

# THE INFLUENCE OF INTEGRITY AND WORK EXPERIENCE ON EMPLOYEE PERFORMANCE

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**Abstract—** The demands of an organization to develop should be supported by its human resources. One of the organizations that has qualified human resources were shown through the results of employee performance. In this study, employee performance was considered to be influenced by employee integrity and work experience. Thus this study aimed to analyze and determine the effect of integrity and work experience on employee performance partially. Besides, this study would also analyze and determine the effect of integrity and work experience simultaneously on employee performance. This study uses a quantitative approach. This study was conducted in the Bungo District Regional Secretariat Office, Jambi Province. The study population was all employees at the Bungo District Regional Secretariat Office. The sample in this study was determined through the Slovin formula. Data in this study were analyzed with regression test formula. The results showed that integrity and work experience had a significant and partial influence on employee performance. Integrity and work experience were proven to have a significant simultaneously influence on employee performance.

**Keywords—** Bungo District; Employee Performance; Human Resources; Integrity; Work Experience

## I. INTRODUCTION

The sustainability of an organization or company is highly determined by the existing human resources, both in quality and quantity. Human resources play an important role in achieving organizational goals. Although the role and function of the workforce has been largely replaced with increasingly sophisticated technology, but in reality until now human resources are still an important factor in determining the success of an organization. Every organization or agency needs resources to achieve its goals [1]. The success or failure of an organization is largely determined by the human behaviors that carry out the work. One organization that has quality human resources is shown through the results of employee performance. When the placement of human resources is not in accordance with the expertise and capabilities they have, it will affect the performance of human resources.

According to Mangkunegara (2011) in Ulfa Indri Utami (2018) [2], performance is the result of quality and quantity of work achieved by an employee in carrying out their duties in accordance with the responsibilities given to him. For this reason, a good performance is needed from every individual in the organization. The organization requires that human resources can work effectively and efficiently by working honestly, transparently, and responsibly. Performance measurement is a method for assessing progress by making comparisons between what has been achieved from assumed goals and set goals [3]. Performance measurement is not intended as a mechanism to reward or punish, but rather as a means of communication and management tools to improve organizational performance. Organizational performance has performance targets that require commitment from the leadership of all members of the organization.

The achievement of organizational goals is only possible because of the efforts of individuals in the organization, in other words individual performance is related to organizational performance in government organizations. If the resources of the government apparatus are good, then the performance of government institutions or the bureaucracy will also be good. The performance of the government apparatus will be good if it has integrity and work experience in working. Work is a self-actualization activity in the application of knowledge, skills and values of beliefs and professional code of ethics that they have [4]. Activities without integrity will have an impact on work disorientation, which in turn can give birth to a void of meaning at work. Integrity is not solely based on personal desires, but also based on collective desires that need to be carried out in a consistent, sincere, honest, discipline and responsibility by every employee in working.

Integrity is a consistent attitude in accordance with the policies and code of conduct of the agency. Consistent attitude as a form

of one's professionalism at work, and as a nature of wholeness in a person in communicating intentions, ideas and feelings openly to fellow colleagues and leaders [4]. Integrity is a consistent attitude and determination in maintaining the principles and ethics of professionalism, loyalty to the institution and its leaders, and always working with full discipline and responsibility for the tasks they carry. Integrity values can build a spirit of professionalism, and can maintain behavior that is in line with values that have been recognized by an organization or institution. The aspect of integrity is an important component in influencing employee performance, because integrity is closely related to the attitude of always putting forward responsibility, trust and loyalty to promises. Integrity is a mindset and character that is in accordance with applicable norms and regulations. Self-integrity is related to the attitude that always puts the responsibility, trustworthiness, and loyalty to the promise [5]. Integrity requires a person to be honest and transparent, brave, wise and responsible in carrying out tasks [6]. Therefore, many countries throughout the world have and are still investing in efforts to foster, enhance and strengthen integrity not only in civil service but also in every aspect of government [7]. Integrity is very important to be considered for employees in carrying out their duties and applied in providing services to the community. Because government employees have strategic roles and responsibilities as well as being the hope of the community to provide quality services by taking into account aspects of honesty, fairness, transparency, and responsibility. That way the people served are satisfied with the services provided by government employees with quality performance.

