THE EFFECT OF EMPLOYEE INTEGRITY, COORDINATION, FACILITIES AND INFRASTRUCTURE ON EMPLOYEE PERFORMANCE IN TANDES DISTRICT SURABAYA CITY

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Abstract
Humans as a very potential resource with their abilities and skills can drive the wheels of the institution. This makes human resources the most important asset of the institution in determining the realization of the company's goals. The success of an organization is greatly influenced by the performance of its individual employees. Every organization or company will always try to improve the performance of its employees, with the hope that what the company's goals will be achieved. Research on employee performance can be influenced by several factors, one of which is integrity, coordination, infrastructure. In this study, a quantitative approach was taken in analyzing the problem. The purpose of this study was to test the effect of employee integrity, coordination and infrastructure on employee performance. Where this study consists of 3 independent variables, namely employee integrity, coordination, infrastructure and the dependent variable is employee performance. The study was conducted in Tandes District using a saturated sampling technique with 69 respondents. Data collection techniques were carried out by distributing questionnaires and Likert scale assessments. The analysis was carried out using the product moment correlation test tool and multiple correlation with SPSS software. The results obtained in this study are: (1) Integrity has a significant influence on employee performance (2) Coordination has a significant influence on employee performance (3) Facilities and infrastructure have a significant influence on employee performance.

INTRODUCTION

Humans, as a resource with potential, abilities and skills, play an important role in advancing institutions. Human resources are the main asset that determines the achievement of company goals. Employee performance, which includes productivity and effectiveness, is a vital aspect in improving their work results. To achieve increased performance, companies must understand the various influencing factors. The success of an organization depends greatly on the performance of individual employees. Therefore, organizations or companies will continue to look for ways to improve employee performance, with the hope that company goals can be achieved. This effort includes recruiting employees who have high integrity, good coordination skills, as well as utilizing existing facilities and infrastructure.

In today's digital era, information technology plays an important role in changing the way people organize and manage work. This also applies to the administration of regional government. The development of information systems in various fields such as personnel, budget planning and implementation, licensing, and management of public goods and services, requires organizational management to be carried out in a modern way. Effective organizational management is not only

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needed to increase the effectiveness of activities, but also to ensure that existing personnel are competent, trustworthy and professional in carrying out their duties. Therefore, an effective management and personnel management system is needed to support the achievement of organizational goals.

Tandes District in West Surabaya is one of the government service units that faces various obstacles related to human resources. Some problems that often occur include overlapping work between employees or assignments that do not match their areas of expertise. The most significant problem is that there are employees who lack integrity. This lack of integrity causes additional workload on other employees and has a negative impact on work effectiveness.

Employee integrity is the main foundation for building optimal organizational performance and achievements. Integrity produces work behavior that is honest, responsible, disciplined, ethical, trustworthy, diligent and persistent. Research by Leroy et al. (2011) show that integrity behavior is significantly related to organizational commitment and performance. Employees with integrity are able to build productive working relationships with colleagues, superiors, subordinates, customers and other stakeholders. They work honestly and can be trusted to carry out the organization's mission professionally.

Apart from integrity, coordination is also an important factor in influencing performance. Organizational leaders need to coordinate activities with members to complete tasks efficiently. Leaders divide work into specific functions or departments to increase productivity and efficiency. By conveying clear information and appropriate communication, each individual will be more motivated to complete their tasks. Without good coordination, achieving organizational goals can be hampered.

Overall, to improve employee performance, various actions are needed, including adequate management of office facilities and infrastructure. Effective facility management involves professional procurement and maintenance so that administrative and operational activities can run smoothly. Offices that are inadequate in terms of facilities and infrastructure, such as limited work space or lack of facilities, will face challenges in achieving organizational goals and improving employee performance.

According to Bintoro and Daryanto (2017: 105), performance is defined as the willingness of individuals or groups to carry out or perfect tasks according to their responsibilities with the expected results. In order for employee performance to remain consistent, organizations must pay attention to their work environment, so that organizational goals can be achieved. Therefore, every organization needs adequate facilities and infrastructure to support employees in carrying out their duties, both in administrative and operational activities.

Facilities management is a process that involves cooperation between all employee elements to ensure that the available facilities are used effectively and efficiently. Good management of facilities and infrastructure requires several aspects, including professional procurement and maintenance. This must be the focus of management and implemented correctly so that employee work activities can run smoothly.

