

# THE IMPACT OF DISCIPLINE AND INTEGRITY ON THE PERFORMANCE OF TELKOM EMPLOYEES IN THE SOUTH SURABAYA REGION

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## ABSTRACT

Discipline and integrity possessed by employees is a reflection of the company's performance, both of which will be able to affect employee performance. Maintaining the discipline and integrity of employees is one of the important functions of operational human resource management because the better the level of discipline and integrity of employees, it will simultaneously affect the company's performance. This study aims to determine the impact of discipline and integrity on employee performance. Discipline is tested through example, waskat (attached supervision), firmness. Integrity is tested through honesty, consistency, commitment.

Performance is tested through the quality of work, responsibility, cooperation.

The research method is quantitative with a sample taken of 110 Telkom employees in the South Surabaya Region. The data analysis technique uses the Structural Equation Modeling (SEM) method using IBM SPSS Statistics and AMOS version 24 software. The results of this study indicate that discipline and integrity have a significant influence on the performance of Telkom employees in the South Surabaya Region

**Keywords:** Discipline, Integrity, Performance

## I. INTRODUCTION

Employees are the most important resource owned by a company, of course the performance of an employee is positive, the performance of the company will also be positive. Therefore, to maintain or even improve the performance of employees who are disciplined and with integrity are needed. Discipline and integrity possessed by employees is a reflection of the company's performance, both of which will be able to affect employee performance. Maintaining the discipline and integrity of employees is one of the important functions of operational human resource management because the better the level of discipline and integrity of employees, it will simultaneously affect the company's performance.

Telkom is a state-owned information and communication company. Telkom itself has received Anti-Bribery Management System (SMAP) certification. This certification was obtained due to the commitment and implementation of Good Corporate Governance (GCG). With the

implementation of SMAP, of course Telkom Regional employees are required to always be disciplined, have integrity and maximize their work. Therefore, employees who are disciplined and have integrity are needed.

According to Tarigan & Priyanto (2021) work discipline is very important for agencies or companies to determine a company's ability to carry out its mission and achieve certain goals. Employee performance can be seen from the ability, skill, quality of work, quantity of work, time spent by employees to work, and work discipline. Work discipline determines the success of a company in achieving its goals. Therefore, every company has the hope that the company's employees can comply with the regulations that have been set so that they are able to have a competitive advantage in facing the era of globalization, the information age in entering the industrial revolution.

According to Sujiyanto (2017) defines integrity as moral excellence and equates integrity as "identity". Integrity is also defined as acting consistently in accordance with the values and code of ethics, in other words integrity is defined as "only words with deeds. According to Becker et al in Rani

et al. (2018) defines integrity as something related to a person's trust and honesty. Integrity is expected to create a common goal to achieve what is aspired to.

According to Hasibuan (2010: 21) human resource management (Human Resources Management) is a series of activities in a company for the purpose of directing and developing the workforce so that they can work effectively and efficiently. Human resource management functions include planning, organizing, directing, controlling, procurement, development, compensation, integration, maintenance, discipline. Based on the background and empirical research above, it shows that discipline and integrity can have a significant influence on an employee's performance. Therefore this study aims to answer this statement empirically. In accordance with the background above, the title of this study is "The Impact of Discipline and Integrity on the Performance of Telkom Employees in the South Surabaya Region".

**Employee Discipline**

According to Siagian in Kumarawati et al. (2017) stated that discipline is a management action to encourage members of the organization to meet the demands of various conditions that must be obeyed and standards that must be met. According to Hasibuan (2010: 194) indicators to measure employee discipline are as follows:

1. Exemplary
2. Supervision
3. Firmness

**Employee Integrity**

Integrity is the concept of consistency in actions, values, methods, steps, principles, expectations and results. In ethics, integrity is considered as honesty and truth or accuracy of one's actions Masram & Mu'ah (2017:41). According to Abdullah in Eprianti et al. (2020) indicators to measure employee integrity are as follows:

