



The Effect Of Job Satisfaction and Integrity On Employee Performance(Bapas Class I Makassar)

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ABSTRACT: *The effectiveness of an agency in achieving its goals is strongly influenced by human resource management. An agency must implement employee management and empowerment after recognizing the value of human resources to improve employee performance. Without a human component with adequate managerial skills and a strong sense of ethics in the workplace, no institution can progress and develop. This study aims to analyze the effect of job satisfaction and integrity on employee performance. This research was conducted at the Makassar Class I Correctional Center with 55 respondents. Data analysis used a quantitative descriptive approach with a survey method using a purposive sample technique. The results showed that job satisfaction had no effect on employee performance, while integrity had a positive effect on the performance of the Makassar Class I Bapas employees.*

Keywords: *Job Satisfaction, Integrity, Employee Performance.*

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I. INTRODUCTION

The effectiveness of an agency in achieving its goals is strongly influenced by human resource management. An agency must implement employee management and empowerment after recognizing the value of human resources to improve employee performance. Without a human component with adequate managerial skills and a strong sense of ethics in the workplace, no institution can progress and develop.

To achieve agency goals, good employee performance is needed. This can be interpreted that employee performance is determined by comparing their work during a certain period with various criteria, including mutually agreed standards, objectives and benchmarks. Because the effectiveness of good employee performance has a significant impact on agency success, agency performance measurement cannot be separated from the performance goals of employees within agencies.

In terms of job satisfaction, Gilmer in Yaningsih & Triwahyuni, (2022) mentions opportunities for advancement, job stability, income, management, intrinsic and job variables, working conditions, social aspects of work, communication, and facilities are all factors that influence job satisfaction. High morale is a sure sign of high job satisfaction among employees, so it will increase output.

The Makassar Class I Correctional Center must be able to inspire its employees so that they can adequately meet the needs of the community. Therefore, Makassar Class I Correctional Center must be able to provide a satisfying work environment for employees, because it has an impact on increasing work productivity. However, apart from all that, there are still problems with the Makassar Class I Correctional Center. The workload that is still felt by some employees, there are still some employees who are unprofessional in their work so that it has an impact on the work of other employees, as well as inadequate infrastructure, are indicators of their dissatisfaction.

The integrity factor plays an important role in influencing employee performance because commitment and integrity are closely related. People who fail to commit show a lack of integrity. Integrity is a way of thinking and behaving that complies with applicable laws and regulations. Self-integrity is associated with a continuous mindset that values accountability, confidence, and faithfulness to commitments.

The State Civil Apparatus is one of the many fundamental components for the implementation of state activities, both for provincial and district apparatus in the Unitary State of the Republic of Indonesia (NKRI). Based on the Law of the Republic of Indonesia (2014) Number 05/2014 concerning State Civil Apparatuses, explaining that government officials must be loyal and obey the legal basis of the state, the state constitution,

and legitimate leaders, maintain the integrity of the nation, carry out regulations made by authorized officials, obey laws and regulations, and carry out their responsibilities as government officials effectively.

Based on these regulations, ASNs are expected to always uphold the values of Pancasila and the Constitution, act with high integrity, and be responsible for the obligations they perform. ASN integrity is the hallmark of a responsible public worker. Integrity is not limited by ties outside the office, such as financial ties or other commitments that may interfere with carrying out duties.

Research conducted by Rani et al., (2018) can convey that integrity has an impact on employee performance. This shows that integrity has a major influence on employee productivity. Research by Oktavia (2018) also explains that the integrity variable has a positive effect on auditor performance. In addition, Danuji & Rahaddhini (2012) suggested that job satisfaction has a significant effect on employee performance. Arda (2017) in his research results explains that there is a significant relationship between employee performance and the variables of job satisfaction and work discipline. Another from the research conducted by Wetik et al., (2018) that integrity has a positive and significant direct effect on employee competency.

The object of this research was conducted at Class I Correctional Center Makassar employees. The main task of the Makassar Class I Correctional Center is to conduct community research, coaching, guidance, supervision, and assistance. Services available at the Makassar Class I Correctional Center include conducting Community Research (Litmas) for convicts who will be released on parole, leave before release, leave to visit family, assimilation, and internal coaching or transfer; conduct Community Research (Litmas) for children in conflict with the law; accompany the trial child in the court process; provide independence coaching in the form of job training to correctional clients; and provide personality development in the form of consultation and counselling.

II. LITERATURE REVIEW

2.1. Motivation Theory

Motivation is defined by Wexley and Yulk in As'ad (2008) describing work motivation as anything that encourages or arouses enthusiasm for work. Motivation also underlies employees to do many ways to achieve agency goals because of an urge from within themselves. No success in upgrading job satisfaction without employee motivation either internally or externally.