In Tandes District, Surabaya City, the available facilities and infrastructure are not adequate for the number of existing employees. Some of the problems faced include limited work space, lack of computers or laptops, tables and chairs that do not suit your needs, and the lack of a special parking space. Apart from that, facilities such as warehouses, meeting rooms and bathrooms are also inadequate, and a lack of official vehicles hinders the smooth running of work.

This condition shows that improving employee performance requires various actions and must face various challenges. Efforts to improve employee performance do not only involve adjusting facilities and infrastructure, but also require attention to all aspects of management and operations. By improving existing facilities and ensuring adequate facilities and infrastructure, organizations can support employees in carrying out their duties more effectively, which in turn will help achieve organizational goals.

Literature Review
Employee Integrity

According to Malingkas (2022:53), integrity refers to consistency and firmness in holding noble values and high beliefs. Integrity means there is harmony between actions and the values and principles adhered to. Kibtiyah (2016) added that integrity is closely related to a person's trust and honesty, which aims to achieve common goals. Sukarna (2018) states that integrity can be measured through several indicators, namely: 1) showing honesty, 2) fulfilling commitments, and 3) consistency in behavior.

Zahra (2021:123) mentions four main indicators of integrity, namely:

1. **Honesty**
   According to Ma'mur (2019:36-37), honesty is an effort to be a trustworthy person, reflected in words, actions and work. Honesty reflects behavior that is consistent with trust, both towards oneself and others. The process of forming honesty involves efforts to act correctly, building a person who can be trusted in various aspects of life.

2. **Trust,**
   the Language Center Dictionary (2018:48) defines trust as a message or trust given to someone to be conveyed or guarded. Trust includes aspects of security, peace and trust. A person who has a trustworthy nature will maintain and carry out the responsibilities entrusted to him and accept suggestions and orders sincerely.

3. **Commitment**
   Mowday (2017) defines commitment as an individual's level of identification and involvement with the organization where they work. Commitment shows a value orientation towards work, where individuals really think about their work. Employees who have high commitment will have an emotional bond with the company, so they prioritize company interests over personal interests, supporting organizational growth.

4. **Consistent**
   Dachlan (2019:47) explains that consistency is an attitude or effort to maintain a view or opinion on something, forming stable behavior in accordance with the principles held. Consistency reflects stability and loyalty to accepted values and principles.

5. **Responsible**
   Responsibility is an action based on obligation or calling of the heart, showing high concern and honesty. This characteristic indicates that a person has a strong attitude in fulfilling his obligations and acts in accordance with moral and ethical principles.

From the explanation above, it is clear that integrity is an important character that every employee must have. Integrity not only includes honesty and commitment but also trust, consistency and responsibility. Having strong integrity will have a positive impact on the company, because integrity reflects harmony between what is said and what is done.

Coordination

According to Brech in Hasibuan (2014: 85), coordination is defined as the process of balancing and directing a team by providing appropriate activity locations to each member and ensuring that all activities are carried out in harmony between them. Sedarmayanti (2020) added that coordination is the process of organizing and aligning activities and efforts of various parts or units in an organization to achieve common goals. Coordination is an important element in management, because it helps ensure that all parts of the organization work in an integrated and harmonious manner to achieve goals in an effective and efficient manner.

To achieve good coordination results, several conditions must be implemented effectively. The (2015:174) states these conditions as follows:

1. Clear division of work,
2. An atmosphere of brotherhood and a high spirit of cooperation within the organization,
3. Adequate contact and communication between units or individuals in the organization,
4. Coordination must be established and implemented as part of planning, guidance and control,
5. Use of appropriate coordination methods.

On the other hand, Mooney (Siagian, 2015: 78) stated that coordination can be realized if several conditions are met, namely:

1. Authority (authority or power),
2. Mutual Service (helping each other),
3. Doctrine (teachings or rules).

Based on this view, the benefits of coordination include synchronization, similarity of perception, harmony of activities, and unity of direction, which are the results of implementing effective coordination. Each unit in the organization must prioritize success as a collective effort, not just individual interests. This means that each organizational unit must not only focus on its own interests, but must work together to achieve common goals.

Facilities and infrastructure

According to Bohari and colleagues (2019), the quality of work facilities and infrastructure has a direct impact on employee performance. If the facilities are in good condition, employee performance tends to be optimal. On the other hand, if the facilities are poor, employee performance will be disrupted and will not be optimal.

