



The Influence Of Competence, Integrity And Organizational Culture On Employee Performance In Job Satisfaction Moderation At Bank Indonesia Provincial Representative Offices North Sumatra

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Abstract

Various resources, including people, money, machines, equipment, and information resources, are required to achieve the organization's goals. Human resource management is very important for the organization, so in managing it, managing and utilizing human resources will run according to what is expected, so that it can function productively to achieve organizational goals. This study was conducted to see the Influence of Competence, Integrity and Organizational Culture on Employee Performance in Job Satisfaction Moderation at the Bank Indonesia Representative Office in North Sumatra Province. The results of this study are as follows: Organizational Culture has a positive and significant effect on Employee Performance with a value of 0.366 and a significant 0.000. Job Satisfaction is not able to moderate Competency on Employee Performance with a value of 0.038 to a significant 0.129. Job Satisfaction was able to moderate Integrity to Employee Performance with a value of -0.127 significant 0.013. Job Satisfaction is able to moderate Organizational Culture towards Employee Performance with a value of 0.120 and a significant 0.023. Integrity has a positive and significant effect on Employee Performance with a value of 0.397 and a significant 0.000. Job Satisfaction has a positive and significant effect on Employee Performance with a value of 0.278 significant 0.000. Competence had a positive and insignificant effect on Employee Performance with a value of 0.007 to a significant 0.377.

Keywords:

Competence, Integrity, Organizational Culture, Job Satisfaction, Employee Performance

Background

The planning, organizing, and execution of an internal human resource organization is known as human resource management, and it is done to achieve goals quickly and effectively. Resources: People are one of the resources available to organizations and are essential to the achievement of their goals. Success or failure is determined by the ability of human resources to carry out their roles. Various



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resources, including people, money, machines, equipment, and information resources, are required to achieve the organization's goals. Human resource management is very important for the organization, so in managing it, managing and utilizing human resources will run according to what is expected, so that it can function productively to achieve organizational goals. Human Resource Management has a wide scope, one of the limitations used is human resource management (Aziz, 2016).

Competencies can be used as predictors of performance; This means that a person's performance can be determined by the competencies he has, determined by the standards or criteria that are applied to the improvement. To support work ability and assess the quality of performance produced by employees, employee competence is very important. The more competent an employee is, the better his performance. According to Becker, et al (Diana, 2018) competence refers to knowledge, skills, individual abilities or personality characteristics that directly affect job performance. Competencies, which broadly include knowledge, skills, and attitudes, have indeed become things that must be possessed by employees to support their performance at work. Managerial competence, or employee competence, refers to the set of managerial skills required to carry out the tasks of an organization. The competence of an employee includes the application of concepts and techniques related to planning, organizing, controlling, and evaluating the performance of organizational units. In addition, it includes the ability to apply the principles of good governance in the management and development of government, including the use of development resources to support the smooth implementation of duties.

Integrity is a quality or circumstance that shows something intact and has the ability and capacity to manage both authority and honesty. A person with integrity will almost certainly do everything according to the moral and ethical principles he upholds. This is because in working, they will work diligently in fulfilling their obligations to their subordinates and will never be negligent in upholding their colleagues. Integrity in the workplace is needed as a means of fostering employee trust (Ayu Az-Zahra et al., 2021). Every business or organization needs a strong organizational culture, which must always be developed and adapted to changes in the organization's internal environment. The organizational environment consists of human resources of different sizes and characteristics. The rapid progress of science and technology has a negative impact on society as a whole, especially on the workforce that is underutilized in organizations. As a result, workers have a higher threshold of productivity growth.

In any organization, leadership is essential in helping members understand and implement formal and informal organizational values so that each member can understand the organization's mission, vision, and goals and can integrate himself or herself as an essential component of the organization's value system. Leaders require employees to always behave in this pattern, comply with organizational policies and



regulations. For example, all employees must be able to understand and respect it, maintain discipline, and carry out their duties in accordance with the regulations set by their organization. Job satisfaction is an important condition that must be possessed by working humans, where they are able to interact with their work environment and it is hoped that they will work with enthusiasm and earnestness, so that the situation will increase. As the main attitude that there is a reflection of several interlocking attitudes of a current job.

Luthans (2016) stated that employees' perception of the benefits they receive from their work contributes to work-related stress. This means that workplace stress is a personal characteristic, and everyone will have a unique threshold for work-related stress based on their own personal values. This can be explained by the fact that humans are unique because of the different wants, desires, and expectations of each individual. It is important to pay attention to this and ensure that the organization can foster an atmosphere that supports staff members in developing as much as possible. In general, employee performance is an indication of the quality of work that has been completed by workers, and is usually used as a basis or reference for employee evaluation in a company. One of the steps in achieving organizational goals is good performance. Therefore, it is necessary to make efforts to improve employee performance because this is also one of the determining factors for the achievement of organizational goals.

Performance in an organization is a benchmark to determine whether or not the organization succeeds in achieving the goals that have been set. The performance of an organization is largely determined by the quality of the performance of the employees who work in it. Employee performance can be said to be good if the employee is able to carry out the tasks assigned to him to the end, because in general, performance is judged by what the employee has done and how the work results have been achieved during work. The phenomenon that occurs at the Bank Indonesia Representative Office in North Sumatra Province is that there are still many employees who do not have good competence so that employee performance is also not good, employees who have high integrity are very few so that the performance of employees is disturbed and long in doing work, the organizational culture created by the employees themselves is also not beneficial to the organization so that the organizational culture also hinders the performance of all employees occurs in the organization because of employee dissatisfaction with the organization that treats employees.

Problem Formulation

Based on the background that has been explained, the formulation of the problem in this study is as follows:

1. Does Competence have a positive and significant impact on Employee Performance at Bank Indonesia Representative Offices in North Sumatra Province?