2.2. Equity Theory

The theory developed by Adam explains that in an institution it is necessary to have a balance between inputs and outcomes. Satisfied or dissatisfied with an employee is obtained from a comparison between the employee himself and other employees, comparing what the employee has given to the agency with what he gets from the agency. So that if the comparison is balanced then the employee will feel satisfied, and vice versa.

2.3. Job satisfaction

Robbins in Rizki & Mas'ud (2016) defines that job satisfaction is an individual's general attitude towards his work. The position requires interaction with colleagues, superiors, agency norms and regulations, performance requirements, and so on. Someone with a high level of job satisfaction shows a positive attitude towards the job, while someone with a low level of job satisfaction shows a negative attitude towards the job.

Badriyah (2015) says that job satisfaction is the attitude or feelings of employees towards the pleasant or unpleasant aspects of carrying out work according to the assessment of each worker. According to Levi (2002) in Julianto & Hendriani (2014), there are several aspects in job satisfaction, namely: a) the job itself; limitation; c) Workmates; d) Promotion; e) Salary.

2.4. Integrity

Integrity requires employees to be honest and forthright without sacrificing the recipient's trust, not making the services provided and the ignorance of the service recipients for personal gain. The integrity of civil servants in accelerating the service process to be completed on time needs to be in accordance with the code of ethics.

Salwa et al., (2018) that "the word integrity comes from the root word *Integreted*, which means various parts of character and skills play an active role in us as seen from our decisions and actions. According to Tedi Rustendi (2017), integrity variables can be measured by the following indicators: 1) Honest; 2) Responsible; 3) Helpful; 4) Comply with legal provisions.

2.5. Employee Performance

The success or failure of an organization's employee performance will be determined by the degree of employee performance individually and collectively. According to Mangkunegara (2018: 84), indicators for evaluating employee performance carry out the duties of an employee in obtaining work results both

quantitative and qualitative based on the responsibilities assigned to them, namely: 1) Quantity; 2) Quality; 3) Punctuality.

III. HYPOTHESIS

This study is based on the following hypothesis

H1: Job satisfaction has a positive effect on employee performance.

H2 :Integrity has a positive effect on employee performance.

IV. RESEARCH METHODOLOGY

The research design in this study is a quantitative approach by distributing questionnaires. This research was conducted at the Makassar Class I Correctional Center Office. The population of this research is the Makassar Class I Correctional Center employees. The total population of this study is 120 employees. While the sample in this study were 55 respondents. The sampling technique used in this study is non-probability sampling. The data used in this research is subject data, namely the type of research data in the form of opinions, attitudes, experiences or characteristics of a person or group of people who are research subjects or respondents. The data collection technique used a survey technique, namely distributing questionnaires directly to respondents at the Makassar Class I Correctional Center. The research instrument is a questionnaire, with a total of 3 variables consisting of 2 independent variables and 1 dependent variable. Questionnaire data were analyzed using the Statistical Package for the Social Sciences (SPSS) program.

V. RESULT

4.1. Validity Test

According to Jonathan Sarwono (2015) decision making in the validity test of the corrected item total correlation at a significance of 5% can be based on the following conditions:

- a. If the r count $>$ r table is 0.30 then the questionnaire question items are declared valid.
- b. If the value of r count $<$ r table of 0.30 then the questionnaire question items are declared invalid.

Based on the validity test data for all items, it can be identified that the r count is greater than the r table. All items that have been tested have a calculated r value above the r table value of 0.30. Therefore it can be concluded that all statements on the instrument are valid.

Table 1. Validity Test

Variable	Item	r-count	r-table	Annotation
Job Satisfaction (X1)	X1.1	0.481	0.30	Valid
	X1.2	0.500	0.30	Valid
	X1.3	0.779	0.30	Valid
	X1.4	0.520	0.30	Valid
	X1.5	0.612	0.30	Valid
	X1.6	0.536	0.30	Valid
	X1.7	0.519	0.30	Valid
	X1.8	0.517	0.30	Valid
	X1.9	0.634	0.30	Valid
	X1.10	0.582	0.30	Valid
Integrity (X2)	X2.1	0.388	0.30	Valid
	X2.2	0.585	0.30	Valid
	X2.3	0.568	0.30	Valid
	X2.4	0.730	0.30	Valid
	X2.5	0.798	0.30	Valid
	X2.6	0.709	0.30	Valid
	X2.7	0.723	0.30	Valid
	X2.8	0.737	0.30	Valid
	X2.9	0.757	0.30	Valid
Employee Performance (Y)	Y.1	0.625	0.30	Valid
	Y.2	0.646	0.30	Valid
	Y.3	0.735	0.30	Valid
	Y.4	0.658	0.30	Valid
	Y.5	0.530	0.30	Valid

4.2. Reliability Test

According to V. Wiratna Sujarweni (2014), "The questionnaire is said to be reliable if the Cronbach's alpha value is $>$ 0.60". Based on the output table above, it can be concluded that the variables of job satisfaction (X1), integrity (X2) and employee performance (Y) are generally reliable.

