



Factors affecting the work integrity of Wantannas employees

Afanti S Uloli¹, Hamidah², Agus Wibowo³

^{1,2,3} Management Science - Human Resource Management, Universitas Negeri Jakarta, Indonesia

ARTICLE INFO

Article history:

Received Jun 21, 2023

Revised Jun 22, 2023

Accepted Jun 30, 2023

Keywords:

Organizational Culture;
Work Discipline;
Work Integrity;
Work Motivation;

ABSTRACT

The integrity of these employees is important because Wantannas is an agency that contains employees from various institutions such as the TNI and Polri. Of course, with this difference, it is necessary to have a unified institution, namely Wantannas, regardless of the origin of the institution. This research aims to improve work integrity at Wantannas. To improve work integrity, this research examines the influence of organizational culture, work discipline, and work motivation on work integrity at Wantannas. In this study, a sample of 115 Wantannas employees was used based on the Slovin formula. The results of this study indicate that organizational culture, work discipline, and work motivation have a significant effect on integrity in Wantannas. However, the findings of this study indicate that organizational culture has no significant effect on work discipline. Meanwhile, work motivation can have a direct effect on work discipline at Wantannas. Suggestions for further research are presented in this study So that further researchers can add other variables as intervening such as employee satisfaction.

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Corresponding Author:

Afanti S Uloli,
Management Science – Human Resource Management,
Universitas Negeri Jakarta,
Jl. Rawamangun Muka, RT.11/RW.14, Rawamangun, Pulo Gadung, Kota Jakarta Timur, DKI Jakarta
Indonesia.
Email: uafantis@gmail.com

1. INTRODUCTION

Integrity problems do not only occur in private companies but also in government institutions. Few companies ignore issues of employee integrity or honesty. It would be a simple matter to assume that integrity in the workplace is somehow separate from integrity in society. Integrity is definitely a social issue (Moore & Steward, 1989). Wantannas is a government institution formed and chaired by the President, serving under and directly responsible to the President. carry out state duties. In order to be able to carry out their duties properly, it is necessary to develop directed and integrated personnel by increasing Work Integrity, and continuing to implement optimal service through careful planning and continuous quality improvement in a systematic way and always oriented to quality and organizational goals. Some of the factors or variables that affect the integrity of employee performance include organizational culture. Some experts explain the meaning of organizational culture as a collective belief that is fundamental in an organization. Organizational culture The basic assumptions and beliefs shared by members of an organization (Luis, 2012). Organizational culture is the basic assumptions and beliefs shared by members of the organization. Another factor that also supports the work integrity of employees is work motivation. According to (Luthan, 2012), organizational culture is shared values and beliefs that enable members to understand their roles and the norms of the organization Work motivation is shared values and

beliefs that enable members to understand the roles and norms of the organization. Work integrity is also determined by work discipline. For this reason, discipline is always viewed from the aspect of management interests. That discipline should ultimately be a tool to improve performance. Its foremost goal should be to change behavior rather than simply to punish (Vecchio, 2006). Discipline must ultimately become a tool for improving performance. The ultimate goal is to change behavior rather than simply punish. So, in this study efforts to improve the integrity of Wantannas are important because it is a government institution directly under the President of the Republic of Indonesia.

The integrity of work at Wantannas in this study is suspected to be influenced by organizational culture. Previous research conducted by Dahniel (2019)) showed that organizational culture can positively and significantly influence police integrity. This empirical research was conducted in Central Java on the Central Java regional police. Integrity can also be affected by work motivation. Work motivation influence on the work integrity of employees at the Palopo Religious Court (Safrillah & Risal, 2022). Apart from work motivation, work discipline can also affect work integrity (Endrian & Lanin, 2022). This study shows that there is a positive and significant effect of work discipline on the work integrity of employees at the Kerinci District Social Service. The implications of this research are certainly expected to provide efforts to increase integrity in government institutions such as Wantannas. As for science, it is hoped that this research can contribute to the use of employee integrity efforts from the aspects of culture, motivation and work discipline. The research problem in this study is whether there is an influence of organizational culture, work motivation and work discipline on the integrity of employees at Wantannas.

