THE INFLUENCE OF INTEGRITY AND **COMMITMENT ORGANIZATIONAL ON** EMPLOYEE PERFORMANCE

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Abstract— The achievement of organizational goals was largely determined by the existence of human resources, both quality, and quantity. Human resources could do everything with integrity According to the right principles. Integrity was very closely related to commitment, so employees who had integrity and commitment had the power to achieve organizational goals. This study Aimed to Determine the influence of integrity and organization commitment on employee performance. The method used in this study was the associative quantitative. The population in this study consisted of all civil servants at the Secretariat Office of Sawahlunto, West Sumatra. The sample in this study amounted to 108 respondents from the Secretariat Office of Sawahlunto and the Data were collected through questionnaires. Data analysis in this study used multiple linear regression analysis. The results of this 1) integrity Provided a positive and significant effect on performance. 2) Organizational commitment had a positive and study indicated resources: significant effect on performance. 3) integrity and organization commitment simultaneously had a significant positive effect on performance.

Keywords— Integrity, Organizatioal Commitment, Performance

I. INTRODUCTION

Successful organizations will focus on human resources to function optimally. Continuity of an organization or a company is determined by the existing human resources, both quality, and quantity. Human resources play an important role in achieving corporate goals. Successor failure of a business is largely determined by human behavior which is carrying out the work. When placing the human resources are not by the expertise and capabilities it has, it will affect the performance of human resources. Employees as human resources have the ability, skills, and expertise that can drive the organization to improve productivity or progress of the organization[1], According Simamora (2004: 4), effective human resources as one of the resources of the organization/company that are important to the company's success in achieving its goals. To develop human resources in a systematic, well-planned, effective and efficient to promote the progress of the organization to achieve its objectives, and encourages these employees to have a high performance of the organization[2], Performance is the level of achievement for the implementation of specific tasks. According Hasibuan in Yani (2012) the employee's performance is a result of work achieved in executing the tasks assigned to them based on skills, experience, and sincerity as well as time[3]. Performance is the result of the quality and quantity is achieved by an employee in carrying out duties by the responsibilities given to him (Mangkunagara, 2007). Here, look at how these factors Human Resources plays a critical role in a company[4], Employee performance is affecting how much they contribute to the organization (L. Mathis and Jackson, 2009)[5], Employee performance affects the productivity of an organization for poor employee performance when it will have negative effect on the organization, but if the employee performance better, it will have positive influence to achieve optimal organizational goals. Performance is the result of work produced by the employee are displayed by its role in the organization (Harianja, 2002: 195)[6], Employee performance is affecting how much they contribute to the organization, which includes: the quantity of work, quality of work, punctuality, attendance, ability to work together. While the performance of the organization is the level of achievement to realize the objectives of the organization. Individual performance, the performance of the group and the organization's performance is influenced by many external and internal factors (Simanjuntak, 2011)[7], Factors that affect the performance of that individual factors: the ability, skills, educational background, work experience, and social levels. Then the psychological factors: perception, role, work attitude, personality, motivation and job satisfaction. Organizational factors: the structure, organization, job design, leadership, reward systems (Gibson, 1987)[8],

Performance is a work that is accomplished by an employee in carrying out the duties imposed to based on skills, experience, and seriousness the time measured by considering the quantity, quality, and timeliness. So in managing an organization's human resource needs with integrity and commitment to good organization. Becker et al cited in Kibtiyah (2016) define integrity as a thing to do with trust and honesty person. Integrity expected to pose a common goal to achieve the aspired. As a company, integrity is very important to have. Integrity is a strength of character that apply in all aspects of life such as education, research, and jobs[9], As proposed by Peterson and Selignman (2004), integrity is universal and needs in different roles[10], Integrity is defined Rogers (1961) as a condition that occurs when an individual can receive and is responsible for the feeling, intention, commitment, and behavior, including being able to recognize the condition to others when needed[11], Carter (1996) strengthens the definition by stating that people of integrity willing to bear the consequences of his conviction, although it is difficult to do, the consequences are not pleasant, not even incur losses if it does not maintain its integrity[12]. Integrity confirmed when individuals have the choice to not respect or violation of the commitments and promise that he has made his own for a violation of commitments/promises to bring shame to himself. The world of work, especially in the organization sued the importance of having good integrity. In developing human resources in an organization, the human resources required to be able to work productively to support the objectives to be achieved organization. However, reality shows that the human resources in the Secretariat Office of Sawahlunto, often behave exactly the opposite, namely counterproductive behavior such as stealing time for personal purposes. Counterproductive behavior indicates poor quality of workers in an organization. It is known based on the Global Competitiveness Report 2011-2012 of the World Economic Forum released that Indonesia's competitiveness ranking fell from 44 to 46 of the 142 countries surveyed. This rating indicates that the professionalism, the presence, and quantity of Indonesian workers employment is still relatively low. It is necessary for the essential elements that can improve the effectiveness of the attitude and quality of work. The term most accurately describe the element is integrity. This is cinsistent with thw statment Marchus and Schuler (2004) that workers who have high integrity level would result result in better labor productivity[13], Integrity is closely realated to the commitment people who failed in committed shows a lack of integrity in him. Organizational commitment is a strong desire to remain as a

