

Employee Performance Reform Based on Integrity, Organizational Support and Team Work

Sai Sulaiman

Universitas Terbuka, Indonesia
saisulaiman79@gmail.com

Submitted: 09th Jan 2023 | **Edited:** 17th March 2023 | **Issued:** 01st May 2023

Cited on: Sulaiman, S. (2023). Employee Performance Reform Based On Integrity, Organizational Support and Team Work. *AKADEMIK: Jurnal Mahasiswa Ekonomi & Bisnis*, 3(2), 105-114.

ABSTRACT

The many irregularities in work behavior and the unprofessional civil servants have become the trigger for performance reform in government agencies. This is because the public is furious about the behavior of government employees who are considered arrogant and like to take bribes. Finally, in this digital era, many people publish the poor performance of civil servants on social media, thereby forcing the authorities to reform the performance of their employees. This research was conducted as an effort to look at improving the quality of performance of civil servants based on the values of integrity, organizational support and work teams. To test this objective, a data-based quantitative approach is used. As many as 100 employees of the East Nusa Tenggara provincial religious court were questioned as correspondents. In disclosing this information, an analytical method based on structural equations is used. The results of the study reveal that changing old work patterns is not easy, but efforts to improve and improve must be made, one of which is by instilling the values of integrity, providing large compensation and building a productive work environment. Statistically, there is a trend of improving the quality of employee work when integrity values are implemented in carrying out tasks. In addition, a large compensation system can raise morale, resulting in pleasant and friendly work behavior. Meanwhile, a healthy work environment can affect the psychology of employees to be able to provide the best for their co-workers.

Keywords: Performance Reform, Integrity, Compensation Support, Work Team, Performance Orientation

INTRODUCTION

Structural officers have a strategic role in determining organizational performance (Ariza, 2021), because they are given the authority to make work unit policies with the support of a large budget. In addition, they also have the ability to lead the successful implementation of activities, and be able to respond to organizational strategic issues according to the level of implementing activities (Juru, 2020). As an important element in the work unit, he is required to have high performance and need for achievement (Sihite & Saleh, 2019).

The organizational performance of the work unit of the 14 religious courts under the Kupang Religious High Court can be seen from quarterly performance, the 2021 Quality Assurance Accreditation score and the construction of integrity zones. Of the three categories, only three work units had satisfactory work performance, namely the Atambua Court, the Kupang Religious Court and the Soe Religious Court. Meanwhile, the other 11 work units did not show a significant increase in performance.

The organizational performance is influenced by the performance of structural officials. Therefore it is necessary to increase the performance of individual structural officials in the religious courts by taking into account the variables that influence it. Among the influencing variables are the development of integrity zones, compensation, work environment and need for achievement.

Larasati (2018), performance has a broad and deep meaning not only focusing on work results but also on work processes. Mangkunegara revealed that performance is related to productivity related to output, efficiency and effectiveness (Sudiro & Putri, 2023). This means performance as a result of work which is a cumulation between quality and quantity which is carried out with full responsibility (Arraniri, et al., 2021).

According to McClelland, the need for achievement is an individual's self-motivation to succeed in competition (competition) using standards of excellence (Ichsan, et al., 2021). Competition with a standard of excellence is superior when individuals compete so that it is known how well the individual is doing the task, regardless of how other people do it (Kurniawati, 2021).

Through the bureaucratic reform program, leaders and their staff in work units or units must have a strong commitment to realizing a Region Free from Corruption and a Clean and Serving Bureaucracy. The focus to be realized is a government that is clean from corruption and accountable and the creation of excellent public service improvements.

Yusuf, et al. (2022) define compensation as a right given to employees for their contribution to the organization. This opinion represents the conclusion of the expert's opinion that compensation is the giving of awards or rewards to employees for work.

Nitisemito states that anything that has the potential to affect employees and their presence around employees is called the work environment (Widorekno, et al., 2022). Sedamaryanti argued that the combination of tools and materials, where employees

work, work systems and work arrangements are components that form the definition of work environment (Busro, 2018).

THEORETICAL BASIS

Integrity

In this study the notion of integrity refers to compatibility between actions, heart and mind (Basuki, 2021). This is emphasized as a work model that is oriented towards truth and goodness for stakeholders (Hafizha, 2021), especially the community. In other words, there are standards for carrying out tasks that prioritize goodness in every service, so that the beneficiary does not only get good results, but also satisfaction.

