

The Effect Of Work Discipline, Competency, And Integrity, On Employee Performance In Regional Secretariat Environment In Pariaman City

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ABSTRACT

Civil Servants as the main element of the Human Resources of the State Apparatus have a role in determining the success of government administration and development. Civil servants who are able to play this role are Civil Servants who have competencies as indicated by high discipline, good performance, and high integrity with attitudes and behaviors full of loyalty and obedience to the state, moral and mentally good, professional, aware of its responsibility as a public service and able to be the glue of national unity and integrity. However, there are several problems that arise in enforcing the discipline of Civil Servants, such as (1)there are still delays and work targets that are not achieved, (2) there are still employees who are absent or late for work, (3) there are still employees who rarely enter, leave work without permission and don't even provide information, (4) Increase employee competence have not received attention from the leadership, and not all employees have had the opportunity to take part in training and development in order to increase their competence, because only those who take part in the training (proximity and kinship factors), (5) employees are less responsible in carrying out their duties, (6) level of discipline employees have not been optimal so that it will lead to less morale, (7) there are still employee performance targets that have not been realized. So in this journal the authors describe quantitatively about the phenomena that occur in the enforcement of Civil Servant discipline.

Keywords: Work Discipline, Competence, Integrity, Employee Performance.

INTRODUCTION

Human resources (HR) have an important role for a company or organization in order to achieve organizational goals. Because the success factor of an agency will be realized from its Human Resources. The more qualified human resources an agency has, the more quality the agency's performance will be. On the contrary, the worse the human resources owned by an agency, the worse the agency's performance will be. Resources who work in public sector organizations are Civil Servants (PNS), which are state officials who are obliged to carry out government and development tasks. Organizational goals will be realized if supported by qualified and professional apparatus resources. Civil Servants as the main element of the Human Resources of the State Apparatus have a role in determining the success of government administration and development. Civil servants who are able to play this role are Civil Servants who have competencies as indicated by high discipline, good performance, and high integrity with attitudes and behaviors full of loyalty and obedience to the state, moral and mentally good, professional, aware of its responsibility as a public service and able to become the glue of national unity and integrity.

Low performance achievement, one of which is due to the large number of jobs that are not completed according to predetermined time or targets. Presumably because employees are not responsible for their work and lack of good cooperation between employees and between employees and superiors. On the other hand, the workload that is high enough for each employee makes it difficult for these employees to complete their work according to the target. Then this condition is also caused by a lack of human resources / staff at the Regional Secretariat of Pariaman City. So that the work that should be done by two employees is done by one employee. This of course greatly affects the implementation of work and work results.

Another fact that there are still problems related to employee performance based on the author's observations and field interviews in October 2019, the phenomenon seen in the Regional Secretariat of Pariaman City in improving performance has not been as expected. This is evident from the problems that occur in the field, namely the level of employee discipline is still not optimal, such as there are still employees who are absent or late for work, employees leave work without permission and do not provide information, especially when the leadership is not in place. Another fact was found, employees are often absent due to many other unclear matters, so when we look for the whereabouts of the person concerned, other employees just answer "it was there and maybe there are other matters". But after waiting for more than an hour the person concerned had not returned. The author considers that there are still many employees who do not have integrity, persistence, responsibility in carrying out the tasks assigned by their superiors and the lack of good cooperation among employees for a job / activity to be carried out. Employees are less responsible in carrying out their duties. Then not all employees have the opportunity to take part in training and development in order to increase their competence. The purpose of this study is to determine the following: 1) The effect of work discipline on employee performance in the Regional Secretariat of Pariaman City. 2) The influence of competence on employee performance in the Regional Secretariat of Pariaman City. 3) The effect of integrity on employee performance in the Regional Secretariat of Pariaman City. 4) The effect of work discipline on employee integrity in the Regional Secretariat of Pariaman City.