member of a particular organization, the desire to strive by the whises of the organization, as a certain confidence and acceptance of the values and goals of the organization. In other words, an attitude that reflect the employee loyality to the organization expressing concern for the organization and success and continuous progress (Luthan, 2006)[14], According to Robbins (2008) states that there are three kinds of dimensions of organizational commitment are Commitment Normative commitment and ongoing commitment. Affective commitment to the organization that emotional feeling and belief dam values. Normative commitment is feeling obliged to remain in the organization because it must be so, such action is the right thing to do. Ongoing commitment perceived economic value of surviving in an organization when compared to leaving the organization[15], Organizational commitment is also required, as stated by Burr and Girardi in Angelina (2015) that the commitment is the work attitude or belief reflecting the relative strength of the alignments and the involvement of individuals in a particular organization[16], According to Mathis and Jackson (2001: 99), organizational commitment is defined as the level of trust and acceptance workforce to organizational goals and have a desire to remain in the organization ". In other words, with the commitment means in which there is a precious relationship that continues to be maintained, in which each party is willing to work together to maintain the relationship[5], Luthan (2006: 124) says that "organizational commitment is an attitude about employee loyalty to the organization and a process that takes place in which the participants of the organization expressed concern on the success and welfare organizations continually"[14], Therefore, a high integrity will be able to maintain the high-performance standards and conduct meaningful intelligence competence, education, and competency to do with performance enhancement. Secretariat Office of Sawahlunto as an integral part of the Government of Sawahlunto is state government organizations that have a role and function of strategic planning to achieve the government's vision. Secretariat Office of Sawahlunto is local government agencies led by the Regional Secretary, domiciled and responsible to the Mayor. Secretariat Office of Sawahlunto's main role is to help the Mayor in governance that includes administrative, organizational and governance systems and administrative services in all regional organizations. Based on observations of the Regional Secretariat of Sawahlunto, there are symptoms that the performance of employees in the Secretariat of Sawahlunto is not optimal. Performance is a reflection of the work that has been achieved so far and to describe the condition in the future and what actions should be taken to achieve the objectives expected to be important for every employee. In connection with this, the Secretariat Office of Sawahlunto as a government agency is required to provide good service to the community. Evaluate performance in general, can be seen in the achievement of the performance of employees each year whether the realization of the programs and activities of the Regional Secretariat of the organization of Sawahlunto is reached or not. Performance measurement is used as the basis for the assessment of successes and failures of implementation by the program of activities and objectives to be achieved as set out in the Regional Secretariat of the performance agreement Sawahlunto. The measurement in question is the result of a systematic assessment and is based on group performance indicators contained in the performance agreement Secretariat Office of Sawahlunto in 2019.

Table 1 Illustration of the performance in 2019 at the Secretariat Office of Sawahlunto:

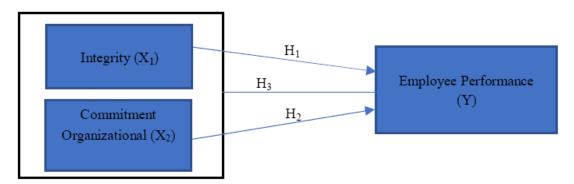
STRATEGIC TARGET	PERFORMANCE INDICATORS	Target	Realization	Percentag	
The realization of the increase in cooperation and Equity enterprises and financial institutions in order etc Community Economic Development	The number of enterprises and Other Financial Institutions coachee (agencies)	4	2	50%	
The controlled HET and smoothness of Subsidized Fertilizer Distribution	The number of reports on the implementation of programs / national policy against Subsidized Fertilizer Distribution Monitoring (report)	8	4:	50%	
Realization of the Right Institutional Function and Size	Institutional percentage OPD Proper Function and Size (percentage)	20	10	50%	
Increasing Quality of Public Services	Public Sansfaction index	В	9	0:	
	Meets the percentage OPD Public Service Standards (percentage)	75	40	53.33	
Realization of Settlement and Case Management faced Apparatus and Society	The percentage of completion of legal issues faced Apparatus and society (percentage)	100	0	0	