1. Honesty
2. Consistency
3. Commitment

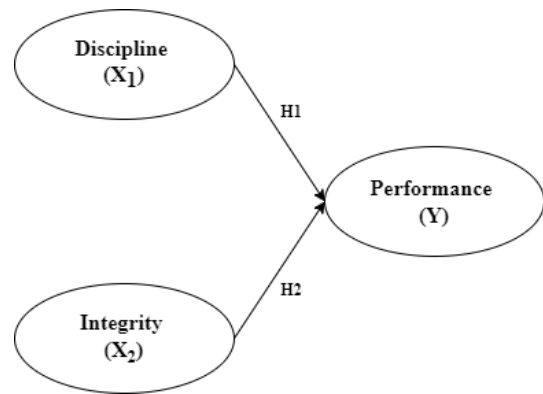
**Employee performance**

Performance or performance according to Rivai in Tarigan & Priyanto (2021) is an illustration of the level of achievement of implementing a program of activities or policies in realizing the goals, objectives, vision and mission of the organization as outlined through the strategic planning of an organization. According to Mangkunegara in Tania (2017) indicators for measuring employee performance are as follows:

1. Quality
2. Responsibilities
3. Cooperation

**II. LITERATURE REVIEW**

The conceptual framework is a link between the theories or concepts that support the research used as a guide in compiling a systematic research. The conceptual framework will serve as a guideline for researchers to systematically explain the theory used in the research. This research has a conceptual framework that will be explained in the figure below and more details will be explained in the following discussion as follows:



**Figure 1. Conceptual Framework**

Information :

- 1 Variabel Independen : X<sub>1</sub> Discipline  
X<sub>2</sub> Integrity
- 2 Variabel Dependen : Y Performance

**III RESEARCH HYPOTHESIS**

Based on the conceptual framework that has been described, the following hypothesis is formulated:

### Hypothesis 1

According to Siagian in Kumarawati et al. (2017) stated that discipline is a management action to encourage members of the organization to meet the demands of various conditions that must be obeyed and standards that must be met. Research conducted by E. M. Putri et al. (2019) with the research title "The Effect Of Work Environment On Employee Performance Through Work Discipline" proves that shows that work discipline is able to mediate the influence of the work environment on employee performance.

**H1:** Discipline has a significant influence on the performance of Telkom employees in the South Surabaya Region.

### Hypothesis 2

According to Sujiyanto (2017) defines integrity as moral excellence and equates integrity as identity. Research conducted by Febrina & Syamsir (2020) in a study entitled "The Influence Of Integrity And Organizational Commitment On Employee Performance" proves that organizational integrity and commitment simultaneously have a positive and significant effect on the performance of ASN Office Secretariat City Sawahlunto, West Sumatra Province.

**H2:** Integrity has a significant influence on the performance of Telkom employees in the South Surabaya Region.

## IV. RESEARCH METHODS

Quantitative research model. This study departs from a theoretical framework, previous research and understanding of researchers based on field experience, then develops problems to be proposed in order to obtain justification for empirical data in accordance with conditions in the field. The data collection method was carried out by distributing questionnaires to employees who work in the Telkom environment in the South Surabaya region using the Google Form media. The questionnaire data is used to find

out the empirical data of the Discipline, Integrity and Employee Performance variables.

The analysis in this study was conducted to describe the answers from the respondents to the variables tested. Data analysis in this study used quantitative analysis using Structural Equation Modeling (SEM) analysis techniques using IBM SPSS Statistics and AMOS version 24 software. Measurement of the variables of Discipline (X1), Integrity (X2), Employee Performance (Y) uses a Likert scale which consists of five answer scales. Answers from respondents will be given a score as follows:

1 Strongly Agree	: 5
2 Agree	: 4
3 Neutral	: 3
4 Disagree	: 2
5 Strongly Disagree	: 1

### Population and Sample

Population is a generalized area consisting of objects/subjects that have certain qualities and characteristics determined by researchers to be studied and then conclusions drawn in Sugiyono (2013). Due to the unknown population size, it was determined using the Hair et al. formula. (2017:100) are as follows:

$$n = (5 - 20) \times k \text{ or } 10:1$$

$$n = 10 \times 16$$

$$n = 160$$

$$n=(5-20) \times k \text{ or you can use a } 10:1 \text{ ratio}$$

$$n=10 \times 16$$

$$n=160$$

### Information

$n$	: Total
$k$	: Number of research variables
$(5 - 20)$	: Number of observers according Hair et al. (2017:100)

Based on the results of calculations using the formula Hair et al. (2017: 100) then determined the total population of 160 employees. Sujarweni in Widodo et al. (2018) the sample is part of a number of characteristics possessed by the population used for research. According to Sugiyono stated that the sample is part of the number and characteristics

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possessed by the population Sugiyono (2013: 215). Based on the qualifications of the respondent profile data that had been determined in the questionnaire, 112 respondents received data feedback, but there were 2 respondents who did not meet the research requirements and criteria so they were not included in the study. This study used a saturated sampling technique, with a total sample of 110 respondents.