Theoretical Review

1. Performance

The term performance comes from the word Job performance or actual performance which means the actual work performance or achievement achieved by someone (King Mangkunegara 2011). To increase employee awareness in improving performance must be fostered and need attention. Many things affect performance, such as leadership, integrity, competence, motivation, competence, work discipline, work environment, infrastructure, competition, conflict, work stress and so on. Same is the case with performance by Lubis, Hermanto, and Edison (2018) that is, performance is the result of a process which refers and is measured over a certain period of time based on the provisions or agreements that have been previously determined. Then Sulaksono (2019) also believes that performance is the result of work in quality and quantity that can be achieved by an employee in carrying out the task in accordance with the responsibilities assigned to him. Meanwhile, according to Robbins (2007), in Saputra and Mulia (2020) also explained that success in doing a job is largely determined by performance. In relation to

organizational success, to get optimal work results, performance needs to be paid attention to by the manager of the organization / institution.

On the other hand Ariana and Riana (2013), argues that employee performance has an important role for the organization because if the performance shown by employees is low it will result in the organization / institution being late in achieving its goals. So if supported by sufficient skills, an employee can have a good performance. But ability alone is not sufficient and complete, so this is where the role of competence as a differentiating factor between one employee and another. Therefore, the performance of an employee is not optimal if the employees' abilities are not supported by strong competencies.

Meanwhile, Ainsworth, Smith and Millership, in Hussein (2017) argues that performance means an end result that is the end point of certain resources, people and the environment that are gathered together with the intention of producing certain things, whether visible products or services that are less direct.

The opinion above emphasizes that the performance of an employee is the result or output of a job assigned to an organization or institution. According to Reniyati and Hasiholan (2017), in Kamal (2018) also explains that performance is a process of how work takes place to achieve work results. But the work itself also shows performance. If the employee's performance is not good, then the organizational performance will not be good. Vice versa, if the employee's performance is good, the organizational performance will be good. Meanwhile, according to Jamaludin (2017) In his research, performance is the result or level of success of a person as a whole during a certain period in carrying out a task compared to various possibilities, such as work standards, targets or targets or criteria that have been determined in advance and have been mutually agreed.

Based on the description above, it is concluded that performance is the result achieved by a person in accordance with the field of work after doing the job. From the definition of performance, emphasizes that performance is work behavior, that is, what employees do.

2. **Work Discipline**

The principle of discipline emphasizes that members of an organization / institution are obliged to respect the rules and agreements that govern the organization / institution. Good work discipline reflects the amount of a person's responsibility for the job or duties assigned to him. Then employee work discipline is needed because the goals of the organization / institution will be difficult to achieve if there is no work discipline from the employees. As Opinion Rivai and Sagala (2013), explains that employees / employees who have high work discipline if they are consistent, consistent, obey the principles and are responsible for the duties assigned to them.

Setiawan, Syamsir, and Khaidir (2018) also argued that discipline is an attitude of respect and awareness of an employee towards the rules made by the organization. Next Hartatik (2014) explaining discipline is a certain condition where people who join an organization are happy to obey the existing rules. Then in article 1 paragraph (1) PP (Government Regulation) Number 53 of 2010 states the definition of civil servant discipline, namely the ability of civil servants to obey obligations and avoid prohibitions specified in statutory regulations or service which if not obeyed or violated is obeyed. disciplinary punishment.

While Tuju, Mekel, and Adolfini (2015) argued that work discipline is an attitude of employee obedience to the existing rules in the organization so that organizational goals can be achieved and will improve employee work performance. Then Bawelle and Sepang (2016) expresses the definition of work discipline as a policy that leads to the responsibilities and obligations of employees to comply with the regulations set by the company where the employee works. As is Siagian (2013) argued that the definition of work discipline is management's action to encourage organizational members to meet the demands of various conditions.

On the other hand Frinaldi (2012) argued that good work discipline reflects the amount of responsibility a person has for the tasks assigned to him so that this encourages work passion, morale and the realization of organizational, employee and community goals. Same explanation Adi, Bagia, and Cipta (2019) explain the definition of work discipline, namely the willingness and willingness of a person to comply with and obey the prevailing regulatory norms around him. Then the definition of work discipline according to Jayanti (2020) namely the attitude of awareness, willingness, willingness and obligations of a person in obeying the rules and norms that apply in his environment.

