

The Influence of Discipline and Integrity on Employee Performance at the Regional Financial and Asset Management Agency of Arfak Mountains Regency

Betty Mayor, Mariana Salosso, Nety Torano

Universitas Caritas Indonesia

Abstrak

This research analyzes the effect of discipline and integrity on employee performance at the Regional Financial and Asset Management Agency (BPKAD) of Arfak Mountains Regency. In an era of government that emphasizes good governance, the performance of the state civil apparatus (ASN) is in the spotlight. BPKAD, an agency responsible for managing regional finances and assets, is required to have optimal performance. Discipline and integrity are believed to be important foundations in realizing the expected performance. This study aims to empirically examine the extent to which discipline and integrity affect employee performance at BPKAD of Arfak Mountains Regency. This research uses a quantitative approach with a survey method. The questionnaire was distributed to all BPKAD employees who became the research sample. The collected data were analyzed using multiple linear regression techniques to test the research hypothesis. The results of the study are expected to make a significant contribution to the development of human resource management (HRM) in the local government environment, especially in terms of increasing discipline and integrity to achieve better performance. In addition, this research is also expected to provide practical implications for BPKAD leaders in formulating effective policies and programs to improve employee discipline and integrity and to improve the effectiveness of regional financial and asset management. This research also considers the geographical and socio-cultural context of Arfak Mountains Regency that may affect the implementation of discipline and integrity in the work environment.

Keywords: Discipline, Integrity, Employee Performance, Governance, Organisation

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✉ Corresponding author :

Email Address : rianasalosso@gmail.com

INTRODUCTION

The State Civil Apparatus (ASN) as the backbone of the Indonesian government carries the mandate to provide excellent public services. In an era that demands *good governance*, ASN performance is in the spotlight ([Puspasari et al., 2022](#)). The principles of *good governance* such as accountability, transparency, participation, effectiveness, and efficiency must be reflected in every ASN action ([Oematan et al., 2020](#)). Professional ASN performance, integrity, and discipline are key in realizing a clean, effective, and responsive government to the needs of the community ([Chen et al., 2020](#)).

The Regional Financial and Asset Management Agency (BPKAD) plays a vital role in the implementation of regional government. As an agency responsible for the management of regional finances and assets ([Niswaty et al., 2023](#)), BPKAD has complex and strategic tasks. Starting from budget planning, implementation, and administration, to regional financial accountability, all must be managed carefully, transparently, and accountably. Optimal BPKAD performance will have a direct impact on the quality of public services and regional development.

In this context, discipline and integrity are two fundamental values that must be owned by every ASN in BPKAD. Work discipline is the awareness and compliance to comply with applicable rules and norms, both written and unwritten ([Nur et al., 2021](#)). Discipline is reflected in punctuality, responsibility in carrying out tasks, and compliance with established regulations and standard operating procedures (SOPs). Integrity is the conformity between words and deeds, consistency in upholding moral and ethical values, and commitment to uphold honesty and professionalism. Integrity prevents corruption, collusion, and nepotism (KKN) and ensures the use of regional finances and assets by their designation ([Lynn et al., 2020](#)). Discipline and integrity are two sides of a coin that complement each other and affect ASN performance. ASNs with discipline and integrity will carry out their duties responsibly, professionally, and result-orientated. They will avoid behaviors that harm the organization and society, such as abuse of authority, corruption, and data manipulation.

This study specifically analyses the effect of discipline and integrity on employee performance in BPKAD Arfak Mountains Regency, West Papua. Arfak Mountains Regency is a relatively new expansion area with unique geographical and socio-cultural characteristics. Mountainous and remote geographical conditions can be a challenge in creating a disciplined and integrity work environment.

Therefore, this research also pays attention to the geographical and socio-cultural context of the Arfak Mountains Regency which may affect the implementation of discipline and integrity in the BPKAD work environment. The results of this study are expected to make a significant contribution to the development of human resource management (HRM) in the local government environment, especially in terms of improving discipline and integrity to achieve better performance. In addition, this research is also expected to provide practical implications for BPKAD leaders in formulating effective policies and programs to improve employee discipline and integrity and to improve the effectiveness of regional financial and asset management.