Table 2. Reliability Test

Variables	Cronbach Alpha	Alpha Coefficient Standard	Annotation
Job Satisfaction (X1)	0.856	0.60	Reliable
Integrity (X2)	0.883	0.60	Reliable
Employee Performance(Y)	0.861	0.60	Reliable

4.3. Classic Assumption Test

a. Normality Test

This normality test seeks to evaluate whether in the regression model, the dependent and independent variables both have a normal or close to normal distribution. By using normal statistical probability plots, it is possible to determine whether the data is normally distributed or not. Normally distributed data will form a straight diagonal line, and data values will follow the diagonal line.

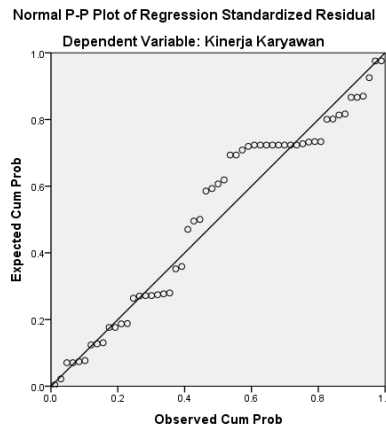


Figure 1. Normal probability P-plot

b. Multicollinearity Test

The results of the multicollinearity test showed that all the independent variables that are studied had a VIF value of less than 10, which are 1.701 and 1.701. These results are supported by tolerance values which indicate tolerance values > 0.10, that are 0.588, and 0.588. So that it can be said that all independent variables are free from multicollinearity problems

Table 3. Multicollinearity Test Results

Variable	Collinearity Statistics		Annotation
	Tolerance	VIF	
Job Satisfaction	0.588	1.701	Multicollinearity Free
Integrity	0.588	1.701	Multicollinearity Free

c. Heteroscedasticity test

Based on the table of the Glejser test results, it can be seen that the p-value of the two variables used is greater than 0.05, then there is also no heteroscedasticity.

Table 4. Glejser Test Result

Model		Unstandardized Coefficients ^a		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.473	1.539		1.607	0.114
	Job Satisfaction	-0.043	0041	-0.190	-1.062	0.293
	Integrity	0.021	0.044	0.086	0.480	0.633

a. Dependent Variable: abs_Res

4.4. Multiple Regression Analysis

Table 5. Multiple Regression Analysis

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.060	2.912		0.707	0.482
	Job Satisfaction	0.007	0.077	0.011	0.087	0.931
	Integrity	0.480	0.084	0.715	5.715	0.000

Based on the table above, it can be concluded that employee performance is influenced by several variables used in this study, so that a regression model is formed as follows:

$$Y = 2.060 + 0.007 (\text{Job Satisfaction}) + 0.480 (\text{Integrity})$$

Based on the regression model, it can be explained that the influence of each independent variable on the dependent variable is as follows:

- a. The regression coefficient value for the job satisfaction variable (X1) is 0.007. This means that job satisfaction has a positive effect on employee performance (Y).
- b. The regression coefficient value for the integrity variable (X2) is 0.480. This means that integrity has a positive effect on employee performance (Y).

4.5. Hypothesis Test

a. T Test

The T test in the table above can be used to determine whether the independent variable has a significant effect on the dependent variable.

Table 6. T Test

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.060	2.912		0.707	0.482
	Job Satisfaction	0.007	0.077	0.011	0.087	0.931
	Integrity	0.480	0.084	0.715	5.715	0.000

The results of the partial effect significance test (t test) on the job satisfaction variable yielded a significance value of 0.931. The significance level of 0.931 is greater than 0.05, it can be seen that job satisfaction affects employee performance is unacceptable.

The results of the partial effect significance test (t test) on the integrity variable yield a significance value of 0.000. The significance level of 0.000 is less than 0.05, so it can be seen that integrity has an acceptable effect on employee performance.

b. Determination Coefficient Test

To find out how much influence the dependent variable has on the independent variable, the model selection is done by looking at the R-squared coefficient of determination.

Table 7. Determination Coefficient Test

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.722 ^a	0.521	0.503	1.72376

Based on the table above, it can be seen that the magnitude of R² is 0.521, this means that 52.1% of the variation in employee performance can be explained by variations of the three independent variables, namely job satisfaction (X1) and integrity (X2) while the rest (100% - 52.1% = 47.9%) is explained by other reasons that cannot be explained in the regression equation or other factors not examined in this study.

VI. CONCLUSIONS AND RECOMMENDATIONS

This study shows that job satisfaction has no effect on employee performance, while integrity has a positive effect on employee performance. This shows that the level of job satisfaction has no effect on employee performance, while the higher the employee's integrity, the higher the employee's performance.

It is suggested to future researchers who conduct similar research to conduct research on a wider scope, using variables that have never been used in previous studies.

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