Factors that can affect employee performance include when an employee has a commitment, meaning that the better the commitment of the employee to the organization, it will improve employee performance [8]. The better the integrity of a person, the better performance. Then if the organization will increase integrity so that it affects the performance of its employees, it must do that is having a commitment in keeping promises, being humble, having responsibility, being wise, professional in working and obeying the leadership [9]. Integrity can affect employee performance, this is in line with the results of research which states that integrity has a positive and significant effect on employee performance [10]. In line with the results of Stanislaus Wembly Wetik, et al (2018) research which says that integrity has a positive and significant effect on employee performance [8]. Furthermore, Sujiyanto (2017) research results also state that integrity has a positive and significant effect on employee performance [11]. The results of Nadya Meidisyah Yolanda and Syamsir (2020) research also stated that integrity significantly influences employee performance [12].

In addition, in an organization or company, integrity is very important to have. Integrity can lead to public trust, integrity can also be a benchmark for members in testing all their decisions [6]. Responsibility and loyalty toward promises are often ignored by employees in their work. The phenomenon found by the author that in completing office tasks is still not maximal, the completion is not on time given. There are still employees who are late when entering work hours. In addition, when meetings are held it often happens that employees arrive late from the set time. With so low someone's integrity at work, it can affect the performance of an organization.

Work experience is also very influential to improve employee performance and can achieve predetermined goals. The policy of an organization in placing employees can be done by looking at the work experience of an employee [13]. Work experience is the level of mastery of knowledge and skills possessed by employees in work, which can be measured from the work period and the type of work that has been done by employees during a certain period. According to Foster in Rosita & Tantri Yanuar RS (2019) there are several other things that can also be used to determine whether an employee has experience or not and it can also be used as an indicator of work experience, namely the length of time or work and the level of knowledge and skills possessed [14]. An employee who has work experience is expected to help the organization in the effectiveness and efficiency of work, so that the goals expected by the organization can be achieved. Someone who has more work experience will certainly understand more what to do when facing a problem that arises [15].

If an employee has a lot of work experience, then his competence will be in the existing rules in accordance with the demands of the job, so that he will be more motivated to work and be able to achieve high performance. In addition, employees who have work experience will be faster at work and do not have to adapt to the tasks performed because they already have experience. A more experienced employee is more capable of adjusting behavior to achieve high levels of performance than a less experienced employee [16]. So that organizations will more easily achieve organizational goals because they are supported by employees who are experienced in their respective fields. To improve the performance of its employees, of course, employees are needed who really have the ability and experience in working and also have high morale [17]. Running or not an organization one of which is influenced by how high the quality of the performance of human resources.

In an effort to improve performance, work experience is needed. The more employee experience the more skilled the employee is in carrying out his work [18]. With work experience, mastery of skills increases so that employee performance also increases. Employee work experience reflects the level of mastery of knowledge and skills possessed by an employee in work that can be measured by the length of work and the type of work the employee has ever done [19]. The size of work experience can affect someone in managing and carrying out performance tasks and employee income levels. Work experience is part of the exercise, because with practice will be able to increase employee productivity. More or less work experience will show or determine how quality someone is at work. Work experience can affect individual accuracy in providing a perception. Through work experience, technical quality and skills of employees increases, then the employee can complete the tasks done effectively and efficiently, so that it will improve employee performance [20].

The above statement is in accordance with the results of Yarni Herawati (2019) research which states that work experience has a positive effect on employee performance [1]. In addition, the results of research by Heriyanto & Novi Yulianti (2018) stated that work experience also had a positive effect on employee performance [10]. Furthermore, the research results of Iksan Nurwandi Saragih & Fauzan Azim (2020) also said that work experience had a positive and significant effect on employee performance [13].