Minister of Home Affairs Regulation Number 7 of 2016 explains work facilities and infrastructure in the context of regional government. Article 1 of the regulation defines facilities as facilities that directly support the achievement of regional government goals. Meanwhile, infrastructure is a facility that supports indirectly, helping the agency's work system in accordance with predetermined targets.

Hartono (2014) identified several important indicators in infrastructure, namely completeness, condition and use of facilities. Completeness of infrastructure makes it easier to carry out work because all work needs can be met. The condition of infrastructure also influences the work process; If the facilities are still in good and proper condition, work can be completed more quickly. On the other hand, if the facilities are damaged, work completion will be hampered. Apart from that, ease of use of infrastructure is also important. If the facility is difficult to operate, the job will take longer. Therefore, infrastructure includes all objects or tools used to expedite and simplify work activities.

Employee performance

According to Irmawan (2018), it is a record of results or products produced within a certain period of a position. Achieving performance is a process that involves various resources such as money, tools, people and time. Thus, performance can be interpreted as the level of achievement of programs or activities that require resources to achieve stated organizational goals.

Hery (2019) explains that organizational performance is the result of a combination of various factors, including knowledge, material resources, strategic position, personnel processes, and performance structure. These factors include target achievement, corporate responsibility, and social perspective. Dessler (2019) added that performance is something that can be measured, based on efficiency and effectiveness. Management hopes for concrete evidence that human resources (HR) contribute positively to achieving the company's strategic targets.

According to Kasir (2016), performance appraisals in companies have several objectives, including improving the quality of work, making placement decisions, planning and developing careers, determining training needs, adjusting compensation, carrying out employee competency

inventories, providing fair work opportunities, and supporting effective communication between leaders and subordinates. Performance appraisals also play a role in strengthening work culture and implementing necessary sanctions.

METHODOLOGY

This research was conducted in Tandes District, Surabaya City with a quantitative approach. In this research there are four variables, namely Employee Integrity (X1) Coordination (X2) Facilities and Infrastructure (X3) as the independent variable and Employee Performance variable (Y) as the dependent variable. This conceptual framework was created based on theoretical foundations and existing data. This research model involves 4 variables, namely employee integrity , coordination, facilities and infrastructure, employee performance. The conceptual model in this research can be depicted in the following picture
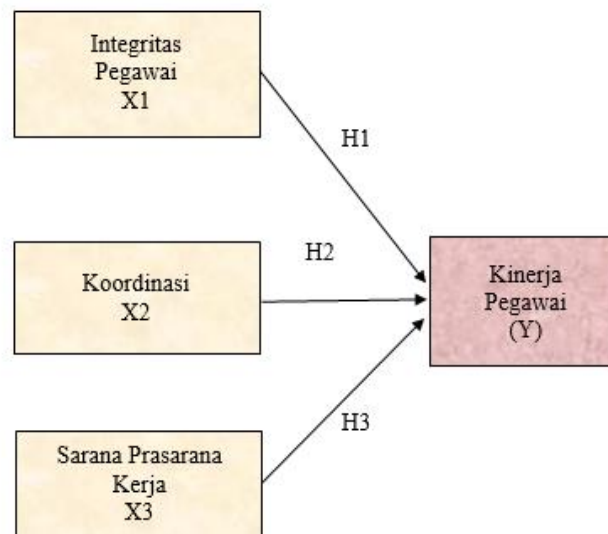

Figure 1. Conceptual model based on processed data.

Based on the research model above, several hypotheses can be concluded in this research.

- H1 = It is suspected that there is an influence of employee integrity on the performance of employees in Tandes District, Surabaya City.
- H2 = It is suspected that there is an influence of coordination on the performance of Tandes District employees, Surabaya City.
- H3 = It is suspected that there is an influence of work infrastructure on the performance of employees in Tandes District, Surabaya City.

This research consists of the variables Employee Integrity (X1), Coordination (X2), Facilities and Infrastructure (X3) and Employee Performance (Y). The measurement indicators for the Employee Integrity variable include: 1) Fulfilling commitments, 2) Consistent behavior , 3) Having an anti-corruption attitude , 4) Being punctual and responsible, 5) Being honest about one's weaknesses, 6) Always keeping promises, 7) Setting an example. the good one.

Indicators of the coordination variable include several important aspects, including: 1) Clear and defined division of tasks, 2) Creating an atmosphere of brotherhood and a high spirit of cooperation within the organization, 3) Adequate contact and communication between members, 4) Implementation coordination as part of overall planning, guidance and control, 5) Use of appropriate and appropriate coordination methods.