Siagian (2008), suggesting a good form of discipline will be reflected in the following atmosphere: 1) The high sense of employee concern for the achievement of company goals, 2) High enthusiasm and enthusiasm for work and employee initiative in doing work, 3) The great sense of responsibility of employees to carry out tasks with as well as possible, 4) Developing a sense of belonging and a high sense of solidarity among employees, 5) Increasing the efficiency and performance of employees.

Based on some of the opinions above, it can be concluded that work discipline is a standard rule that has been known and is a collective agreement to support work activities in achieving organizational goals.

3. **Competence**

Wibowo (2014), in Saputra and Mulia (2020) explains the definition of competence, namely the ability to carry out a job or task which is based on skills and knowledge and is supported by the work attitude determined by the job.

Competence forms exemplary work. HR competencies are formed from knowledge, skills, experience and attitudes at work according to the type of work being performed. Owned competence makes people competent for work. Many jobs require certification to prove the competence of a person who has been tested for his or her ability in a particular job field and that person is recognized as competent for the job. Human Resources who have competence are usually that person is seen in their field and become a reference for others or are a reasonable example for their abilities to follow. This good example has not built competence.

According to Miftah (2010), said competence, namely the capacity that is in someone who can make that person able to fulfill what the job implies in an organization so that the organization is able to achieve the expected results. Meanwhile, Mc. Clelland inside Sedarmayanti (2014) argued that competence is a fundamental characteristic possessed by a person that has a direct effect on work or can predict good performance.

Competence according to Untari and Wahyuati (2014), argues that competence is the basic expertise and skills as well as the experience of a person, staff or leadership that

can influence them in carrying out work or other tasks effectively and efficiently or in accordance with predetermined company standards.

While Wibowo (2014) argued that competence as a person's ability to produce at a satisfactory level in the workplace includes a person's ability to transfer and apply these skills and knowledge in new situations and increase agreed benefits.

Based on some of the descriptions above, it can be concluded that competence is the ability at work by integrating knowledge, skills, abilities and personal values based on experience and learning in order to carry out tasks professionally, effectively and efficiently.

4. Integrity

Integrity is the harmony between what someone does and what someone says. All his actions are in accordance with ethical principles and moral requirements and do not abuse the public interest in accordance with applicable legal rules. Government Regulation 46/2011 explains that integrity is a skill to act in accordance with the values, norms and ethics in an organization. Another opinion suggests that integrity is the harmony between what is said and what someone does which refers to the trustworthiness in a person of the quality of the individual, including the characteristics of honesty, trustworthiness, responsibility, maturity, polite, willingness to be kind.

Susanto (2013) believes that integrity is a commitment to do everything in accordance with the correct and ethical principles in accordance with the values, norms and there is consistency to continue to do this commitment in every situation without seeing any opportunities or compulsion to get out of these principles.

Ayunigtas, Parinduri, and Susanti (2018) expressing integrity is a form of quality that includes honesty, creativity and sincerity. Meanwhile, Mulyadi was inside Yolanda and Syamsir (2020) argues that integrity is a weight based on public belief and a benchmark in evaluating all decisions taken. According to Yulianti and Wuryanti (2015) integrity is a quality that underlies public trust and is a benchmark for an organization or institution in examining all its decisions. Integrity requires an employee to be honest and transparent, courageous and wise and responsible in carrying out their duties. These four elements are necessary to build trust and provide a basis for reliable decision making.

The concept of integrity is divided into:

- a. The dimension of honesty, namely awareness of truth in an honest attitude by looking at the aspect of empathy, is not easy to accuse others of guilt and humility.
- b. The consistency dimension is consistency in actions by looking at the aspects of emotional control, accountability and overall focus.
- c. The dimension of courage is the courage to uphold the truth openly by looking at the aspects of courage and self-confidence.