Source: Regional Secretariat LKJiP Sawahlunto 2019

Based on the details LKJiP (Government Performance Report) above, it appears that the performance of employees in the Secretariat Office of Sawahlunto still not optimal for performance targets that should be 100% is reached, but in fact, has not been reached. This is because the employee's performance of some of

the above aspects is not by the demands of society. The ineffectiveness of the services provided by the state because of the low value of integrity who possessed an employee has acted inconsistently so that employees and not by the organization's values and policies and the code of professional conduct in performing their duties. The problem of organizational commitment in the Secretariat Office of Sawahlunto marked by the placement of employees in functional and structural were not fully by the duties and functions so that individuals can not identify itself with organizations and individuals are not completely tied to the goals of the organization, do not have a consistent commitment so it is not optimal in the mastery of the work, the use of office equipment and the occurrence of various errors and delays in the work process. This relates to the factors of educational background, competence, and mastery in the field of the task that has not been a major factor in the placement of these employees. do not have a consistent commitment so it is not optimal in the mastery of the work, the use of office equipment and the occurrence of various errors and delays in the work process. This relates to the factors of educational background, competence, and mastery in the field of the task that has not been a major factor in the placement of these employees. do not have a consistent commitment so it is not optimal in the mastery of the work, the use of office equipment and the occurrence of various errors and delays in the work process. This relates to the factors background, competence, and mastery in the field of the task that has not been a major factor in the placement of these employees. Regional Secretariat based on observations in Sawahlunto and the symptoms have not been optimal performance of employees within the Secretariat Office of Sawahlunto. Performance is essentially a reflection of the work that has achieved so far and to describe the condition in the future as well as what action should be taken to achieve the objectives expected to be important for every employee. In connection with the Regional Secretariat of Sawahlunto as a government, institution is required to provide good service to the community. It is common knowledge that the services provided by the apparatus General government often lead to complaints from the public. This matter due to the performance of the apparatus on the service side is not by the demands Public. Ineffective use of services provided by the state apparatus due to the low value of the employee-owned integrity so that employees in acts inconsistent and incompatible with the values and policies organization and code of ethics nature take its course. Organizational commitment reflects how an individual identifies himself with the organization and how individuals are bound to organizational goals. Employees who commit to the organization,

to develop a more positive pattern for the organization and happily without coercion expend extra energy for the sake of the organization. So that organizational commitment has a meaning that goes beyond loyalty that liveliness of employees in the work and contributed to the workplace. Employees who have the organizational commitment can be seen from the readiness to work and have a desire to survive and this is related to the performance of employees in the organization. Moreover, there is no direction from superiors on the job description that many employees do not understand their duties, no innovation to accelerate the work and still do the work routine, can not analyze the problem. Besides not optimal commitment is also visible during work hours many employees who do not use/utilize the time to carry out his duties, there are still delays in the completion of work, and still, there were errors in the completion of the work so often corrected superiors. Besides, the activities carried out mostly unproductive servants, those employees late for work and did not return on time, and there is a tendency to postpone employee jobs and wait for orders from superiors. Besides not optimal commitment is also visible during work hours many employees who do not use/utilize the time to carry out his duties, there are still delays in the completion of work, and still, there were errors in the completion of the work so often corrected superiors. Also, the activities carried out mostly unproductive servants, those employees late for work and did not return on time, and there is a tendency to postpone employee jobs and wait for orders from superiors. Besides not optimal commitment is also visible during work hours many employees who do not use/utilize the time to carry out his duties, there are still delays in the completion of work, and still, there were errors in the completion of the work so often corrected superiors. Also, the activities carried out mostly unproductive servants, those employees late for work and did not return on time, and there is a tendency to postpone employee jobs and wait for orders from superiors. Based on the above, the authors are interested in researching the effect of integrity and organizational commitment to employee performance in the Secretariat Office of Sawahlunto. The purpose of this study was to look at the significance of the effect of and organizational commitment to employee performance in Sawahlunto Regional Secretariat, and hypotheses