Compensation

In this study the concept of compensation refers to remuneration for work performed (Setyawati, 2020). This is a form of justice in industrial relations. Where all employees who have worked, sacrificed their time, energy, thoughts, and even costs, it is necessary to get an award that meets their expectations (Karomah & Aldiansyah, 2019). Based on this explanation, compensation can be referred to as rights. It is said that rights are due to a causal relationship, where employees have sacrificed themselves by giving time, energy, thoughts, opportunities, and so on. So that compensation is automatically attached as compensation for the sacrifice.

Work Environment

The work environment is an atmosphere or condition built by elements within the organization (Dewi, et al., 2022), especially human resources. The existence, interaction and communication between employees, including leaders, has a psychological effect on work attitudes and behavior (Sutisna, 2021). Thus, it is necessary to build positive and good ways of interaction, so as to build a healthy and enjoyable work atmosphere.

Achievement Motivation

Achievement motivation means the desire to work better, the desire to contribute to the progress and achievement of company goals (Sujadi, 2018), the desire to produce useful work, and various other positive things so as to meet the expectations of all interested parties (Mirdanda, 2018).

Performance

Performance is the result of work achieved through the implementation of quality tasks (Busro, 2018). The word quality refers to a measurable way that refers to policies, rules and standard procedures, so that the results of work have quality standards, and even better quality.

METHOD

The purpose of this study is to explain whether there is an influence of the development of integrity zones, compensation, work environment on the need for achievement and the impact on the performance of structural officials of the religious courts in East Nusa Tenggara. This study uses a quantitative approach with a motive to objectively test the relationship between variables.

The population of this study were 100 structural officials of the religious courts in East Nusa Tenggara. For the sake of representing the data for the population, a saturated sample of 100 people was selected. Data collection was carried out through a questionnaire with 40 written statements, 35 of which were favorable statements. The research instrument uses a Likert scale with categories that strongly agree to disagree.

Research data were analyzed using SmartPLS software for statistical analysis of Partial Least Square based on the Structural Equation Model. The goal is to perform a path analysis of latent variables. Multivariate analysis was carried out simultaneously with a measurement test and a structural test. Significance test by looking at the value of t count or t statistic and probability on the model path along with the path coefficient value.

RESULT

Data Due Diligence

The results of SmartPLS data processing, the composite reliability value of all constructs is more than 0.70. Thus based on the composite reliability value, the error variance value is small so that each variable meets the criteria of good convergent validity.

Based on the calculation of the Average Variance Extract value, it is known that the validity value has fulfilled the criteria greater than 0.50. Based on the AVE value, each variable meets the criteria of good convergent validity.

Loading Factor

Based on SmartPLS data processing, it can be seen that the cross loading value of all indicators is greater than 0.70. The correlation value of the indicator to the construct is higher than the correlation value of the indicator to the other constructs. This means that it meets good discriminant validity.

HTMT Correlation

In the measurement evaluation, the six measurement criteria show a loading factor value of > 0.70 , composite reliability > 0.70 , AVE value > 0.50 , the Fornell-Larker Criterion value for each construct is greater than the correlation between other constructs, the cross loading value is 0.70 and HTMT value < 0.90 . The values of the six measurement criteria have all met the established criteria so that the research instrument passes the validity and reliability tests.

The Effect of Integrity Values on Achievement Work Orientation

Partially the value generated by the integrity variable on achievement work orientation with a path coefficient of 0.360 means positive and the t statistic is $1.993 > 1.96$ and a probability of $0.003 < 0.05$ means significant. Thus, the integrity variable has a positive influence on achievement work orientation. This indicates that the construction of integrity zones owned by religious court structural officials in East Nusa Tenggara affects the quality of work and contributes to institutional performance.

The Effect of Compensation on Achievement Work Orientation

Partially the value generated by the variable Compensation for achievement work orientation with a path coefficient of 0.238 means positive and t statistic $2.173 > 1.96$ and probability $0.002 < 0.05$ means significant. Thus that the compensation variable has a significant effect on achievement work orientation. This indicates that the increase in compensation for religious court structural officials in East Nusa Tenggara affects the performance needs of structural officials.

The Effect of Work Environment on Achievement Work Orientation

Partially the value generated by the Work Environment variable on work orientation achievement with a path coefficient of 0.256 means positive and the t

statistic is $12.023 > 1.96$ and a p value of $0.007 > 0.05$ means significant. Thus it is concluded that the work environment has a positive effect on achievement work orientation. This means that the working environment of religious court structural officials in East Nusa Tenggara influences the achievement needs of structural officials

The Effect of Integrity on Performance

Partially the value generated by the Integrity Zone variable on Performance with a path coefficient of 0.579 means positive and t statistic $2.966 > t$ table 1.96 and p value $0.003 < 0.05$ means significant. Thus that the integrity zone development variable has a positive and significant effect on performance. Based on these results, the fourth hypothesis is accepted. This indicates that the construction of the integrity zone implemented in the religious courts in East Nusa Tenggara affects the performance of structural officials with a significant influence.

