



The Influence of Intellectual Ability and Integrity on Employee Job Performance at the National Land Agency Office of Central Tapanuli Regency

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ABSTRACT

This study aims to analyze the effect of intellectual ability and integrity on employee performance at the Badan Pertanahan Nasional Kabupaten Tapanuli Tengah. The research employed a quantitative approach using a survey method involving 40 employees selected through a saturated sampling technique. Data were collected through questionnaires and analyzed using multiple linear regression. The results indicate that intellectual ability has a positive and significant effect on employee performance ($\beta = 0.486$; $t = 5.188$; $p < 0.001$), as does integrity ($\beta = 0.364$; $t = 3.892$; $p < 0.001$). Simultaneously, both variables significantly influence employee performance ($F = 73.724$; $p < 0.001$). These findings suggest that employee performance is determined not only by cognitive intelligence and analytical skills but also by integrity, which reflects honesty, discipline, and responsibility. Therefore, enhancing intellectual competence and strengthening an integrity-based work culture are essential strategies for improving organizational performance.

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INTRODUCTION

Human resources constitute a critical determinant of organizational success. The expression “*the man behind the gun*” underscores the notion that regardless of how advanced an organization’s systems and facilities may be, optimal outcomes cannot be achieved without competent individuals operating them. From a human resource management perspective, employee quality plays a pivotal role in achieving organizational objectives through enhanced job performance in terms of quantity, quality, and timeliness of task completion (Mangkunegara, 2017; Robbins & Judge, 2017). Consequently, strengthening the strategic function of human resources has become increasingly essential in navigating a dynamic, complex, and competitive work environment.

Intellectual ability represents one of the primary determinants of employee job performance. This construct encompasses verbal comprehension, inductive and deductive reasoning, and visual-spatial abilities required to analyze problems and make sound decisions. Employees with strong intellectual capabilities tend to adapt more effectively to change, identify problems promptly, and generate efficient solutions (Robbins & Judge, 2017). Within public sector organizations, the demand for intellectual competence has intensified in response to the growing complexity of public service delivery.

In addition to intellectual ability, integrity constitutes a fundamental factor influencing job performance. Integrity refers to the consistency between values, principles, and behavior in performing duties honestly, responsibly, and ethically. Employees who demonstrate integrity carry out their responsibilities in accordance with established rules and norms and avoid practices detrimental to the organization, such as corruption, collusion, and nepotism (Prawirosentono, 2016). Without integrity, high intellectual ability alone is insufficient to produce optimal contributions to organizational performance.

The context of this study is the Badan Pertanahan Nasional Kabupaten Tapanuli Tengah, a governmental institution responsible for administering land affairs at the regency level and accountable to the Regional Office and the Minister of Agrarian Affairs and Spatial Planning/National Land Agency. The institution holds a strategic role in implementing the mandate of Article 33 of the 1945 Constitution of the Republic of Indonesia, which affirms state control over land, water, and natural resources for the greatest prosperity of the people. One of its priority programs is the acceleration of land registration through the Complete Systematic Land Registration Program (*Pendaftaran Tanah Sistematis Lengkap – PTSL*), as stipulated in Presidential Instruction of the Republic of Indonesia Number 2 of 2018.

The achievement of PTSL targets in Tapanuli Tengah Regency has exceeded strategic benchmarks, reflecting the contribution of employee performance in supporting this national initiative. Nevertheless, preliminary observations indicate persistent challenges related to employee behavior and commitment in maintaining integrity. This condition suggests that organizational success is determined not solely by technical and intellectual competencies but also by the moral and ethical values upheld by employees.

Based on these considerations, this study focuses on examining the influence of intellectual ability and integrity on employee job performance at the Badan Pertanahan Nasional Kabupaten Tapanuli Tengah. The research addresses three primary questions: (1) the effect of intellectual ability on job performance, (2) the effect of integrity on job performance, and (3) the simultaneous effect of intellectual ability and integrity on job performance. The objective is to provide empirical evidence regarding the relationships among these variables, thereby contributing theoretically to the development of human resource management literature and offering practical recommendations for improving employee management within the institution.