Zahra (2011) argued, that integrity is a commitment to do something in accordance with the right and ethical principles, in accordance with the values and norms, and there is consistency to continue to do this commitment in every situation without seeing any opportunity or coercion to get out of the principle. In addition, integrity is not only honesty, although when you hear the expression of an individual with integrity, you generally immediately think of someone who is honest (Masitah and Minauli 2012). Robbins (2007) suggests integrity as honesty and truth, an important characteristic in assessing trust, consistency with what is done and said. To achieve maximum performance, this integrity is

a necessary condition. This means that integrity can be carried out completely, intact and continuously so that it has an impact on maximum implementation. Therefore, it can be said that integrity is something that all ASN (State Civil Apparatus) really need, especially in terms of public service. With high integrity, all ASNs can improve performance, in other words, without integrity in an ASN, it will have an impact on decreasing performance.

Based on some of the definitions of integrity above, it is concluded that integrity is the attitude and actions of a person that appears in him in the form of a firm stance on something and commitment in carrying out the organization's vision and mission. This integrity includes responsibility, commitment, honesty and individual feelings towards a series of norms and relationships with other people around him.

METHOD

This research uses an associative quantitative approach. The quantitative approach is due to the approach used in the research proposal, the process, the hypothesis, the descent, data analysis and data conclusions until writing using aspects of measurement, calculation, formula and certainty of numerical data. Sugiyono (2016). This type of associative because this research is asking about the relationship between two or more variables Sugiyono (2016). The instrument used in this study was a questionnaire using a Likert scale. According to Sugiyono (2016) Likert scale is used to measure attitudes, opinions, and perceptions of a person or group of people about social phenomena. The choice of the Likert scale in this study is based on the basis of the considerations to be measured, namely opinions, perceptions and opinions of a person on the values of the style of work discipline, competence, and integrity on employee performance in the Regional Secretariat of Pariaman City. According to opinion Riduwan and Akdon (2010) Likert scale is very suitable for measuring attitudes, opinions, or perceptions of a person or group of people about social events or symptoms. To test the hypothesis in this study using path analysis.

RESULTS AND DISCUSSION

DATA ANALYSIS

In conducting data analysis, the author will describe 3 kinds of analysis tests, namely as follows:

- **Test Prerequisite Analysis**

- B. Normality test**

The normality test is carried out in order to check whether the data comes from a normally distributed population or not. This test is required for the requirements of the path analysis technician's use. This normality test uses the Kolmogorov-Smirnov test with the test criteria at $\alpha = 0.05$.

1. If the value is Sig. Kolmogorv-Smirnov test > 0.05 means that the distribution of the sample data is normal.
2. If the value is Sig. Kolmogorv-Smirnov test < 0.05 means that the distribution of the sample data is not normal. The results of data processing for the normality test can be seen in table 1.

Table 1. Normality Test Results

NO	Variable	Sig.	Alpha	Distribution
1	Employee Performance (Y)	0.200	0.05	Normal
2	Work Discipline (X1)	0.200	0.05	Normal
3	Job Competence (X2)	0.200	0.05	Normal
4	Integrity (X3)	0.200	0.05	Normal

Source: *Research Results 2021*

In table 1. it is known that the significant value for the employee performance variable (Y), work discipline variable (X1), Job Competence variable (X2), and integrity variable (X3) is greater than 0.05. From the results of data processing carried out, it appears that the significant value of all variables is greater than the significant level used alpha 0.05. Thus, it can be concluded that all variables in this study have been normally distributed, so path analysis can be carried out.

C. Heterojedasticity test

Heteroscedasticity test aims to test whether in a research model there is an inequality of variants from the residuals of one observation to another. A good research model is if there is no heteroscedasticity. To detect heteroscedasticity can use the glacier test. The heteroscedasticity test results can be seen in Table 2.