2. RESEARCH METHOD

This research is a quantitative research using the SEM-PLS method. The survey in this study used a questionnaire with a Likert scale of 1-5 (Strongly disagree - Strongly agree). The total population of Wantannas employees is 156 people, so using the Slovin formula a sample of 115 people is obtained. In measuring employee integrity using 9 indicators (IK01-IK09) according to (Paine, 1994). Organizational culture is measured by 9 indicators (BO01-BO02) according to Bongso (2022); Bongso et al., (2019). Work motivation is measured by 9 indicators (MK01-MK09) according to Greenberg et al., (1993); Steers & Potter (1991); Bongso & Napitupulu (2013). While work discipline is measured by 10 indicators (DK01-DK10). In the SEM-PLS analysis, 2 evaluations of model testing were used, namely the Evaluation of the Measurement Model and the Evaluation of the Structural Model. In the evaluation of the factor loading measurement model, it must be greater than 0.700 so that it is said to be valid. Meanwhile, Cronbach's Alpha and Composite Reliability must be above 0.700, so they are said to be reliable. The Average Variance Extracted (AVE) also tested at this stage must be greater than 0.500. Meanwhile, in the Structural Model Evaluation, hypothesis testing was carried out with the p-values criteria having to be less than 0.05 (5% of the tolerance level of this study). The following is the research framework used in this study.

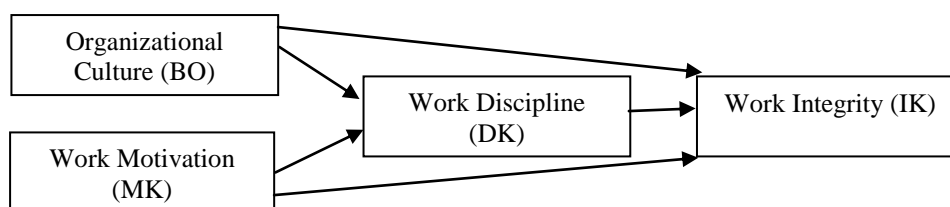


Figure 1. Research Framework

In Figure 1, the model in this study is an effort to increase work integrity which is thought to be caused by organizational culture, work motivation, and work discipline at Wantannas.

3. RESULTS AND DISCUSSIONS

In this section, will be presented in Evaluation of the Measurement Model (Outer Model) as follows:

Table 1. Measurement Model Evaluation

Code Indicator	First iteration				Final iteration			Finding	
	Outer Loading	Cronbach's Alpha	Composite Reliability	Average Variance Extracted (AVE)	Outer Loading	Cronbach's Alpha	Composite Reliability		Average Variance Extracted (AVE)
BO01	0.680				-				Omitted
BO02	0.790				0.756				Valid
BO03	0.822				0.801				Valid
	0.765				0.782				Valid
BO05	0.737	0.903	0.921	0.564	0.767	0.898	0.918	0.583	Valid
BO06	0.766				0.779				Valid
BO07	0.743				0.778				Valid
BO08	0.740				0.733				Valid
BO09	0.708				0.712				Valid
MK01	0.818				0.819				Valid
MK02	0.826				0.827				Valid
MK03	0.816				0.816				Valid
MK04	0.730				0.73				Valid
MK05	0.772	0.928	0.94	0.635	0.773	0.928	0.94	0.635	Valid
MK06	0.802				0.802				Valid
MK07	0.756				0.753				Valid
MK08	0.822				0.821				Valid
MK09	0.824				0.824				Valid
DK01	0.768				0.808				Valid
DK02	0.842				0.871				Valid
	0.784				0.811				Valid
DK04	0.845				0.862				Valid
DK05	0.799				0.848				Valid
DK06	0.807	0.921	0.934	0.591	0.781	0.927	0.94	0.664	Valid
DK07	0.538				-				Omitted
DK08	0.688				-				Omitted
DK09	0.769				0.75				Valid
DK10	0.799				0.781				Valid
IK01	0.617				-				Omitted
IK02	0.733				0.74				Valid
IK03	0.795				0.792				Valid
IK04	0.796				0.806				Valid
IK05	0.709	0.893	0.913	0.54	0.74	0.882	0.908	0.586	Valid
IK06	0.764				0.785				Valid
IK07	0.781				0.797				Valid
IK08	0.717				0.69				Valid
IK09	0.681				-				Omitted

In organizational culture, only 1 indicator was declared invalid, namely in BO001 with a value of 0.680. Meanwhile, BO02-BO09 are said to be valid because they are above 0.700. In the work motivation instrument (MK01-MK09) it was stated that all were valid because they had values above 0.700. Instruments on work discipline have 2 invalid indicator codes, namely DK07 with a value of 0.538 and DK08 with a value of 0.688. Furthermore, for work integrity, there are 2 invalid indicators, namely IK01 with a value of 0.617 and IK09 with a value of 0.681. Although all variables are declared reliable based on Cronbach's alpha and composite reliability because they have values above 0.700 and AVE values above 0.5. Still, in this model, improvements will be made using the treeming method (removing invalid indicators by factor loading). Then re-testing is carried out so that it is called the Final Model in this study. Each indicator has been declared valid after eliminating (removing) the invalid indicator statements in the first iteration of the model. So that in this study further testing can be carried out. After evaluating the outer model, then proceed to evaluating the structural model (inner model) as follows:

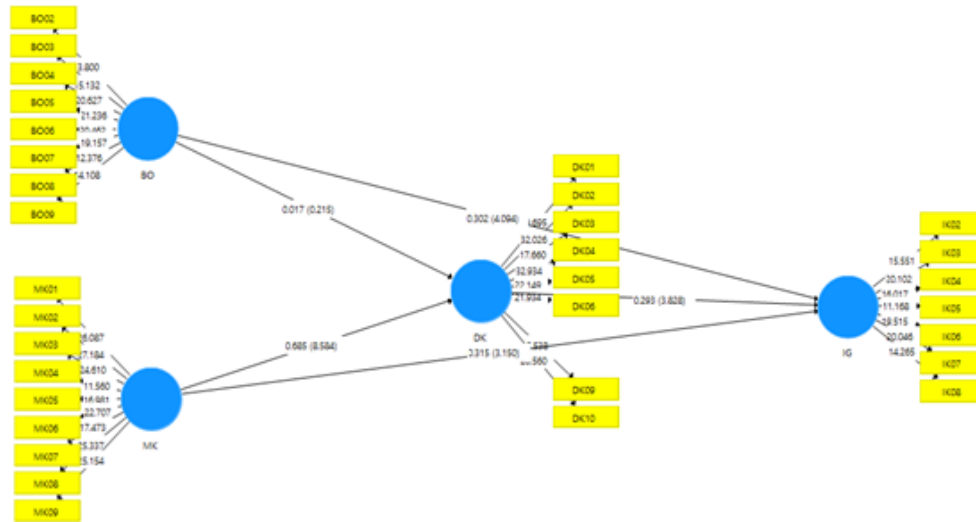


Figure 2. Research Model Results

In Figure 2, the hypothesis will be tested based on the p-value of exogenous variables on endogenous variables, especially on IG (work integrity). But before testing the hypothesis, R-Square value in measuring work discipline is 0.483, which means that only 48.3% of this model can measure work discipline (based on organizational culture and work motivation), while there are still 51.7% of other variables not used in this study which can cause work discipline. The R-Square value for work integrity is 0.587, which means that only 58.7% of this model can measure work integrity (based on organizational culture, work motivation, and work discipline), while there are still 41.3% of other variables not measured in this study can lead to work integrity. Then the evaluation of the inner model is continued by testing the hypothesis as follows:

Table 2. Structural Model Evaluation

Path Analysis	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
BO -> DK	0.017	0.026	0.080	0.215	0.830
BO -> IG	0.302	0.303	0.074	4.094	0.000
DK -> IG	0.293	0.292	0.076	3.828	0.000
MK -> DK	0.685	0.684	0.080	8.584	0.000
MK -> IG	0.315	0.317	0.100	3.150	0.002

The first hypothesis of this study is that organizational culture (BO) has no significant effect on work discipline (DK). The results of data processing obtained the t-value on the effect of BO on DK in table 2 has a p-value of 0.830 > 0.050. This means that organizational culture has no significant effect on work discipline (DK). The results of this study are inversely proportional to previous research and are one of the findings. Research conducted by Haryadi et al., (2022), this research was conducted at the Public Works and Spatial Planning Office of Pandeglang Regency. This study shows a significant and positive influence of organizational culture on work discipline. The results of this study indicate that the culture of the Republic of Indonesia's National Defense Council (Wantannas) is not related to work discipline in employees. Other research also contradicts research conducted by Vanesa et al., (2019). This research was conducted in a public company, namely PT Jasa Marga. This study also shows that organizational culture has a significant and positive influence on work discipline. This is because Wantannas is an institution consisting of various institutions that have individual cultures that are different from one another so that this causes no influence of organizational culture on work discipline in Wantannas. Even though organizational culture does not significantly influence work discipline, it does not mean that

organizational culture at Wantannas is not important, this is due to the direct influence of organizational culture on work integrity.

The second hypothesis of this study is that organizational culture (BO) has a positive and significant effect on work integrity (IK). The results of data processing obtained a p-value of $0.000 < 0.050$. Thus, it can be concluded that the second hypothesis of this study is accepted. This means that statistically organizational culture (BO) has a positive and significant effect on work integrity (IK). The magnitude of this influence is 0.302, which means it is quite strong. The results of this study are in line with research conducted by Fitria (2020). This research was conducted on auditors in the city of Bandung. The organizational culture at Wantannas can be seen to have quite a strong influence on work integrity. This is because even though all members of Wantannas consist of various institutions (TNI & POLRI), these two institutions have been taught from an early age to have a strong culture of integrity in working wherever and whenever. These individual cultures then unite and form the organizational culture of Wantannas so that it shows a positive and significant role for integrity.