Wanceslaus Bili (2018) research results, et al stated that work experience has a significant effect on employee performance [15]. Based on the phenomena found in the field there are still employees who cannot use office equipment, such as computers and printers. This is because organizations often prioritize family relationships over work experience. Limited work experience results in lower levels of expertise and skills. In this study, employee performance is considered to be influenced by employee integrity and work experience. Thus this study aims to analyze and determine the effect of integrity and work experience on employee performance partially. In addition, this study will also analyze the effect of integrity and work experience simultaneously on employee performance. From the research objectives above can be described in a conceptual framework as below:

### Conceptual framework

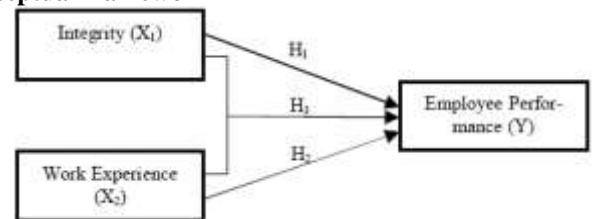


Fig. 1 Conceptual framework

### Hypothesis

The hypotheses in this study are as follows:

- H<sub>1</sub> Integrity has a positive and significant effect on employee performance at the Bungo District Regional Secretariat Office.
- H<sub>2</sub> Work experience has a positive and significant effect on employee performance at the Bungo District Regional Secretariat Office.
- H<sub>3</sub> Integrity and work experience have a positive and significant effect simultaneously on the performance of employees at the Bungo District Regional Secretariat Office.

## II. METHOD

This study aims to determine the effect of integrity and work experience on employee performance in the Bungo District Regional Secretariat Office, both partially and simultaneously. This study uses a quantitative approach. Quantitative research is a research method that is based on the philosophy of positivism, used to examine a particular population or sample, data collection using research instruments, statistical data analysis, to test a predetermined hypothesis [3]. This research was conducted at the Regional Secretariat Office of Bungo District, Jambi Province. The study population was all employees at the Bungo District Regional Secretariat Office. The number of employees of the Bungo District Regional Secretariat Office is 160 people. The sample in this study was determined through the Slovin formula. The number of samples in this study were 114 respondents. The data in this study were analyzed with the regression test formula. Whereas the statistical method of data processing is done with the help of the SPSS Statistics version 25 for windows program.

## III. RESULT AND DISCUSSION

### Classic assumption test

#### Normality test

Normality test is a test performed by comparing result the Asymp values. Sig > 0.05. It is known that the value of Asymp. Sig. (2-tailed) has a probability of more than 5%, it is concluded that the research data is normally distributed. The normality test aims to test the assumption that the sample distribution of the sample error estimates come from normally distributed populations, the normality testing technique used in this study is Kalmogorov Smirnov. From the normality test conducted on respondents which

include employee performance variables (Y), integrity (X1), and work experience (X2) can be seen in the summary analysis of the normality of data distribution testing as illustrated in table.1 below.

Table. 1 normality test - kalmogorov smirnov

One-Sample Kolmogorov-Smirnov Test				
		Integrity	Work Experience	Employee Performance
N		114	114	114
Normal Parameters <sup>a,b</sup>	Mean	152.35	204.64	158.82
	Std. Deviation	8.654	25.846	18.453
Most Extreme Differences	Absolute	.066	.070	.058
	Positive	.039	.070	.052
	Negative	-.066	-.063	-.058
Test Statistic		.066	.070	.058
Asymp. Sig. (2-tailed)		.200 <sup>cd</sup>	.200 <sup>cd</sup>	.200 <sup>cd</sup>

Note: α = 0.05

Based on the results of the normality test in the above table it can be concluded that the distribution of research data is normally distributed. Can be seen from the asymp value. Sig. (2-tailed) which is greater than the alpha value of 0.05. The significant value of integrity is 0.200 > 0.05, the significant value of work experience is 0.200 > 0.05, and the significant value of employee performance is 0.200 > 0.05 which means that in this study the respondents are normally distributed, thus it can be concluded that all data from each variables are normally distributed and can be used in the analysis of research studies. From the results of the normality test above it is evident that the research data is normally distributed.

**Linearity test**

Based on the results of examining linearity assumptions using SPSS version 25 for windows, it can be seen that the significance of the linearity value of the integrity variable with the employee performance variable is 0,000 < 0.05, while the significance value of the linearity variable of work experience with the employee performance variable is 0,000 < 0.05. So that the variables of integrity and work experience with employee performance variables can be said to be linear, because the significance value of linearity is smaller than alpha 0.05. Then it can be concluded that the variables of integrity and work experience have a linear relationship with employee performance variables, thus fulfilling linearity assumptions in this study.