The hypothesis can be interpreted as an allegation or a temporary answer to the problems of research, until it is proven through the data collected (Arikunto, 2006: 64)[17], Based on the theoretical description and frameworks above, the researchers suspect the influence of motivation and organizational commitment to employee performance. Thus the hypothesis of this study is: H1: There is a significant influence between the variables of integrity (X1) on employee performance (Y) H2: There is a significant influence between the variables of organizational commitment (X1) on the performance employee (Y) H3: There is a significant influence between the variables of motivation (X1) and variable organizational commitment (X2) simultaneously on employee performance (Y)

II. METHOD

This type of research used in this research is the explanation (explanatory research). Explanatory research study aims to test the hypothesis between variables known to influence the research so between the variables studied, namely between the independent variables and the dependent variable. While the approach used in this study is quantitative.

Analytical techniques used are:

1. Descriptive analysis

This analysis is used to describe the variable integrity, organizational commitment and performance of employees by way of distributing the items of each variable. The data have been collected in the form of a question with an answer choice

that has been determined subsequently tabulated into a table and performed a descriptive discussion.

2. Multiple Linear Regression Analysis

Multiple linear regression analysis is a linear relationship between two or more independent variabels (X1,X2,...Xn) with the dependent variabel (Y). This analysis is to determine the direction of the relationship between the independent variable whether each independent variable if the value of the independent variable has increased or descreased. The data used usually interval or ratio scale.

III. RESULTS AND DISCUSSION

This research was conducted at the District Secretariat Sawahlunto, a population of 148 people. The sampling technique used in this study is saturated sampling is sampling technique when all members of the population used as a sample. This is done when the number of relatively small populations or research to make generalizations with a very small error. Therefore, the sample used in this study is the number of 108 people. Data analysis techniques used in this research is descriptive statistical analysis and multiple linear regression analysis. This method is used to see the effects of two independent variables, namely integrity and organizational commitment to the 3. Hypothesis test

a. Partial test (t-test)

The t-test was conducted to test the effect of partially free variables on the dependent variable.

b. Simultant Test (Test F)

F test is used to test the effect of independent variables such as motivation (X1) and organizational commitment (X2) simultaneously on the dependent variable is the employee performance of the (Y)

dependent variable is employee performance either simultaneously or partially.

This analysis, to test the hypothesis 1, Hypothesis 2 and Hypothesis 3. Hypothesis 1 and 2 were tested using the t-test. While the three hypotheses using F After distributing questionnaires to the respondents, the data were analyzed using SPSS 23 and presented as follows:

Multiple Linear Regression Analysis

To determine the presence or absence of integrity and organizational commitment influence simultaneously and partially on the performance of employees at the District Secretariat Sawahlunto multiple linear regression analysis are shown in Table 2 below:

Table 2. Results of Linear Regression Analysis

Model	Coefficients	s unstandardized	Standardized Coefficients	t	Sig.	
		В	Std. Error	beta		- 3
	(Constant)	11.227	2.623		4.281	0,000
4	Integrity (X _t)	0.594	0,049	0.741	12.164	0,000
*	Organizational commitment (X2)	.190	0,041	.281	4,606	0,000

Based on the results of multiple linear regression to get the following results:

Y = 11.227 + 0.594 X1 + 0.190 X2

- 1. Constants (a) shows the amount of employee performance (Y), if the integrity of the (X1) and organizational commitment (X2) = 0, then the performance of employees 11.227
- 2. The regression coefficient integrity variable (X1) of 0741, which means that every one-unit increase in integrity (X1) then the employee performance (Y) will increase by 0.741 units assuming other variables constant
- 3. The regression coefficient variable organizational commitment (X2) of 0281, which means that every one-unit increase in organizational commitment (X2) the employee performance (Y) will be increased by 0281 units to consider other variables constant.
- 4. The results showed that the value of t as follows:

- a. X1 integrity variable has a value Sig. t of 0000 while the value of α of 0.05. Based on these results it can be stated that the sig t < 0.05), so that Ha Ho accepted and rejected, then the partial variable X1 significant effect on variable Y
- b. The organizational commitment variable has a value Sig. T of 0000 whileα value of 0.05. Based on these results it can be stated that the sig t < 0.05so that Ha Ho accepted and rejected, then partially X2 significant effect on variable Y

a. Partial test (t-test)

To determine the effect of independent variables integrity, organizational commitment to employee performance dependent variable that it is necessary to test t. Partial testing can be seen from the t-test, if the probability value <0.05, Ho rejected, which means there is a significant effect. Partial assay results can be seen in the following table:

Table 3. Partial test (t-test) Coefficients

				Standardized		
		Coefficients u	Coefficients unstandardized			
Model		В	Std. Error	beta	t	Sig.
1	(Constant)	11.227	2.623		4.281	0,000
	Integrity (X1)	0.594	0,049	0.741	12.164	0,000
	Organizational	0.190	0,041	0.281	4,606	0,000
	commitment (X2)					
Dependent	Variable: Performance Office	cer (Y)				

Based on the partial test results obtained for work motivation variable t = 12.164 with a significance value of 0.000. then Ho is rejected and Ha accepted. This shows that the partial H1 stating that there is an influence on employee performance acceptable integrity. Based on the partial test results obtained by the organization's commitment to the variable t = 4,606 with a significant value of 0.000. Because a significant probability of much less than 0.05 then Ho is rejected and Ha accepted. This shows that partial H2 stating that there is influence organizational commitment to employee performance acceptable.

b. Simultant Test (Test F)

Proving hypotheses influence the integrity and organizational commitment simultaneous employee performance is shown in Table 4 below:

Table 4. Simultaneous Test (Test F)

Aodel .		Sum of Squares	df	mean Square	F	519
	Regression	2509.807	2	1254.903	82,360	.000Ь
	rest	1599.860	105	15.237		
	Total	4109.667	107			

From Table 4 unknown variables Integrity and Organizational Commitment has F value of 82.360 and significance value of 0.000 for the F test significance value of 0.000 <0.05 means that the integrity and commitment of the organization jointly affect the performance of employees. Thus Ho rejected and Ha accepted, then in this study proved acceptable H3. Based on the results of this research

Influence the integrity of the performance of employees

From the results of hypothesis testing the integrity of the variables obtained significant value 0,000. Stage data processing used a significant level of 0.05. The results obtained showed that the significant value generated is 0.000 < 0.05, so that the decision H1 accepted. So we can conclude that integrity has a significant and positive effect on employee performance Sawahlunto Regional Secretariat. This means that, if the integrity of the employee towards the better organization, then the performance will be better the employee, otherwise if the integrity of the employee to the organization is getting worse, then the employee's performance will get worse. The results are consistent with research Yusnaena and Syahril (2013) found that a significant difference between the employee to employee performance integrity Regional Secretariat of South Coastal District[18], Then, Salwa, et al., (2018) found that the integrity of the positive effect on employee performance. Based on these findings and supported by previous research, it is to be able to create a good employee integrity either by increasing the integrity of the employee to the organization. Integrity is acting consistent with the values and policies of the organization as well as the code of professional conduct, even in a state that is difficult to do this[19], In other words, "the only words with deeds". Communicating intentions, ideas and feelings in an open, honest and direct even in difficult negotiations with other parties (Yusnaena and Syahril, 2013)[18], Some things to consider in improving the integrity of the employees in the Secretariat Office of Sawahlunto that employees should further demonstrate the courage to have great confidence in the face of the difficulty of the work. Also, employees are better able to weigh the consequences of the following issues carefully when doing a job. For example, by considering the feasibility of the ship or vessel capacity before sailing to the safety of note that the integrity and organizational commitment variables simultaneously have a significant influence on employee performance variables. From the results of multiple linear regression analysis model: EP = 11.227 + 0.594IT + 0.190OC. F test showed a significant level of value 0,000 82 360 and less than 0.05. Based on the number 2 and number 3 above can interpreted

passengers during sailing to arrive safely at your destination and provide services by the SOP and moral ethics. This high integrity is expected will lead to an increase in employee performance the better.