### V. RESULTS AND DISCUSSION

#### Measurement Measurement Model

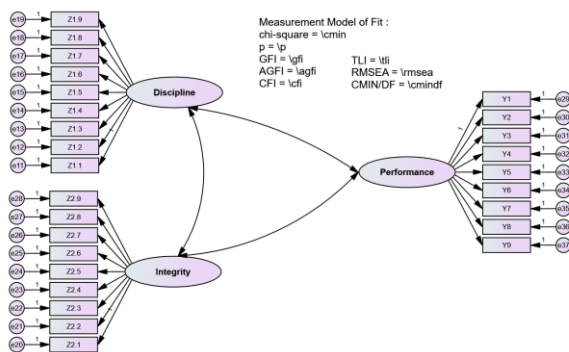


Figure 2. Measurement Model 1

Figure 2 shows the results of factor loading calculations on the Discipline, Integrity and Performance variables. From the results of factor loading can be seen as follows:

Table 1. Measurement Model of Fit 1

Measurement Model of Fit	Cut Off	Hasil	Results
Chi-Square	Expected small	722.352	Bad
Probabilitas	≥ 0,05	0.000	Bad
GFI	≥ 0,90	0.672	Bad
AGFI	≥ 0,90	0.614	Bad
CFI	≥ 0,95	0.793	Bad
TLI	≥ 0,95	0.744	Bad
RMSEA	≤ 0,08	0.107	Bad
CMIN/DF	≤ 2.00	2.250	Bad

Table 1 shows the results of the calculation of the factor loading showing that the Measurement Model is inappropriate or less than the expected value. Therefore, the

model was modified according to the recommendations in the modification indices for Amos. The modified results of Amos' recommendations are as follows:

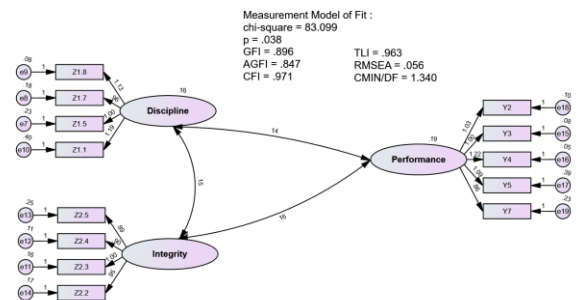


Figure 3. Measurement Model 3

Figure 3 shows the results of factor loading on Discipline, Integrity and Performance formed by indicators that have been modified following the recommendations on modification indices on Amos. From the calculation of factor loading can be seen as follows:

Table 2. Measurement Model of Fit 2

Measurement Model of Fit	Cut Off	Hasil	Results
Chi-Square	Expected small	83.099	Fit
Probabilitas	≥ 0,05	0.038	Fit
GFI	≥ 0,90	0.896	Moderate
AGFI	≥ 0,90	0.847	Moderate
CFI	≥ 0,95	0.971	Fit
TLI	≥ 0,95	0.963	Fit
RMSEA	≤ 0,08	0.056	Fit
CMIN/DF	≤ 2.00	1.340	Fit

Table 2 shows the results of factor loading calculations showing the Measurement Model on the Discipline, Integrity and Employee Performance variables formed by the indicators in it are appropriate or the model can be said to be (fit) with the data. The results of calculating the factor loading on each indicator can be seen as follows:

**Table 3.**  
**Factor Loading Value**

Variable	Indicator	Loading Factor	Results
Discipline (X1)	Z1.1	0.598	Fit
	Z1.5	0.672	Fit
	Z1.7	0.672	Fit
	Z1.8	0.849	Fit
Integrity (X2)	Z2.2	0.744	Fit
	Z2.3	0.770	Fit
	Z2.4	0.795	Fit
	Z2.5	0.656	Fit
Performance (Y)	Y2	0.813	Fit
	Y3	0.841	Fit
	Y4	0.921	Fit
	Y5	0.601	Fit
	Y7	0.616	Fit

Table 3 shows that the indicators on the Discipline, Integrity and Employee Performance variables have a loading factor value greater than 0.50. So that these indicators can be declared valid in forming the variables of Transformational Leadership, Transactional Leadership, Discipline, Integrity and Employee Performance and can be used to build the next model.