The dimensions of the facilities and infrastructure variables include: 1) Comfort in the waiting room or lobby area and work space, 2) Security of the office environment, 3) Availability of adequate toilet facilities, 4) Comfortable room temperature, not hot and cool, 5) Good ergonomics of the waiting area and workplace.

Meanwhile, the dimensions of the employee performance variable as the dependent variable include: 1) Quality of work results, 2) Quantity of work results, 3) Efficiency of working time.

This research covers the population of ASN employees in Tandes District, Surabaya, totaling 69 employees, including employees from sub-districts in Tandes District such as Karangpoh, Balongsari, Manukan Kulon, Manukan Wetan, Banjarsugih, and Tandes.

The research method uses a questionnaire with a Likert scale. The analysis technique applied is quantitative data analysis, which involves calculating numbers and testing data to draw conclusions. The analytical tools used include product moment correlation and multiple correlation tests, with data processing using SPSS software. Hypothesis testing is carried out through statistical tests. The multiple linear regression formula is used to analyze the relationship between variables.

$$Y = a + b1X1 + b2X2 + b3X3 + e$$

Figure 2. Multiple Linear Regression Formula

Where :

Y   = Employee Work Performance
X1 = Employee Integrity
X2 = Coordination
X3 = Work Infrastructure
      = Constant
b1,b2,b3 = Regression coefficients
e   = Error, confounding factors outside the model

RESULTS AND DISCUSSION

This section will explain the profile and characteristics of respondents who are grouped into several groups. So this grouping can be a source of support in analyzing research analysis. This research involved 69 respondents who were employees in Tandes District who had various characteristics. Respondent characteristics reflect diversity in terms of gender, age, education. This provides a comprehensive picture of the employee population in Tandes District and allows a more in-depth analysis of the factors that influence their performance. This information is grouped based on the following table.

Table 1. Respondent Statistics

Gender	Woman	29	42.0%

	Man	40	58.0%
Age	18 - 25 Years	13	18.8%
	26 - 33 Years	25	36.2%
	34 - 41 Years	19	27.5%
	> 41 Years	12	17.4%
Last education	SENIOR HIGH SCHOOL	12	17.4%
	D3	10	14.5%
	S1	44	63.8%
	S2	3	4.3%

Source: Questionnaire Data

Based on the results of the questionnaire that was distributed, a validity test was also carried out. Validity test to determine the validity of the instrument created. A valid instrument means that the measuring instrument used to obtain data (measure) is valid. Tests have been carried out using SPSS including validity test, reliability test, normality test, multicollinearity test, heteroscedasticity test, multiple linear regression test. This analysis is used involving two or more independent variables between the dependent variable (Y) and the independent variables (X1 and X2) , this method is used to determine the strength of the relationship between several independent variables simultaneously and related variables and is expressed using a formula. So, this research produces the following data:

Table 5. Multiple Linear Regression Test

Coefficients [a]

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
	(Constant)	,652	,878		,743	,460
	X1	.134	,066	,288	2,044	,045
	X2	.153	,075	,245	2,041	,045
	X3	,240	,112	,374	2,142	,036

Source: SPSS Data Processing

The Multiple Linear Regression Analysis formula is as follows :
Y = 0.652+ 0.134 X1 + 0.153 X2 + 0.240 X3

The explanation of the multiple regression linear equation is as follows:
β_0 = constant = 0.652
The Constant value shows 0.652 , this means that the size of the Employee Performance variable (Y). If the levels of Employee Integrity (X1), Coordination (X2), and Infrastructure (X3) are constant, then the level of Employee Performance (Y) is 0.652 .
β_1 = Regression Coefficient X1= 0.134

This means that the regression coefficient value of Employee Health and Integrity (X1) is 0.134, which means that Employee Integrity (X1) has a positive influence on the level of Employee Performance (Y). If the Employee Integrity Variable (X1) increases by one unit, it will increase Employee Performance (Y) by 0.134 with the assumption that the other independent variables in this research are Coordination and Infrastructure are constant.

β_2 = Regression Coefficient X2 = 0.153

This means that the regression coefficient value of Coordination (X2) is 0.153, which means that Coordination (X2) has a positive influence on the level of Employee Performance (Y). If the Coordination Variable (X2) increases by one unit, it will increase Employee Performance (Y) by 0.153 with the assumption that the other independent variables in this research are Employee Integrity and Infrastructure are constant.