The influence of organizational commitment to employee

From the results of hypothesis testing, organizational commitment variables obtained a significant value of 0.000. Stage data processing used a significant level of 0.05. The results obtained showed that the significant value generated is 0.000 < 0.05, H2 decision is received. So it can be concluded that organizational commitment and significant positive effect on the performance of the Regional Secretariat Employees in Sawahlunto. These results are consistent with the description of theories and hypotheses were proposed before, where organizational commitment affect performance. This means that by increasing organizational commitment, employee performance Secretariat Office of Sawahlunto will increase. This research is by The results are consistent with several studies by Salwa, et al., (2018) found that the committee has a positive effect on employee performance, as well as the findings, show that the variable most dominant influence on employee performance is a commitment[19], Then, Umaya, et al., (2018) found that organizational commitment partial effect on the performance of staff at the Department of Trade Industry, Cooperatives and SMEs district. Soppeng[20], Arifin, et al., (2018) also found that organizational commitment affect the performance of employees in the Secretariat of DPRD of Luwu[21], Previous Angelina (2015) also found that organizational commitment in his research showed significant gains on employee performance UPT. Protection of Food Crops and Horticulture Riau Province[16], Mahmud, et al., (2016) that the individual commitments partially positive and significant impact on the performance of educators in South Sulawesi SPN Batua[22], Ismail, et al., (2018) also found that there are significant moral commitment to employee performance at the Village Office Pallantikang Takalar[23], As well as the Maya, et al., (2018) found that organizational commitment partial influence on employee performance. Based on these findings and supported by previous research, it can improve the performance of an employee to a better one with improving organizational commitment[24],

Some things to consider in increasing commitment in Secretariat Office of Sawahlunto, based on the answers of respondents that employees need to make an effort to adjust in a way to follow the policy change head office so that employees getting fit in the organization and do things that are expected, as well as respecting norms organizational norms, as well as comply with applicable rules and regulations. Also, employees need to put personal interests above the interests of institutions in carrying out responsibilities, and support decisions that benefit the organization even if the decision is unpopular. If this can be improved, it will

be able to encourage increased employee performance towards better.

Simultaneously influence the integrity and organizational commitment to performance employee

From the test results obtained F significant value 0,000. Stage data processing used a significant level of 0.05. The results obtained showed that the significant value generated is 0.000 < 0.05, H3 decision is received. So we can conclude that the integrity and commitment of the organization simultaneously positive and significant influence on employee performance Sawahlunto Regional Secretariat. The results are consistent with the description of theories and hypotheses proposed earlier. Thus the higher the integrity and commitment of employees will increase employee performance. After seeing the influence of variables, the next test is to see the contribution of the influence independent variables on the dependent use test coefficient of determination (R Square). R Square test results in this study can be seen as follows:

Model	R	R Square	Adjusted R Square	Std. Error of Estimate	Durbin-Watson
	781a	0.611	.603	3.903	2.978
A. Predictors: (Constant),	Integrity, Organizationa	I Commitment	1470505	Moreone -	4000000

Based on figure 5 above, the adjusted R2 value of 0.603 indicates that the contribution of the dependent variable to the independent is 0.603 or 60.3%, the remaining 39.7% is influenced by other variables not examined in this study. The amount of the partial influence of independent variables can be known from the squared partial correlation in the table below:

Table 6. Determination of Partial

Model	correlations			collinearity Statistics		
	Zero-order	Partial	part	tolerance	VIF	
I Integrity (X1)	.808	.555	.340	.472	2118	
Organizational commitment (X2)	.790	.502	296	472	2118	

Based on calculations using SPSS note that the contribution coefficient between the integrity of the performance of employees amounted to 0.555 so it can be seen that the contribution of the influence of the integrity of the performance of employees amounted to (0.555) 2 is equal to 0.3080, or 30.8%. The coefficient between organizational commitment to employee performance amounted to 0.502 so it can be known that the contribution of the effect of organizational commitment to employee performance by (0.502) 2 is equal to 0.2520, or 25.2%.

IV. CONCLUSION

Based on the results of data processing and testing, the resulting conclusions are expected to answer the research problem formulation by the objectives of this research are:

- 1. Integrity provides a positive and significant effect on the performance of
- 2. Organizational commitment and significant positive effect on performance
- 3. Integrity and commitment to the organization simultaneously have a significant positive effect on performance

It is suggested that the Regional Secretariat of Sawahlunto, the need to improve the integrity of its employees for integrity has a dominant influence. Increased attention and integrity can be through moral cultivation for all employees to achieve more optimal organizational goals.

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