Theoretically, this research is expected to enrich the body of knowledge concerning determinants of job performance in the public sector. Practically, the findings may serve as evaluative input and policy considerations for enhancing human resource quality at the Badan Pertanahan Nasional Kabupaten Tapanuli Tengah through the strengthening of employees' intellectual capabilities and integrity.

METHODS

This study employed a quantitative research approach using a survey method to examine the influence of intellectual ability and integrity on employee job performance. The research design is grounded in the positivist paradigm, which emphasizes objective measurement and statistical analysis to test causal relationships among variables (Sugiyono, 2018).

The study was conducted at the Badan Pertanahan Nasional Kabupaten Tapanuli Tengah until August 2025. The research population consisted of 40 Civil Servants (Aparatur Sipil Negara – ASN), all of whom were included as respondents through a saturated sampling technique, whereby the entire population serves as the sample (Sugiyono, 2018; Arikunto, 2019). The data utilized in this study comprised primary data collected through structured questionnaires and secondary data obtained from institutional documentation.

The independent variables were intellectual ability and integrity, while the dependent variable was job performance. Intellectual ability refers to cognitive capacities such as reasoning, problem-solving skills, and verbal comprehension (Robbins & Judge, 2017). Integrity encompasses honesty, consistency, commitment, and responsibility in performing work-related duties (Abdullah, 2019). Job performance was measured based on indicators including quality, quantity, responsibility, initiative, teamwork, and compliance (Mangkunegara, 2019). The research instrument consisted of 30 statement items measured using a five-point Likert scale.

Data analysis procedures included validity and reliability testing of the research instrument, with reliability assessed using Cronbach's Alpha ($\alpha > 0.60$). Classical assumption tests were conducted to ensure normality, absence of heteroscedasticity, and absence of multicollinearity. Multiple linear regression analysis was applied to examine the relationships among variables. Hypothesis testing was carried out using the t-test (partial effect), F-test (simultaneous effect), and the coefficient of determination (R^2) at a 5% significance level (Ghozali, 2018).

RESULTS AND DISCUSSION

Results of Observations and Interviews

The findings from observations and interviews conducted at the Badan Pertanahan Nasional Kabupaten Tapanuli Tengah indicate that employees' intellectual ability significantly influences the speed and accuracy of task completion. Employees with higher educational backgrounds and more extensive work experience tend to demonstrate greater proficiency in understanding regulatory frameworks and operating digital land administration systems. Conversely, several employees still encounter challenges in adapting to digital transformation, which consequently affects their work performance.

Integrity was also found to play a crucial role. Employees who demonstrate honesty, discipline, and consistency in adhering to organizational regulations exhibit higher levels of performance and are more capable of building trust with supervisors and the public. In contrast, low levels of integrity contribute to delays and reduced transparency in task execution.

Data on the realization of work programs from 2020 to 2024 reveal an increase in the number of implemented activities; however, some tasks were not completed within the scheduled timeframe. This condition suggests that although institutional performance has improved, it has not yet reached an optimal level, despite ongoing efforts to enhance service delivery outcomes.

The total number of respondents was 40 employees. The majority were aged between 37–44 years (35%), predominantly male (65%), and most held a bachelor's degree (45%). This demographic composition indicates that the workforce is within a productive age range and possesses a relatively adequate educational background to support organizational performance.

Results of Validity and Reliability Testing

All questionnaire items were declared valid, as indicated by corrected item–total correlation coefficients exceeding 0.30. Reliability testing demonstrated satisfactory internal consistency, with Cronbach's Alpha values of 0.78 for intellectual ability, 0.81 for integrity, and 0.73 for job performance. These results confirm that the research instruments are reliable and suitable for further statistical analysis.

Descriptive Analysis of Variables

Descriptive statistical analysis shows that intellectual ability has a mean score of 3.44 (categorized as good), integrity 3.60 (good), and job performance 3.64 (good). These findings indicate that respondents generally perceive the three variables at a positive and favorable level within the organization.