β_3 = Regression Coefficient X3 = 0.240

This means that the Means and Infrastructure regression coefficient value (X3) is 0.240, which means that Facilities and Infrastructure (X3) have a positive influence on the level of Employee Performance (Y). If the Facilities and Infrastructure variable (X3) increases by one unit, it will increase Employee Performance (Y) by 0.240 with the assumption that the other independent variables in this research are Employee Integrity and Coordination are constant.

T Test (Partial)

The t statistical test basically shows how far the influence of an independent variable individually is in explaining variations in the dependent variable. In this study the T test showed the following results:

Table 6. T Test (Partial)

Coefficients ^{a}

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	,652	,878		,743	,460
	X1	.134	,066	,288	2,044	,045
	X2	.153	,075	,245	2,041	,045
	X3	,240	,112	,374	2,142	,036

Coefficient of Determination Test (R^2)

Table 7. Coefficient of Determination Test (R^2)

Model Summary ^{b}

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,859 a	,737	,725	1.67972

Source: Data processed by SPSS

The coefficient of determination (R2) essentially measures how far the model's ability is to explain variations in the dependent variable. From the data that has been calculated by SPSS, in this research the resulting R Squere is 0.737. Which means that the variables Employee Integrity (X1), Coordination (X2) and Infrastructure (X3) have an influence of 73.7% on Performance Employees (Y), of which the other 26.3% is influenced by other variables not explained in this research.

Discussion

Relationship between Employee Integrity Variables and Employee Performance

The results of the hypothesis test show that employee integrity has a significant impact on employee performance in Tandes District. These findings indicate that by increasing employee integrity, their performance will also experience a significant increase. Integrity in this context includes important elements such as honesty, responsibility, compliance with ethics, and consistency in carrying out tasks. Employees with high integrity tend to be more reliable, work transparently, and show a strong commitment to their work.

This research is in line with the findings of previous studies by Nurrohman, Muhamad, Unggul Kustiawan (2022), Adianita, Ance Selfi, Siti Mujanah, and Candraningrat (2017), and Charles Osifo, who also confirmed that employee integrity has a significant influence on their performance. Therefore, focusing on developing employee integrity can be an effective strategy to improve overall performance in Tandes District.

To achieve this goal, several steps can be taken, including ongoing work ethics training, implementing strict performance evaluation mechanisms, and rewarding employees who demonstrate high integrity. These steps aim to create a more productive work environment and contribute positively to public services in Tandes District. Implementation of this strategy is expected to strengthen employee performance and improve the quality of service to the community.

Relationship between Coordination Variables and Employee Performance

The results of the hypothesis test show that coordination has a significant effect on employee performance in Tandes District. This means that the more effective the coordination between employees, the more significant their performance will be. Effective coordination includes clear communication, proper division of tasks, and harmonious cooperation between team members. With good coordination, employees can work more efficiently, avoid overlapping tasks, and complete work more quickly and accurately.

This finding is consistent with the results of research by Rochmad Fadjar Darmanto (2018), Suryana (2016), and Wang Yong Ming (2021), which also shows a significant influence between coordination and employee performance. Therefore, to improve employee performance in Tandes District, it is important to strengthen coordination. Strategic steps that can be taken include communication training, developing a management system that supports collaboration, and increasing the role of leaders in directing the team.

It is hoped that implementing this strategy will not only increase productivity but also create a more structured and harmonious work environment. In this way, public services in Tandes District can run more optimally, providing better results for the community.

Relationship between Facilities and Infrastructure Variables and Employee Performance

The results of the hypothesis test show that coordination has a significant influence on facilities and infrastructure in Tandes District. These findings indicate that the more complete the facilities and infrastructure provided by the agency, the performance of employees in Tandes District will increase significantly. Adequate facilities and infrastructure—including complete office facilities,

supporting technology, and a comfortable working environment—make it easier for employees to work more efficiently and effectively.

This research is in line with studies conducted by Aufegger, Lisa, et al. (2022), Sesunan, Dirwansyah (2013), and Bergefurt, Lisanne, Minou Weijs-Perrée, Rianne Appel-Meulenbroek, and Theo Arentze (2022). All of these studies show that the existence of good facilities and infrastructure has a significant influence on improving employee performance.

CONCLUSION

From the discussion that has been reviewed in this research, the conclusions in this research are as follows:

1. Employee integrity has a significant influence on employee performance in Tandes District
2. Coordination has a significant influence on employee performance in Tandes District
3. Infrastructure has a significant influence on employee performance in Tandes District

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