Table 2. Heteroscedasticity Test Results

NO	Variable	Sig.	Information
1	Work Discipline (X1)	0.676	No heteroscedasticity
2	Job Competence (X2)	0.512	No heteroscedasticity
3	Integrity (X3)	0.595	No heteroscedasticity

Source: *Research Results 2021*

Based on Table 2. it is known that the significance value for the work discipline variable is 0.676, the work competency variable is 0.512 and the integrity variable is 0.595. The three significance values are greater than alpha ($\alpha = 0.05$). Thus the heteroscedasticity test has been fulfilled, the data can be carried out followed by path analysis processing.

D. Multicollinearity Test

The multicollinearity test aims to test whether the regression model finds a correlation between the independent variables. If the independent variables are correlated, then these variables are not orthogonal. Orthogonal variables are independent variables whose correlation value between independent variables is equal to zero. To detect the presence or absence of multicollinearity in the regression model is as follows:

Table 3. Multicollinearity Test Results

No.	Variable	VIF value	Tolerance	VIF limit	Information
1	Work Discipline (X1)	1,550	0.645	10	Multicollinearity does not occur
2	Job Competence (X2)	1,923	0.520	10	Multicollinearity does not occur
3	Integrity (X3)	1,643	0.608	10	Multicollinearity does not occur

Source: Research Results 2021

The results of the calculation of the tolerance value indicate that there are no independent variables that have a tolerance value less than 10%, which means that there is no correlation between the independent variables whose value is more than 90%. The results of the calculation of the value of variance inflation factor (VIF) also show the same thing that there is no one independent variable that has a VIF value of more than 10. So it can be concluded that there is no multicollinearity between the independent variables in the regression model.

E. Linearity Test

Furthermore, the linearity test is used to see whether the model specifications used are correct or not. Whether the function used in an empirical form should be linear, quadratic or cubic (Ghozali (2016)). With this test, information will be obtained whether the empirical model should be linear, quadratic or cubic.

Table 4. Research Variable Linearity Test Results

NO	Variable	Sig	Alpha	Conclusion
1	Work Discipline (X1)	0.079	0.05	Linear
2	Job Competence (X2)	0.833	0.05	Linear
3	Integrity (X3)	0.939	0.05	Linear

Source: Research Results 2021

In accordance with the results of linearity testing that has been carried out, it appears that the significant value is greater than 0.05, which means that the relationship is linear. This shows that work discipline, competence and integrity have a linear pattern on employee performance.

• Path Analysis Results

The path analysis in this study is grouped into three sub-path structures. In the first sub-structure analysis, the effect of work discipline on work competence will be seen. In the second sub-structure analysis, the effect of work discipline and work competence on integrity will be seen. In the third sub-structure analysis, the effect of work discipline, work competence and integrity will be seen on employee performance. The following will explain the results of data analysis for each sub-structure.