**Validity test**

Validity test is a way to see the probability of each indicator. Validity test is useful to determine the validity of the indicator. An indicator can be said to be valid if the Probability (P) value is less than  $\leq 0.05$ . The results of the validity test on each variable are as follows:

**Table 4.**  
**Validity Test Table**

	Estimate	S.E.	C.R.	P	Results
Z1.5 ← Discipline	1.000				Valid
Z1.7 ← Discipline	.961	.162	5.951	***	Valid
Z1.8 ← Discipline	1.134	.167	6.799	***	Valid

	Estimate	S.E.	C.R.	P	Results
Z1.1 ← Discipline	1.190	.226	5.269	***	Valid
Z2.3 ← Integrity	1.000				Valid
Z2.4 ← Integrity	.903	.110	8.204	***	Valid
Z2.5 ← Integrity	.891	.135	6.603	***	Valid
Z2.2 ← Integrity	.949	.123	7.699	***	Valid
Y3 ← Performance	1.000				Valid
Y4 ← Performance	1.216	.099	12.309	***	Valid
Y5 ← Performance	1.088	.161	6.752	***	Valid
Y2 ← Performance	1.026	.100	10.268	***	Valid
Y7 ← Performance	.858	.122	7.002	***	Valid

Table 4 shows the value (P) of each variable that has a value smaller than  $\leq 0.05$  or close to 0 (zero). Thus it can be concluded that the indicator value is valid (legitimate) for further testing.

**Reliability Test**

The results of the reliability test are used to see whether each questionnaire tested has consistency and can be trusted or not. A questionnaire can be said to be reliable if the Cronbach Alpha value is  $> 0.60$ . The results of the reliability test can be seen as follows:



**Table 5.**  
**Reliability Test**

Variabel	Item	Cronbach Alpha	Results
Discipline (X <sub>1</sub> )	4	0.766	Reliable
Integrity (X <sub>2</sub> )	4	0.826	Reliable
Performance (Y)	5	0.854	Reliable

Table 5 shows that the Discipline, Integrity and Performance variables have a Cronbach Alpha value of more than > 0.60. By having it can be concluded that the variable is Reliable.

**Normality test**

The results of the normality test are used to see the effect relationship on each research variable. The normality test results can be seen as follows:

**Table 6.**  
**Normality Test**

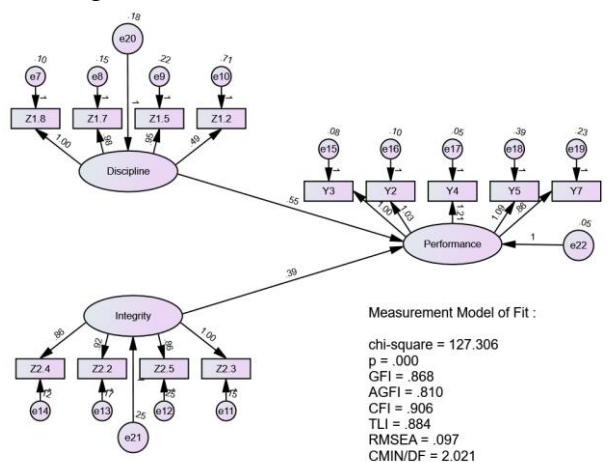
Variabel	m in	m ax	sk ew	c.r .	kur tosi s	c.r .
Y7	3.00	5.00	-.44	1.87	.663	1.419
Y2	3.00	5.00	-.24	1.04	.992	2.123
Y5	2.00	5.00	-.30	1.30	.555	1.188
Y4	3.00	5.00	-.29	1.24	.762	1.631
Y3	3.00	5.00	-.05	.224	1.529	3.272
Z2.2	2.00	5.00	-.58	2.50	.558	1.194
Z2.5	2.00	5.00	-.55	2.30	.126	.270
Z2.4	3.00	5.00	-.38	1.60	.933	2.000