Classical Assumption Testing

The regression model satisfies the classical assumption requirements. The data are normally distributed (Sig. > 0.05), no multicollinearity is detected (Tolerance > 0.10; VIF < 10), and no heteroscedasticity is present based on the Glejser test (Sig. > 0.05). Therefore, the regression model is considered statistically appropriate and robust for hypothesis testing.

Hypothesis Testing Results

The coefficient of determination (Adjusted R²) is 0.78, indicating that intellectual ability and integrity simultaneously explain 78% of the variance in employee job performance. The F-test confirms a significant simultaneous effect (Sig. = 0.000 < 0.05). Partially, intellectual ability (t = 5.188) and integrity (t = 3.892) both demonstrate positive and statistically significant effects on job performance.

The regression equation is formulated as follows:

$$Y = 5.994 + 0.486X_1 + 0.364X_2$$

This equation implies that improvements in intellectual ability and integrity are associated with corresponding increases in employee job performance at the Badan Pertanahan Nasional Kabupaten Tapanuli Tengah.

Discussion

The Effect of Intellectual Ability on Employee Job Performance

The results indicate that intellectual ability has a positive and significant effect on employee job performance at the Badan Pertanahan Nasional Kabupaten Tapanuli Tengah (t = 5.188 > t table = 2.026; p = 0.000 < 0.05), confirming the acceptance of hypothesis H1.

Theoretically, intellectual ability reflects an individual's capacity for logical reasoning, problem analysis, and effective task execution. Employees with higher intellectual ability can more easily understand regulations, adapt to work systems, and make accurate decisions. These findings align with Robbins and Judge (2017) and Sutrisno (2019), who assert that cognitive ability is a key predictor of performance. Consequently, enhancing employees' intellectual competencies through education and training is essential for supporting organizational performance.

The Effect of Integrity on Employee Job Performance

Integrity was also found to have a positive and significant effect on job performance (t = 3.892 > t table = 2.026; p < 0.05). Higher levels of employee integrity are associated with higher job performance.

Integrity reflects honesty, consistency, responsibility, and adherence to organizational rules. Employees with high integrity perform tasks professionally and disciplinedly, resulting in more optimal performance outcomes. These results support the theoretical perspectives of Robbins and Judge (2019) and the empirical findings of Nugroho (2020), emphasizing that integrity is a critical factor in enhancing performance. Therefore, organizations should strengthen a culture of integrity through leadership exemplars and consistent reward and punishment systems.

The Combined Effect of Intellectual Ability and Integrity on Employee Job Performance

Simultaneously, intellectual ability and integrity have a positive and significant effect on job performance ($F = 73.724 > F \text{ table} = 3.25; p < 0.05$), indicating that these two variables complement each other in improving employee performance.

Intellectual ability enhances the efficiency and effectiveness of task completion, while integrity ensures that tasks are performed honestly, responsibly, and with discipline. This finding reinforces Robbins and Judge's (2019) theory, as well as previous research, which identifies both cognitive abilities and personal character as primary determinants of employee performance.

In conclusion, improving employee job performance requires ongoing development of intellectual competencies alongside the cultivation of a strong organizational culture of integrity.

CONCLUSION

Based on the results of the study at the Badan Pertanahan Nasional Kabupaten Tapanuli Tengah, it can be concluded that intellectual ability and integrity have a positive and significant effect on employee job performance, both partially and simultaneously. Intellectual ability ($\beta = 0.486; t = 5.188; p < 0.001$) indicates that higher analytical intelligence, logical reasoning, and problem-solving skills are associated with more optimal employee performance. Integrity ($\beta = 0.364; t = 3.892; p < 0.001$) is also a critical factor in enhancing job performance through honesty, discipline, consistency, and responsibility. Collectively, these two variables exert a significant influence ($F = 73.724; p < 0.001$), suggesting that performance improvement is determined not only by intelligence and technical skills but also by employee character and moral values. Therefore, it is recommended that the organization enhance intellectual competencies through continuous training and education, foster a work culture that promotes creativity and integrity, and conduct comprehensive performance evaluations. Employees should continuously develop themselves and uphold integrity values, while future research is encouraged to include additional variables such as motivation, leadership, and work environment, as well as to broaden the research scope to obtain more comprehensive results.

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