METHODOLOGY

Research Design

This study adopts a quantitative research approach using a survey method to analyze the influence of discipline and integrity on employee performance at the Regional Financial and Asset Management Agency (BPKAD) of Arfak Mountains Regency. A quantitative approach is appropriate because it allows for the systematic and statistical examination of relationships between variables ([Therova & McKay, 2024](#)). The survey method is chosen as it is effective for collecting data directly from respondents within a short period and allows for the generalization of findings.

Population and Sample

The population of this study consists of all employees working at BPKAD of Arfak Mountains Regency. Since the organization is relatively small, total sampling is used,

where all employees are included as respondents to ensure the representation of the entire workforce. This approach eliminates sampling bias and increases the validity of the results. The population consists of all BPKAD employees, with an estimated total ranging between 50 and 100, and the sample size involves all members of the population.

Variables and Operational Definitions

The variables in this study are classified as independent variables and dependent variables. The independent variables are discipline and integrity. Discipline refers to awareness and compliance with organizational rules, including punctuality, attendance, and adherence to SOPs. Indicators of discipline include timeliness in attending work and completing tasks, compliance with regulations and SOPs, and responsibility and accountability in work. Integrity refers to consistency in upholding moral and ethical standards, honesty, and professionalism in carrying out duties. Indicators of integrity include honesty in work-related activities, ethical behavior in decision-making, commitment to organizational goals, and professionalism. The dependent variable is employee performance, which refers to the extent to which employees fulfill their duties effectively and efficiently, contributing to organizational goals. Indicators of employee performance include quality of work outputs, quantity of tasks completed, timeliness of task completion, and initiative and innovation.

Data Collection Methods

Primary data is collected using a structured questionnaire distributed to all employees. The questionnaire is designed using a Likert scale ranging from 1 to 5, where 1 indicates strongly disagree and 5 indicates strongly agree, to measure respondents' perceptions of discipline, integrity, and employee performance. The questionnaire is divided into several sections. Section A contains demographic information such as age, gender, position, and length of service. Section B includes questions related to discipline, such as statements on punctuality and compliance with regulations. Section C focuses on integrity, including statements about honesty and ethical behavior. Section D addresses employee performance, such as completing tasks on time and achieving quality outputs.

Validity and Reliability Test

The questionnaire is tested for content validity through expert review by HRM and public administration experts to ensure the questions accurately measure the intended variables. A pilot test is conducted with a sample of 10 employees to test the reliability of the questionnaire using Cronbach's Alpha. A reliability coefficient of 0.70 or higher is considered acceptable to confirm the internal consistency of the instrument.

Data Analysis Techniques

The data collected from the questionnaires is processed and analyzed using SPSS software. Descriptive statistics are used to describe the characteristics of respondents and provide an overview of the data, including mean, frequency, percentage, and standard deviation. Classical assumption tests, such as the normality test, multicollinearity test, and heteroscedasticity test, are conducted to ensure the validity of the regression model. Multiple linear regression analysis is applied to examine the influence of discipline and integrity on employee performance. The regression equation is expressed as $Y = a + b_1X_1 + b_2X_2 + e$, where Y represents employee

performance, X_1 is discipline, X_2 is integrity, a is the constant, b_1 and b_2 are regression coefficients, and e is the error term. Hypothesis testing is performed using the t-test to evaluate the partial effect of discipline and integrity on performance, and the F-test to assess the simultaneous effect of both variables on performance. The coefficient of determination (R^2) is used to measure how much variance in employee performance can be explained by discipline and integrity.

Research Hypotheses

The hypotheses tested in this study are as follows. Discipline has a significant positive effect on employee performance at BPKAD of Arfak Mountains Regency. Integrity has a significant positive effect on employee performance at BPKAD of Arfak Mountains Regency. Discipline and integrity simultaneously have a significant positive effect on employee performance at BPKAD of Arfak Mountains Regency.

Ethical Considerations

This research ensures ethical principles are adhered to, including informed consent, confidentiality, anonymity, and data security. All respondents are informed about the purpose of the study and agree to participate voluntarily. The identities of respondents remain confidential, and their responses are used for research purposes only. No personal identifiers are included in the questionnaire, and all data collected is securely stored and accessible only to the research team.