Variabel	m in	m ax	sk ew	c.r .	kur tosi s	c.r .
Z2.3	0.00	0.00	1.92	3.97	5.52	03.52
Z1.1	1.00	5.00	1.24	5.32	2.03	4.358
Z1.8	3.00	5.00	-.58	2.48	.915	1.960
Z1.7	3.00	5.00	1.24	5.36	.560	1.199
Z1.5	2.00	5.00	1.57	6.75	3.21	6.872
Multi variat e					75.957	20.170

Table 6 shows that the c.r value is 20,170, which means that the research data is not normally distributed. Then the SEM estimation can use the Bootstrapping approach.

**Structural Model Analysis**

Structural model analysis is used to ensure that the model is (fit) with the data and to test the hypothesis of the influence of the variables studied. The estimate used in the structural model analysis is the Maximum Likelihood Estimation (MLE). The results of the structural model analysis with Amos can be seen in Figure 5.2 as follows:



**Figure 3. Structural Research Model**

The results of the model suitability test ensure that the model is fit with the data, so that the model can be used to test hypotheses. Following are the results of the Measurement Model of Fit test resulting from the structural model as follows:

**Table 7.**  
**Measurement Model of Fit**

<i>Measurement Model of Fit</i>	<b>Cut Off</b>	<b>Hasil</b>	<b>Results</b>
Chi-Square	Expected small	127.306	<i>Fit</i>
Probabilitas	≥ 0,05	0.000	<i>Moderate</i>
GFI	≥ 0,90	0.868	<i>Moderate</i>
AGFI	≥ 0,90	0.810	<i>Moderate</i>
CFI	≥ 0,95	0.906	<i>Fit</i>
TLI	≥ 0,95	0.884	<i>Fit</i>
RMSEA	≤ 0,08	0.097	<i>Fit</i>
CMIN/DF	≤ 2.00	2.021	<i>Moderate</i>

Table 7 shows that the test results show the suitability of the model. From the table above after testing the Probability value, CFI, TLI, RMSEA and CMIN/DF show good results or the index can be said (Fit). But in testing the value of GFI, AGFI shows results that are critical but still acceptable. Therefore it can be concluded that the structural model is feasible for further testing.

**Hypothesis Testing**

Hypothesis testing is used to determine the causality relationship in each research variable. The results of hypothesis testing can be seen as follows:

**Table 8.**  
**Hypothesis Test Results**

Relationship between variables			<b>Estimate</b>	<b>S.E</b>	<b>C.R</b>	<b>P</b>	<b>Results</b>
H <sub>1</sub>	Discipline (X <sub>1</sub> )	— Performance (Y)	0.550	0.095	5.76	* * *	Significant
H <sub>2</sub>	Integrity	— Performance	0.358	0.07	5.25	* * *	Significant

Relationship between variables			<b>Estimate</b>	<b>S.E</b>	<b>C.R</b>	<b>P</b>	<b>Results</b>
(X <sub>2</sub> )		(Y)		4	8	*	

**Hypothesis Test Results 1**

The test results on H1 show the relationship between the discipline variable and the performance variable. The H1 test shows that the value of c.r = 5,766 meets the requirements > 1.96 and the value of p = \*\*\* meets the requirements < 0.05. It can be concluded that H1 is accepted because discipline has a significant influence on the performance of Telkom employees in the South Surabaya Region.

**Hypothesis Test Results 2**

The test results on H2 show the relationship between integrity variables and performance variables. The H2 test shows that the value of c.r = 5,258 meets the requirements > 1.96 and the value of p = \*\*\* meets the requirements < 0.05. It can be concluded that H2 is accepted because discipline has a significant influence on the performance of Telkom employees in the South Surabaya Region.

**V. CONCLUSIONS AND LIMITATIONS**

Based on the presentation of research data that has been carried out under the title Impact of Discipline and Integrity on the Performance of Telkom Employees in the South Surabaya Region, the authors can draw conclusions and suggestions related to the research that the authors conducted. The conclusions and suggestions that the authors found are as follows:

1. Simultaneous Discipline and Integrity have a significant influence on the performance of Telkom employees in the South Surabaya Region.
2. Simultaneous Discipline and Integrity have a significant influence on the performance of Telkom employees in the South Surabaya Region.

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