**Heteroscedasticity Test**

Table. 2 Spearman's rho test

	Unstandardized Residual
Integrity	.189
Work Experience	.112

Spearman's rho test results independent variables on unstandardized residuals indicate that a significance level greater than 0.05 is the integrity variable with employee performance variables of 0.189, work experience variables with employee performance variables of 0.112. This shows that the research data used are not subject to heteroscedasticity problems.

**Reliability test**

Table. 3 Case Processing Summary

		N	%
Cases	Valid	114	100.0
	Excluded	0	.0
	Total	114	100.0

a. Listwise deletion based on all variables in the procedure.

Based on the reliability test results above it can be seen that all data used can be trusted and reliable.

Table. 4 Cronbach's alpha test

Variable	Cronbach's Alpha
Integrity	.461
Work Experience	.342
Employee Performance	.235

Based on the results of the above analysis it can be seen that the variables used are reliable and consistent, because the data indicate that the Cronbach's Alpha of each variable has a value above 0.60. In addition, Cronbach's Alpha of each variable also has a value greater than r table (0.182), so the data is considered reliable or reliable in this study.

**Multiple regression analysis**

Multiple regression analysis was performed to determine the linear relationship between the independent and dependent variables [7]. The results of a research analysis regarding the effect of integrity and work experience on employee performance at the Bungo District Regional Secretariat Office using quantitative methods. Quantitative analysis is used to prove the hypothesis proposed by using multiple regression analysis models. This proof is intended to test the variation of a regression model used in explaining the independent variables (X<sub>1</sub> and X<sub>2</sub>) to the dependent variable (Y) by testing the similarity of the regression coefficient. Based on calculations with the help of the SPSS version 25 for windows program the following results are obtained:

Table. 5 Multiple linear regression analysis test

Model	Unstandardized Coefficients		Correlations		
	B	Std. Error	Zero-order	Partial	Part
(Constant)	48.458	34.354			
Integrity	.388	.194	.114	.188	.178
Work Experience	.251	.064	.316	.347	.345

Based on the data processing shown in table 2 above, the second column output section B (Unstandardized Coefficients), obtained by the multiple linear regression equation, namely:

$$Y = \alpha + b_1x_1 + b_2x_2 + \epsilon \quad (1)$$

$$Y = 48.458 + 0.388 + 0.251 + \epsilon \quad (2)$$

Note:

- Y = employee performance
- α = a constant
- b<sub>1</sub> = regression coefficient for x<sub>1</sub>
- b<sub>2</sub> = regression coefficient for x<sub>2</sub>
- x<sub>1</sub> = variable integrity
- x<sub>2</sub> = variable work experience
- ε = standard error

1. The constant value (α) is 48,458 indicating that if the variable of integrity and work experience is considered constant, the level of employee performance variable (Y) is 48,458.
2. The regression coefficient for the integrity variable of 0.388 indicates that the integrity variable increased by 1%, then employee performance will increase by 38.8%. In other words

every improvement in employee performance required integrity variable of 0.388.

- The regression coefficient for the work experience variable of 0.251 indicates that the work experience variable increased by 1%, then employee performance will increase by 25.1%. In other words, every increase in employee performance requires a work experience variable of 0.251.

**Hypothesis test**

**Partial test (t test)**

T test is to examine the effect of partially or independently the independent variables on the dependent variable [21]. Based on the following table, the tcount value of the integrity variable is 2,017, and the tcount value of the work experience variable is 3,899.

- Integrity variable has tcount > ttable, that is 2.017 > 1.658 and significance level value 0.046 < 0.05. It can be concluded that the integrity variable (X1) has a positive and significant effect on employee performance (Y).
- The work experience variable has a tcount > t table that is 3.899 > 1.658 and a significance level value of 0.000 < 0.05. Then it can be concluded that the work experience variable (X2) has a positive and significant effect on employee performance (Y).

