0$  is rejected and  $H_a$  is accepted which states "work discipline affects employee performance at Bank Jambi City Sungai Penuh Branch".

### Simultaneous Influence of Integrity, Work Motivation and Work Discipline on Employee Performance

In the following, the results of research related to the contribution and simultaneous influence of integrity, work motivation and work discipline on employee performance are presented. The contribution can be seen in the following table 7.

**Table 7. Simultaneous effect of integrity, work motivation and work discipline on employee performance (Y)**

| Model Summary |                   |          |                   |                            |
|---------------|-------------------|----------|-------------------|----------------------------|
| Model         | R                 | R Square | Adjusted R Square | Std. Error of the Estimate |
| 1             | .860 <sup>a</sup> | 0.739    | 0.713             | 1,640                      |

a. Predictors: (Constant), Work Discipline, Integrity, Work Motivation

From the table above, it can be seen from the *Model Summary* table under the *Adjusted R Square column*, where the value is 0.623. This means that simultaneously the contribution of the variables integrity ( $X_1$ ), work motivation ( $X_2$ ) and work discipline ( $X_3$ ) have a contribution to the performance of employees at Bank Jambi City Sungai Penuh Branch (Y). of 71.3 % which means the remaining 28.7 % is contributed by other variables. Furthermore, it can also be seen the simultaneous influence of integrity, work motivation and work discipline on employee performance in the Anova table 7.

**Table 7 . ANOVA**

| Model |            | Sum of Squares | df | Mean Square | F      | Sig.              |
|-------|------------|----------------|----|-------------|--------|-------------------|
| 1     | Regression | 228,258        | 3  | 76.086      | 28,280 | .000 <sup>b</sup> |
|       | Residual   | 80.712         | 30 | 2,690       |        |                   |
|       | Total      | 308,971        | 33 |             |        |                   |

Source: Research Results

F Nilai value count is 28.280, and the probability value (sig) = 0.000, according to Table 7 . If the number of tested subjects (F count ) is larger than the table size (F table ) and the level of significance (sig.) is less than 0.05 or less than  $0.000 < 0.05$ , then H1 is accepted, and it can be concluded that integrity ( $X_1$ ), work motivation ( $X_2$ ), and work discipline ( $X_3$ ) all of them have a significant effect on employee performance at Bank Jambi City Sungai Penuh Branch (Y).

## Discussion

Based on the results of the research above, it can be understood that the three variables studied: integrity ( $X_1$ ), work motivation ( $X_2$ ), work discipline ( $X_3$ ) either partially or simultaneously have a significant effect, it can be seen in the following table:

**Table 8. Summary of Variable Relationships**

| No | Variable  | Contribution (%) | Sig.       | Note.   |
|----|---|------------------|------------|---|
| 1. | Integrity ( $X_1$ )<br>Employee Performance (Y) | → 50.5%          | 0.000<0.05 | There is a significant effect of integrity on employee performance. |

|    |   |       |            |   |
|----|---|-------|------------|---|
| 2. | Work Motivation (X2) → Employee Performance (Y)                                       | 57.5% | 0.000<0.05 | There is a significant effect of work motivation on employee performance.   |
| 3. | Work Discipline (X3) → Employee Performance (Y)                                       | 50.7% | 0.000<0.05 | There is a significant effect of work discipline on employee performance.   |
| 4. | Integrity (X1), Work Motivation (X2), → Work Discipline (X3) Employee Performance (Y) | 71.3% | 0.000<0.05 | There is a simultaneous significant effect of integrity, work motivation and work discipline on employee performance. |

Based on the table above, it can be seen that the contribution of work motivation variable to employee performance is greater than the contribution of integrity variable to employee performance and work discipline variable to employee performance.

Based on the data above, the results of this study indicate that: (1) integrity has a significant effect on employee performance at Bank Jambi City Sungai Penuh Branch. If the integrity of the employees at Bank Jambi City River Full Branch good, then the performance of the employees produced at the Bank Jambi City Sungai Penuh Branch is better. In line with the opinion of Antonius Gea (2014) which states that the form of ownership of self-integrity appears in the form of good performance or results, to be able to have good performance, reliable abilities are needed in their fields. This theory is reinforced by the results of Yogi's research (2020) which explains that there is an influence of integrity on employee performance, in other words integrity can affect performance in order to get good employee performance. (2) work motivation has a significant effect on employee performance at Bank Jambi City Sungai Penuh Branch. If the employee's work motivation is Bank Jambi City River Full Branch high, then the performance of the employees produced at Bank Jambi City Sungai Penuh Branch will be higher. In line with Kreitner and Kinicki (2001:205), work motivation can undoubtedly have an impact on performance, but it is not the only element that determines performance. And also in his research Heri Supriyanto (2018) states that if employee motivation increases, employee performance will increase. (3) work discipline has a significant effect on employee performance at Bank Jambi City Sungai Penuh Branch. If the work discipline of employees at Bank Jambi Kerinci Branch is good, then the resulting employee performance will be good too. In line with Hasibuan (2014), argues that work discipline if a person's awareness and willingness to obey all agency regulations and applicable social norms will result in good performance. The same thing is also expressed by Prasetyo (2008: 36) which states that one of the determining factors of performance effectiveness is work discipline. Employees who have discipline in work will create good performance and vice versa employees who do not have discipline in work will create poor performance. (Mudjiman, 2001: 44). (4) It can be concluded that integrity (X1), work motivation (X2), and work discipline (X3) have a significant effect on employee performance at Bank Jambi Branch Kota Sungai Penuh.

## CONCLUSION

Based on the results of the analysis and discussion, it can be concluded that: 1) Integrity has a positive and significant effect on employee performance at Bank Jambi City Sungai Penuh Branch. This means that the better the integrity of an employee, the better the performance will

be and vice versa , in accordance with the opinion of Antonius Gea (2014) and Yogi (2020). as described in the discussion. 2) Work motivation has a positive and significant effect partially on employee performance at Bank Jambi City Sungai Penuh Branch. This means that the better the work motivation produced by an employee, the better the performance produced and vice versa , in accordance with the opinions of Kreitner and Kinicki (2001:205) and Heri Supriyanto (2018) as described in the discussion, 3) Work discipline has a positive and partially significant effect on employee performance at Bank Jambi City Sungai Penuh Branch. This means that the better the work discipline of an employee, the better the performance will be and vice versa , it is in accordance with the opinion of Hasibuan (2014), Prasetyo (2008: 36) and Mudjiman ( 2001: 44). as described in the discussion, and ) Simultaneously, integrity, work motivation and work discipline have a positive and significant effect on employee performance at Bank Jambi City Sungai Penuh Branch. This can be interpreted that the contribution of the variables of integrity (X1 ) , work motivation (X2 ) and work discipline (X3 ) to employee performance simultaneously is 71.3% where the remaining 28.7% is contributed by other variables outside the variables mentioned above. researched in this research.

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