Geographical and Socio-Cultural Considerations

Given the unique geographical and socio-cultural characteristics of Arfak Mountains Regency, the research considers the challenges of employee accessibility, communication, and socio-cultural norms that may influence discipline, integrity, and performance. Efforts are made to address these issues by designing culturally sensitive questions and ensuring logistical feasibility in data collection.

RESULTS

The data from this study were obtained from questionnaires distributed to all BPKAD employees of Arfak Mountains Regency. Based on descriptive analysis, the characteristics of respondents show variations in age, gender, position, and length of service. The results of descriptive statistical analysis show that the level of employee discipline and integrity is in the high category, with an average score for the discipline variable of 4.1 and the integrity variable of 4.3 on a Likert scale of 1-5.

The results of the classical assumption test show that the data is normally distributed, there is no multicollinearity between the independent variables, and there are no symptoms of heteroscedasticity, so the regression model is feasible to use. Based on the results of multiple linear regression analysis, the regression equation is obtained as follows:

$$Y = 1.25 + 0.45X_1 + 0.50X_2$$

These results show that the discipline variable (X_1) has a regression coefficient of 0.45 and the integrity variable (X_2) has a regression coefficient of 0.50. Both variables have a positive and significant effect on employee performance (Y), with a significance value (p-value) of 0.001 for discipline and 0.000 for integrity, respectively.

The F test results show that discipline and integrity simultaneously have a significant effect on employee performance with an F value of 25.6 and a significance of 0.000. The coefficient of determination (R^2) value of 0.62 indicates that 62% of the variation in

employee performance can be explained by the discipline and integrity variables, while the remaining 38% is influenced by other factors not examined in this study. Thus, the research hypothesis which states that discipline and integrity have a positive and significant effect on employee performance at BPKAD Arfak Mountains Regency can be accepted. The results of this study indicate that increasing employee discipline and integrity can improve overall organizational performance.

DISCUSSION

The results of this study indicate that discipline and integrity have a significant influence on employee performance at BPKAD Arfak Mountains Regency. This finding is consistent with previous research which states that good work discipline plays an important role in increasing productivity and organizational effectiveness ([Saleh, 2022](#)). Disciplined employees tend to work in accordance with standard operating procedures (SOPs) and comply with organizational rules so that tasks can be completed on time with good quality ([Mentari et al., 2023](#)).

Similarly, integrity is proven to have a significant influence on employee performance ([Saleh, 2022](#)). Employees with high integrity will show honest, professional, and responsible behavior. This supports the research, which states that integrity is the foundation of creating a clean and effective organization, especially in the government environment ([Jayanti & Syamsir, 2020](#)). In the context of BPKAD, employee integrity is very important to ensure that regional financial and asset management runs transparently and accountable.

The coefficient of determination of 62% indicates that discipline and integrity are dominant factors in influencing employee performance at BPKAD. However, the remaining 38% indicates other factors such as work motivation, leadership, and work environment that may contribute to employee performance. Geographical and socio-cultural factors in the Arfak Mountains Regency may also affect the implementation of discipline and integrity, given the relatively remote condition of the region and limited accessibility.

The practical implication of these findings is that BPKAD leaders need to strengthen policies and programs that support the improvement of employee discipline and integrity. Measures such as providing training, periodic evaluations, and giving appreciation to employees who show superior performance can be implemented to create a more productive and professional work environment ([Franklin & Pagan, 2006](#)). In addition, special attention should be given to addressing local geographical and cultural challenges that may affect work discipline and integrity in this local government organization ([Reilly, 2023](#)).

CONCLUSION

This study concludes that discipline and integrity have a positive and significant influence on employee performance at BPKAD Arfak Mountains Regency. Good work discipline encourages employees to work consistently in accordance with applicable rules and procedures, while integrity ensures that work is carried out with full responsibility, honesty, and professionalism ([Turmudhi & Ristianawati, 2023](#)). These two variables simultaneously contribute 62% to improving employee performance. These results confirm the importance of improving discipline and integrity as strategic efforts to improve organizational performance, especially in the context of regional

financial and asset management (Therova & McKay, 2024). BPKAD leaders are advised to continue strengthening policies related to discipline and integrity through training, periodic evaluation, and rewarding good performance. In addition, special attention is needed to overcome local geographical and cultural barriers that affect the implementation of this policy in the Arfak Mountains Regency.

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