**Table. 6 Parsial test - T test Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	48.458	34.354		1.411	.161
	Integrity	.388	.192	.182	2.017	.046
	Work experience	.251	.064	.351	3.899	.000

a. Dependent Variable: employee performance

**Simultaneous test (f test)**

Test f is to determine whether the independent variables simultaneously influence the dependent variable. In the following table, we can see the significance value of 0.000 is smaller than  $\alpha = 0.05$ , and the F count is 8.438, thus fcount.438 > ftable 3.08, then H0 is rejected and H1 is accepted. This means that simultaneously the integrity and work experience variables as independent variables (X) have a positive and significant effect on employee performance variables as the dependent variable (Y) at the Bungo District Regional Secretariat Office.

**Table. 7 Simultaneous test - f test**

ANOVA <sup>a</sup>						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	5077.654	2	2538.827	8.438	.000 <sup>b</sup>
	Residual	33398.837	11	300.890		
	Total	38476.491	13			

a. Dependent Variable: Kinerja Pegawai  
b. Predictors: (Constant), Pengalaman Kerja, Integritas

**Coefficient of determination (R<sup>2</sup>)**

The coefficient of determination serves to determine the magnitude of the proportion or contribution of the influence of independent variables on the dependent variable as a whole [22]. So that it can be determined by the multiple determination coefficient test (R<sup>2</sup>) contained in table. 8 below.

**Table. 8 Coefficient of determination (R<sup>2</sup>)**

Model Summary <sup>b</sup>					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Sig.
1	.895 <sup>a</sup>	.801	.622	2.994	.000

a. Predictors: (Constant), Work Experience, Integrity  
b. Dependent Variable: Employee Performance

Based on the results of the above table with the help of the SPSS Version 25 program, it can be seen that the relationship or correlation between integrity (X1), and work experience (X2) on employee performance (Y) of the Bungo District Regional Secretariat Office, can be seen through the correlation coefficient. The results of the correlation coefficient or R of 0.895, this shows that the relationship between integrity (X1), and work experience (X2) on employee performance (Y) of the Bungo District Regional Secretariat Office has a strong relationship that is equal to 89.5%. It can also be seen that the result of the coefficient of determination or R square is 0.801 which shows that 80.1% of employee performance is influenced by integrity and work experience while the remaining 19.9% is influenced by other variables not included or not discussed in this study.

**IV. DISCUSSION**

**The influence of integrity on employee performance**

Based on the results of the normality test results show that the data distribution of the integrity variable is normally distributed with a significance value of 0.200 > 0.05. Thus the integrity variable in this study is normally distributed, so it can be used in the analysis of this study. This is in line with the results of Ranti Melasari research (2017) which shows that the data distribution of integrity variables on employee performance is normally distributed [23]. Furthermore, it is supported by the results of the research of Dwi Anjani Prameswari, et al (2015) which shows that the residual value of integrity is normally distributed [24]. In addition, the research of M. Riduan Abdillah, et al (2019) shows that data from the integrity variable are normally distributed [25].

Based on the results of the regression test showed that the integrity variable had a positive and significant effect on employee performance with a coefficient of 0.388. This means that the integrity factor is a condition that occurs when an individual is able to accept and be responsible for feelings, intentions, commitments and behavior, including acknowledging that condition to others if necessary. This is in line with the results of research from Berry Harmaily (2019) which states that integrity has a positive and significant effect on employee performance [26]. Integrity is closely related to performance, because in order to achieve good and true work results must always uphold honesty and other moral values. Employees with integrity are employees who have the ability to bring what is believed to be true into reality [8]. Therefore, integrity is a very important thing that must be owned by employees of the Bungo District Regional Secretariat Office. By having high integrity Bungo District Regional Secretariat staff will be able to improve quality performance. Furthermore, the results of research

from Ulfa Indri Utami (2015) which states that integrity has a positive and significant effect on employee performance [2].

The results of this study are also supported by the results of Yulianti and Wuryanti (2015) research which shows that integrity has a positive effect on employee performance [27]. Integrity is a quality that underlies public trust and is a benchmark for the institution/organization in testing all its decisions. Integrity requires an employee to be honest and transparent, brave, wise and responsible in carrying out tasks. Furthermore, the results of the research Dwi Sumartono Agung Kurniawan, et al (2017) showed that integrity affects employee performance [28]. Furthermore, Dwi Anjani Prameswari (2015) research shows that integrity has a significant effect on employee performance [24]. Esti, et al (2019) research also shows that integrity has a positive and significant effect on employee performance [29]. Furthermore, the results of this study are also supported by the results of the research by Komang Gunayanti Ariani and I Dewa Nyoman Badera (2015) which show that integrity has a positive and significant effect on employee performance [30]. With the integrity of employees will create a culture of integrity as well, and this culture will continue to create a valuable environment, so that they can focus more on a better long-term situation [23].