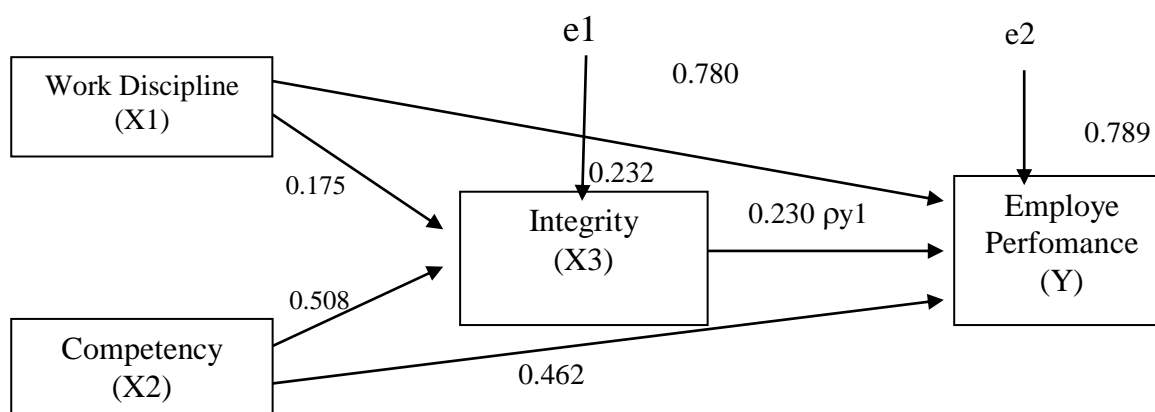


Figure 1. Chart of Path Analysis Results

- **Hypothesis Testing and Discussion Analysis**

- a. **The Effect of Work Discipline on Employee Performance in the Regional Secretariat of Kota Pariaman**

Based on the results of testing the first hypothesis, it is known that there is a significant effect of work discipline on employee performance. This is shown by the analysis of the effect of work discipline (X1) on employee performance (Y), the value of $t = 2.767$, with $\text{sign} = 0.007$, thus the hypothesis is accepted $\alpha = 0.05$ ($0.007 < 0.05$) with a path coefficient of 0.232 so that it can be categorized in this research study as very significant. Based on the significance level of 0.007, it can be concluded that there is a direct effect of work discipline (X1) on employee performance (Y) with a contribution of influence of 0.2322, namely 0.054 or equal to 5.4%.

As the opinion of Hasibuan (2016: 193) states that discipline is the awareness and willingness of a person to obey all company regulations and applicable social norms, the better employee discipline, the higher work performance that can be achieved. Furthermore, this theory is reinforced by the results of research by Yuli Yantika, et al. (2018) which prove that work discipline is significantly positive indicating that it simultaneously affects employee performance.

- b. **Effect of Competence on Employee Performance in the Regional Secretariat of Kota Pariaman**

Based on the results of testing the second hypothesis, it is known that job competence has a significant effect on employee performance in the Regional Secretariat of Pariaman City. This is shown from the analysis of the influence of competence (X2) on employee performance (Y), the value of $t = 4.936$ is obtained, at $\text{sign} = 0.000$, thus the hypothesis is accepted. $\alpha = 0.05$ ($0.000 < 0.05$) with a path coefficient of 0.462 so it can be categorized in this study as very significant. Based on the significance level of 0.000, it can be concluded that there is a direct effect of competence (X2) on employee performance (Y) with an influence contribution of 0.4622, namely 0.213 or equal to 21.3%.

Based on the second hypothesis testing, it can be found that job competence has a significant effect on employee performance in the Regional Secretariat of Pariaman City. Competence is a key determining factor for a person in producing excellent performance.

As well as giving a signal that the organization is well managed and fundamentally will produce effective management behavior.

It is in line with the theory put forward by Gaol (2014: 48) which states that some experts are of the view that a person's competence will result in performance with the formula of competence = performance. Performance is something more than just a function of motivation and skills. This theory is strengthened by the results of this study, Syaiful Bahri, et al. (2018) which states that partially the competency variable has a positive and significant effect on employee performance, whether or not employees are influenced by their competencies.

c. The Effect of Integrity on Performance in the Regional Secretariat of Kota Pariaman

Based on the results of testing the third hypothesis, it is known that integrity has a significant effect on employee performance in the Regional Secretariat of Pariaman City. This is indicated by the analysis of the influence of organizational culture (X3) on employee performance (Y), the value of $t = 2.658$ at $sign = 0.009$ is obtained, thus the hypothesis is accepted. $\alpha = 0.05$ ($0.009 < 0.05$) with a path coefficient of 0.230 so that it can be categorized in this study as significant. Based on the significance level of 0.009, it can be concluded that there is a direct effect of integrity (X3) on employee performance (Y) with an impact contribution of 0.2302, namely 0.053 or equal to 5.3%

In line with the opinion of Antonius Atoshokhi Gea (2014) which states that the form of self-integrity ownership appears in the form of good performance or results, to be able to have good performance requires reliable abilities in their fields. Integrity refers to the trustworthiness of a human being in which there are individual qualities, such as honesty, trustworthiness, responsibility, courtesy, maturity, willingness to be kind and so on. This theory is in line with the results of research by Nur Putri Jayanti (2020), which suggests that integrity has a significant direct effect on employee performance.