The third hypothesis of this study is work discipline (DK) has a positive and significant effect on work integrity (IK). The results of data processing obtained a p-value of $0.000 < 0.050$. Thus, it can be concluded that the third hypothesis of this study is accepted. This means that statistically organizational culture (DK) has a positive and significant effect on work integrity (IK). The magnitude of this influence is 0.293, which means it is quite strong. The results of this study are in line with research conducted by Aski (2020). The research was conducted on Civil Servants in the City of Padang. In this study raised the work ethic which is the work discipline of employees against employee integrity. The results of this study state that low work discipline causes a decrease in employee work integrity and performance. Work discipline at Wantannas can be described based on data, namely that only 3% of employees have ever been late. This is what causes the positive influence of work discipline on work integrity at Wantannas. So that in this case work discipline is one of the keys to success for Wantannas to work effectively and efficiently with work integrity. This work discipline is formed by the management of performance-based compensation, so that if employees are not disciplined, it will certainly have an impact on the compensation they receive. Work discipline has also been formed in their initial institutions such as the TNI and Polri, which have been educated since entering their respective institutions.

The fourth hypothesis of this study is work motivation (MK) has a positive and significant effect on work discipline (DK). The results of data processing obtained a p-value of $0.000 < 0.050$. Thus, it can be concluded that the fourth hypothesis of this study is accepted. This means that statistically work motivation (MK) has a positive and significant effect on work discipline (DK). The influence of work motivation (MK) on work discipline (DK) is 0.685, which means a strong influence. This influence is positive, which means that if work motivation increases, work discipline will also increase, and vice versa. If work motivation decreases, work discipline will also decrease. The results of this study are in line with the research conducted by (Susanty & Baskoro, 2012), who conducted research on employees at PT PLN (Persero) Semarang. This study proves that there is a positive and significant role of motivation in work discipline and employee performance at PT PLN (Persero) Semarang. Work motivation at Wantannas occurs when their leaders or superiors always provide clear directions and provide jobs fairly. In addition, this motivation arises when there is a leader who goes directly to the work meeting every week. Having this work meeting will certainly motivate employees at Wantannas so that employees are afraid not to be disciplined with the existence of a system and work meetings that are routinely held.

The fifth hypothesis of this study is work motivation (MK) has a positive and significant effect on work integrity (IK). The results of data processing obtained a p-value of $0.002 < 0.050$. Thus, it can be concluded that the fifth hypothesis of this study is accepted. This means that statistically work motivation (MK) has a positive and significant effect on work integrity (IK). The influence of work motivation (MK) on work integrity (IK) is 0.315, which means it is quite strong. This influence is positive, which means that if work motivation increases, work integrity will also increase, and vice versa. If work motivation decreases, work integrity will also decrease. The results of this study are in line with Fitria (2020) research which shows results that are in line with this study, namely that there is a positive and significant influence of motivation on the work

integrity of auditors in Bandung. Work motivation of Wantannas employees towards work integrity can be seen when someone has high work motivation. Then these employees will act according to the norms, ethics, work ethic and high integrity for the institution. This is illustrated when Wantannas employees try to complete their work according to the standard procedures in Wantannas. With the completion of work in accordance with these standard procedures, Wantannas employees can be categorized as having work integrity. Few violations of procedures indicate that employee motivation has emerged to increase the work integrity of Wantannas employees.

4. CONCLUSION

Only 1 hypothesis was rejected in this study, namely the direct influence of organizational culture on work discipline. Meanwhile, organizational culture, work motivation and work discipline can have a direct partial effect on work integrity. This study also shows the effect of work motivation on work discipline. In an effort to improve work integrity further researchers still have to pay attention to organizational culture, work motivation and work discipline because they have a significant and positive influence on work integrity. The findings of this study indicate that there is no influence of organizational culture on work discipline. The contribution in this study proves that there is 1 hypothesis that is rejected to improve work integrity. Work discipline in this study is suspected not as intervening because it is not influenced by organizational culture. So in this study sought to make improvements to the research model. Such as adding the job satisfaction variable as an intervening. Job satisfaction is suspected to be intervening based on research (Harmaily, 2019). In an effort to increase work motivation, Wantannas must provide recognition of work performance by holding performance recapitulations every 3 months. After conducting performance recapitulation, Wantannas can give awards in the form of symbols, certificates or whatever. In an effort to improve organizational culture, Wantannas must be able to make employees responsible for the organization. This can be done by Wantannas if there is a digitization of the work track system based on the obligations of employees with their positions. Of course this is not easy to do, but the importance of digitizing this system has not yet happened at Wantannas, especially for tracking the progress of employee work at Wantannas.

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