The Effect of Compensation on Performance

Partially the value produced by the Compensation for Performance variable with a path coefficient of 0.414 means positive and t statistic $1.976 > t$ table 1.96 and p value $0.049 < 0.05$ means significant. Thus that the compensation variable has a positive and significant effect on performance. Based on these results, the fifth hypothesis is accepted. This indicates that compensation at the religious courts in East Nusa Tenggara affects the performance of structural officials with a significant influence.

The Effect of Work Environment on Performance

Partially the value generated by the Work Environment variable on performance with a path coefficient of 0.275 means positive, a statistical t value of $2.767 > 1.96$ and a p value of $0.008 > 0.05$ means significant. Thus, the work environment variable has a positive and significant direction on performance variables. This indicates that the work environment of the religious courts in East Nusa Tenggara influences the performance of structural officials.

The Effect of Achievement Work Orientation on Performance

Partially the value generated by the variable Needs for Achievement on Performance with a path coefficient of 0.399 means positive, a statistical t value of $2.804 > 1.96$ means not significant. Thus that the variable Achievement Needs has a positive effect on performance. This indicates that the need for achievement in the religious courts in East Nusa Tenggara affects the performance of structural officials.

Indirect Effect of Integrity on Performance was Mediated By Achievement Work Orientation

The influence of the integrity variable on the performance variable which is mediated by the achievement work orientation variable is shown by the original sample value of 0.466 which has a positive direction. This means that the role of the Need for Achievement in mediating the influence of the Development of integrity zones on Performance is positive. This indicates that the construction of the integrity zone implemented in the religious courts in East Nusa Tenggara affects the performance of structural officials with a significant influence when the need for achievement mediates the two.

Indirect Effect of Compensation on Performance was Mediated By Achievement Work Orientation

The influence of the compensation variable on the performance variable which is mediated by the achievement work orientation variable is shown by the t statistic value of $2.097 > 1.96$. This means that the indirect effect of compensation on performance mediated by the need for achievement is significant. This indicates that compensation at the religious court in East Nusa Tenggara affects the performance of structural officials when the need for achievement mediates between the two.

Indirect Effect of Work Environment on Performance was Mediated By Achievement Work Orientation

To determine the effect of work environment variables on performance variables mediated by work orientation variables, achievement is shown by the t statistic value of $2.494 > t$ table of 1.96. This means that the role of the need for achievement in mediating the effect of the work environment on performance is positive and significant. This indicates that the work environment of the religious courts in East Nusa Tenggara influences the performance of structural officials with a significant influence when the need for achievement mediates the two.

R Square

The influence of Integrity, compensation and environment as well as achievement work orientation on performance is 0.690 or 69%. The magnitude of the influence of the Integrity, compensation and work environment variables is 21% on the need for

achievement. This means that 79% of the variable need for achievement is influenced by other variables outside of this study.

F Square

The results of data processing show that the effect of building integrity zones has a small (weak) effect on the need for achievement. The effect of building integrity zones on performance can be seen from the value of F^2 of 0.493, this indicates that the integrity zone development has a large (good) effect on performance. The effect of compensation on the need for achievement can be seen from the value of F^2 of 0.001, this indicates that compensation has no effect or influence on the need for achievement. The effect of compensation on performance can be seen from the F^2 value of 0.188, this indicates that compensation has a moderate effect on performance. The effect of the work environment on the need for achievement can be seen from the F^2 value of 0.011, this indicates that the work environment has a small (weak) effect or influence on the need for achievement. For the effect of the work environment on performance, seen from the F^2 value of 0.061, this indicates that the work environment has a small (weak) effect on performance. For the effect of the need for achievement on performance, it can be seen from the F^2 value of 0.068. This shows that the need for achievement has a small (weak) effect on performance.

Q Square

The Q square value for variable Z is $0.067 > 0$ and the Q square value for variable Y is $0.289 > 0$. Based on these Q values, the two variables Z and Y have a predictive relationship model so that the observed values are good. This means that both achievement work orientation and performance can be predicted to have good observations of the variables that influence them.

CONCLUSION

The results of the study show that in the simultaneous model it is suspected that there is a great opportunity for improving employee performance and quality of work. This happens because the type of work in the religious court requires integrity behavior as a trusted form of service. Because the type of work is handling civil law cases, moral values are highly prioritized. Besides that, in an effort to optimize service, it is necessary to have organizational support in the form of giving commensurate rewards,

in this case compensation. This is needed as a form of stimulus so that enthusiasm for work is born in carrying out tasks, and avoiding acts of playing games or bribery.