d. The Effect of Work Discipline on Integrity in the Regional Secretariat of Kota Pariaman

Based on the results of testing the fourth hypothesis, it is known that work discipline has no significant effect on the performance of the employees of the Regional Secretariat of Pariaman City. This is shown from the analysis of the effect of work discipline (X1) on integrity (X3), the value of $t = 1.683$, at $sign = 0.096$ ($0.096 > 0.05$), with path coefficient of 0.175 so that it can be categorized in this study as insignificant. Based on the 0.096 significance level, it can be concluded that there is a direct effect of work discipline (X1) on integrity (X3) but it is not significant, with an influence contribution of 0.1752, namely 0.031 or equal to 3.1%

This shows that the level of employee discipline in the Regional Secretariat of Pariaman City is not sufficiently determined by work integrity. Alex S. Nitisemito (2010) argues that to enforce work discipline a person at work can use one of the indicators of integrity, which is consistent in giving punishment if employees commit offense. In line with the theory put forward by Djamaluddin Acok (2014) which states that the aspect of morality or integrity is one of the aspects developed in employee work discipline.

e. **The Effect of Work Competence on Integrity in the Regional Secretariat of Kota Pariaman**

Based on the results of testing the fourth hypothesis, it is known that job competence has a significant effect on employee performance in the Regional Secretariat of Pariaman City. This is shown from the analysis of the effect of competence (X2) on integrity (X3), the value of $t = 4.874$ is obtained, at $sign = 0.000$, thus the hypothesis is accepted. $\alpha = 0.05$ ($0.000 < 0.05$) with a path coefficient of 0.508 so that it can be categorized in this study as significant. Based on the significance level of 0.000, it can be concluded that there is a direct influence of competence (X2) on integrity (X3) with an influence contribution of 0.5082, namely 0.258 or equal to 25.8%

Then Wibowo (2010: 268), in Darmadi (2018: 44), explains that in order to achieve a certain competency, a person needs to have a number of capabilities which are a combination of the dimensions of personal characteristics, skills and knowledge, one of which is personal attributes. characteristics and qualities of a person who is brought into the workplace, such as honesty, empathy, stamina and others. Thus competence can be said to be an individual's ability to carry out his work in the workplace by meeting standards and refers to individual characteristics that can be or relate to achievement and achievement in work. Furthermore, this theory is supported by the results of Wembly Wetik's research (2018:57).

CONCLUSION

1. Based on the results of testing the first hypothesis, it is known that work discipline has a significant effect on employee performance in the Regional Secretariat of Pariaman City. This is shown by the analysis of the effect of work discipline on employee performance it can be concluded that there is a direct effect of work discipline on employee performance with an influence contribution of 9.5%.
2. Based on the results of testing the second hypothesis, it is known that job competence also has a significant effect on employee performance at the Regional Secretariat of Pariaman City. This can be seen from the analysis of the influence of competence on employee performance, so that in this study it can be categorized as significant. It can be concluded that there is a direct influence of competence on employee performance with an impact contribution of 11.2%.
3. Based on the results of testing the third hypothesis, it is known that integrity has a significant effect on employee performance at the Regional Secretariat of Pariaman City. This can be seen from the analysis of the influence of organizational culture on employee performance. It can be concluded that there is a direct effect of integrity on employee performance with a contribution of 4% influence.
4. Based on the results of testing the fourth hypothesis, it is known that work discipline has a significant effect on the integrity of the employees of the Regional Secretariat of Pariaman City. It can be concluded that there is a direct effect of work discipline on integrity with an impact contribution of 11.8%.
5. Based on the results of testing the fifth hypothesis, it is known that job competence has a significant effect on employee integrity at the Regional Secretariat of Pariaman City. It can be concluded that there is a direct influence of competence on integrity with an influence contribution of 9.1%.

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