#### **The influence of work experience on employee performance**

Regression test results showed that work experience variables had a positive and significant effect on employee performance with a coefficient of 0.251. This means that work experience factors measured through work experience possessed by employees can help the completion of work / tasks efficiently, employees do not waste time working with other activities that are not related to work, employees always prioritize professional attitudes at work, employees have skills in carrying out the tasks given by the leadership, and work experience possessed by employees can help reduce mistakes when carrying out work is a factor that determines the performance of employees of the Bungo District Regional Secretariat Office. Work experience is the level of mastery of knowledge and skills possessed by employees in work that can be measured by the length of work and the type of work that an employee has done in a certain period.

The results of this study are supported by the results of research conducted by Erik Agus Santoso (2017), which shows that work experience has a positive and significant effect on employee performance [19]. It is also supported by the results of research Arif Eko Rakhmatullah, et al (2018) who stated that work experience has a significant effect on employee performance [20]. Furthermore, it is supported by research results from Rahel Mutiara Ratu, et al (2018) who stated that work experience has a significant effect on employee performance [31]. Rifda Iklila (2019) research results which state that work experience has the most significant correlation to employee performance [3]. Rosita, et al (2019) stated that work experience has a significant effect on employee performance [14]. With work experience, employees can learn to adjust to work. Through experience, employees can learn from mistakes to prevent wrongdoing. Also with experience, an employee can gain the trust of his superiors in carrying out their duties and functions. Furthermore, it is supported by the research of Hyrnanda Era Dewanti, et al (2018) who showed that work experience has a positive and significant effect on employee performance [32]. The results of this study are also supported by the results of research by Risa Ardani, et al (2017) who found that work experience has a positive and significant effect on employee performance [33]. Work experience has a positive effect on employee performance, this means that increased work experience will increase employee performance.

#### **The influence of integrity and work experience simultaneously on employee performance**

Based on the simultaneous regression tests, the results were  $8,438 > f_{table} 3.08$  and a significance value of  $0,000 < 0.05$ , indicating that integrity and work experience simultaneously had a positive and significant effect on employee performance at the Bungo District Regional Secretariat Office. This means that integrity and work experience are one of the factors that determine employee performance at the Bungo District Regional Secretariat Office. So if these two variables can be applied together, it will affect the performance of employees at the Bungo District Regional Secretariat Office. The results of this study are supported by previous research conducted by Ulfa Indri Utami (2015) which shows that integrity and work experience have a positive and significant effect on employee performance [2].

Based on the results of testing the regression coefficient (R) obtained for employee performance variables as the dependent variable is 0.895. The magnitude of the contribution or effect of all the independent variables together on the dependent variable is shown through the coefficient of determination (R Square) of 0.801. This shows that the magnitude of the contribution of the variables of integrity and work experience together to employee performance is 80.1%. The remaining 19.9% is influenced by variables or other factors not examined.

#### **CONCLUSION**

This study explains that there is a positive and significant influence of integrity and work experience on employee performance at the Bungo District Regional Secretariat Office. Based on the results of the classic assumption test that is the normality test with Kalmogorov Smirnov the results show that the distribution of research data is normally distributed, based on the linearity test results of the integrity and work experience variables have a linear relationship with the performance of the employees of the Bungo District Secretariat Office. In addition, based on the results of the partial significance test (t test) the integrity variable has a positive and significant effect on the employee performance of the Bungo District Regional Secretariat Office. Whereas based on the partial significance test (t test) the work experience variable has a positive and significant effect on the employee performance of the Bungo District Regional Secretariat Office. Furthermore, based on the simultaneous significance test (f test) integrity and work experience have a positive and significant effect on the employee performance of the Bungo District Regional Secretariat Office.

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