Research also shows that the most effective way to build a quality work culture is to build a solid work environment/work team. This happens because each employee will have a psychological effect on other employees. So the effort to build a good work team is the right step to improve the performance of quality employees.

REFERENCES

- Ariza, R. (2021). Penguatan Fungsi Organisasi Melalui Jabatan Fungsional Studi Kasus Sekretariat Daerah Provinsi Kepulauan Riau. *Jurnal Ilmu Administrasi Negara (JUAN)*, 9(2), 125-140.
- Arraniri, I., Firmansyah, H., Wiliana, E., Setyaningsih, D., Susiati, A., Megaster, T., ... & Arif, M. (2021). *Manajemen sumber daya manusia*. Penerbit Insania.
- Basuki, N. (2021). *Integritas Guru: Implementasi Pilar-Pilar Pendidikan*. Media Nusa Creative (MNC Publishing).
- Busro, M. (2018). *Teori-teori manajemen sumber daya manusia*. Prenada Media.
- Dewi, A. P., Puteri, R. A. M., Dewiyani, L., Slametiningih, S., & Fauzan, R. (2022, November). Peningkatan Pemahaman dan Kepedulian Lingkungan Kerja Sehat dalam Upaya Menciptakan Budaya Kerja yang Sehat di CV. SCMG Cabang Jakarta Utara. In *Prosiding Seminar Nasional Pengabdian Masyarakat LPPM UMJ* (Vol. 1, No. 1).
- Hafizha, R. (2021). Pentingnya Integritas Akademik. *Journal of Education and Counseling (JECO)*, 1(2), 115-124.
- Ichsan, R. N., SE, M., Lukman Nasution, S. E. I., & Sarman Sinaga, S. E. (2021). *Bahan Ajar Manajemen Sumber Daya Manusia (MSDM)*. CV. Sentosa Deli Mandiri.
- Juru, N. A. (2020). Analisis Struktur Organisasi Terhadap Kinerja Sekretariat Dewan Perwakilan Rakyat Daerah Kabupaten Buleleng. *Jurnal Ilmiah MEA (Manajemen, Ekonomi, & Akuntansi)*, 4(2), 408-421.
- Jusuf, E., Tiong, P., Baharuddin, S. M., & Soemaryo, P. (2022). *Manajemen Sumber Daya Manusia*. Pradina Pustaka.
- Karomah, N. G., & Aldiansyah, A. (2019). Pengaruh Kompensasi Terhadap Kinerja Karyawan Di Pt. Tri Dharma Pusaka Jakarta Selatan. *Jurnal Lentera Bisnis*, 8(1), 30-49.
- Kurniawati, E. (2021). *Manajemen sumber daya manusia*. Penerbit NEM.
- Larasati, S. (2018). *Manajemen sumber daya manusia*. Deepublish.
- Mirdanda, A. (2018). *Motivasi berprestasi & disiplin peserta didik serta hubungannya dengan hasil belajar*. Yudha English Gallery.
- Setyawati, Y. (2020). Pentingnya Sistem Kompensasi Yang Bersifat Adil Serta Layak Dalam Upaya Peningkatan Kinerja Pada Karyawan. *Referensi: Jurnal Ilmu Manajemen dan Akuntansi*, 8(2), 123-130.

- Sihite, M., & Saleh, A. (2019). Peran Kepemimpinan dalam meningkatkan daya saing perguruan tinggi: tinjauan konseptual. *Jurnal Ilmu Manajemen METHONOMIX*, 2(1), 29-44.
- Sudiro, A., & Putri, O. A. (2023). *Manajemen sumber daya manusia*. Bumi Aksara.
- Sujadi, E. (2018). Pengaruh Konsep Diri dan Locus of Control Terhadap Motivasi Berprestasi. *Educational Guidance and Counseling Development Journal*, 1(1), 32-51.
- Sutisna, A. J. (2021). Pengaruh Lingkungan Kerja, Kepuasan Kerja Dan Motivasi Kerja Terhadap Kinerja. *The Asia Pacific Journal of Management Studies*, 8(3).
- Widorekno, R. A., Sarjito, A., & Marsono, M. (2022). PENGARUH LINGKUNGAN, MOTIVASI, DAN DISIPLIN KERJA TERHADAP KINERJA PERSONEL DINAS PEMBINAAN POTENSI MARITIM MABES TNI AL. *Manajemen Pertahanan: Jurnal Pemikiran dan Penelitian Manajemen Pertahanan*, 7(1).