2. Does Integrity have a positive and significant impact on Employee Performance at Bank Indonesia Representative Offices in North Sumatra Province?
3. Does the Organizational Culture have a positive and significant impact on Employee Performance at the Bank Indonesia Representative Office in North Sumatra Province?
4. Does Job Satisfaction have a Positive and Significant Effect on Employee Performance at Bank Indonesia Representative Offices in North Sumatra Province?
5. Is Job Satisfaction able to moderate Competencies at Bank Indonesia Representative Offices in North Sumatra Province?
6. Is Job Satisfaction able to moderate Integrity at Bank Indonesia Representative Offices in North Sumatra Province?
7. Is Job Satisfaction able to moderate the Organizational Culture at the Bank Indonesia Representative Office in North Sumatra Province?

Research Objectives

Based on the formulation of the problem that has been made, the objectives of this study are as follows:

1. To find out and analyze the influence of Competency on Employee Performance at the Bank Indonesia Representative Office in North Sumatra Province.
2. To find out and analyze the influence of Integrity on Employee Performance at the Bank Indonesia Representative Office in North Sumatra Province.
3. To find out and analyze the influence of Organizational Culture on Employee Performance at Bank Indonesia Representative Office in North Sumatra Province.
4. To find out the effect of Job Satisfaction on Employee Performance at the Bank Indonesia Representative Office in North Sumatra Province.
5. To find out and analyze Job Satisfaction can moderate Competency on Employee Performance.
6. To find out and analyze Job Satisfaction can moderate Integrity to Employee Performance.
7. To find out and analyze Job Satisfaction can moderate Organizational Culture to Employee Performance.

Theoretical Studies

Competence

Competency Recognition

According to Wibowo (2018) Competence is an ability to carry out or perform a job or task that is based on skills and knowledge and supported by the work attitude demanded by the job. According to Sugiyanto and Santoso (2018) competence can



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show certain knowledge, skills, and attitudes of a profession in certain characteristics of expertise, which are characteristic of a professional.

Competency Indicators

The competency indicators according to Wibowo (2018), namely

1. Knowledge, Information owned by a core employee carrying out his duties and responsibilities in accordance with his field, employee knowledge determines whether or not the implementation of the tasks given by the company is successful or not.
2. Ability/Skill, is an effort to carry out the tasks given by the company to employees who are done well and optimally.
3. Employee behavior attitude, attitude is the pattern of behavior of an employee in carrying out duties and responsibilities in accordance with company regulations.

Integrity

Definition of Integrity

Integrity is a person's mindset, attitude of the soul, and movement of conscience that is manifested in words, actions, and behaviors: honest, consistent, committed, objective, brave and ready to accept risks, as well as discipline and responsibility (Abdullah, 2019). Furthermore, integrity is something related to a person's trust and honesty (Kibtiyah & Mardiah, 2016).

Integrity Indicators

Integrity indicators (Abdullah, 2019), namely:

1. Honest behavior;
2. Consistent Attitude;
3. Commitment to the Vision and Mission of the Organization;
4. Objective Approach to Problems;
5. Dare to take a decision and be ready to accept risks;
6. Discipline and responsibility;
7. Track record;
8. Performance.

Organizational Culture

Definition of Organizational Culture

According to Muhdar (2015), organizational culture is one of the strategies that can improve organizational performance and its implementation is adjusted to the conditions of the organization. According to (Sulaksono, 2015) organizational culture is a system of shared meaning embraced by members that distinguishes an organization from other organizations.



Indicators of Organizational Culture

According to Muhdar (2015) the indicators of organizational culture are as follows:

1. Integrity.
2. Consistency.
3. Professional.
4. Responsibility.
5. Communication.

Job Satisfaction

Definition of Job Satisfaction

According to Zainal et al. (2014), job satisfaction is an assessment of workers about how far their work overall satisfies their needs. According to Wexley & Yuki (2016), job satisfaction can be interpreted as the generationization of employees' attitudes towards their work.

Job Satisfaction Indicators

According to Zainal et al. (2014) the indicators of job satisfaction are as follows:

- 1) Job content, actual job task appearance and as a control over work
- 2) Supervise
- 3) Organization and management
- 4) Opportunity to advance
- 5) Salary
- 6) Coworkers

Employee Performance

Definition of Employee Performance

According to Afandi (2018) Performance is the result of work that can be achieved by a person or group of people in a company in accordance with their respective authorities and responsibilities in an effort to achieve organizational goals illegally, not violating the law and not contrary to morals and ethics. Performance according to (Chairunnisah et al., 2021) is employees who carry out their functions in accordance with the responsibilities given and succeed in quality and quantity.

Employee Performance Indicators

According to Afandi (2018) employee performance indicators are as follows:

1. Quantity of work products All kinds of forms of units of measurement related to the amount of work that can be expressed in numerical measures or other numerical equivalents.
2. Quality of work products All kinds of forms of units of measurement related to the quality or quality of work results that can be expressed in numerical measures or other numerical equivalents.



3. Efficiency in carrying out tasks Various resources discreetly and in a cost-effective manner.
4. Work discipline Obey the applicable laws and regulations.
5. Initiative The ability to decide and do something right without having to be told, to be able to find out what should be done with something around you, to keep moving to do some things even when things are getting more difficult.
6. Accuracy The level of suitability of the results of the work measurement whether the work has achieved what goal it has achieved.
7. Process Leadership Influence or set an example by the leader to his followers in an effort to achieve organizational goals.
8. Honesty One of the human traits that is quite difficult to apply.
9. Creativity A mental process that involves the emergence of ideas or that involves the emergence of ideas.

Conceptual Framework

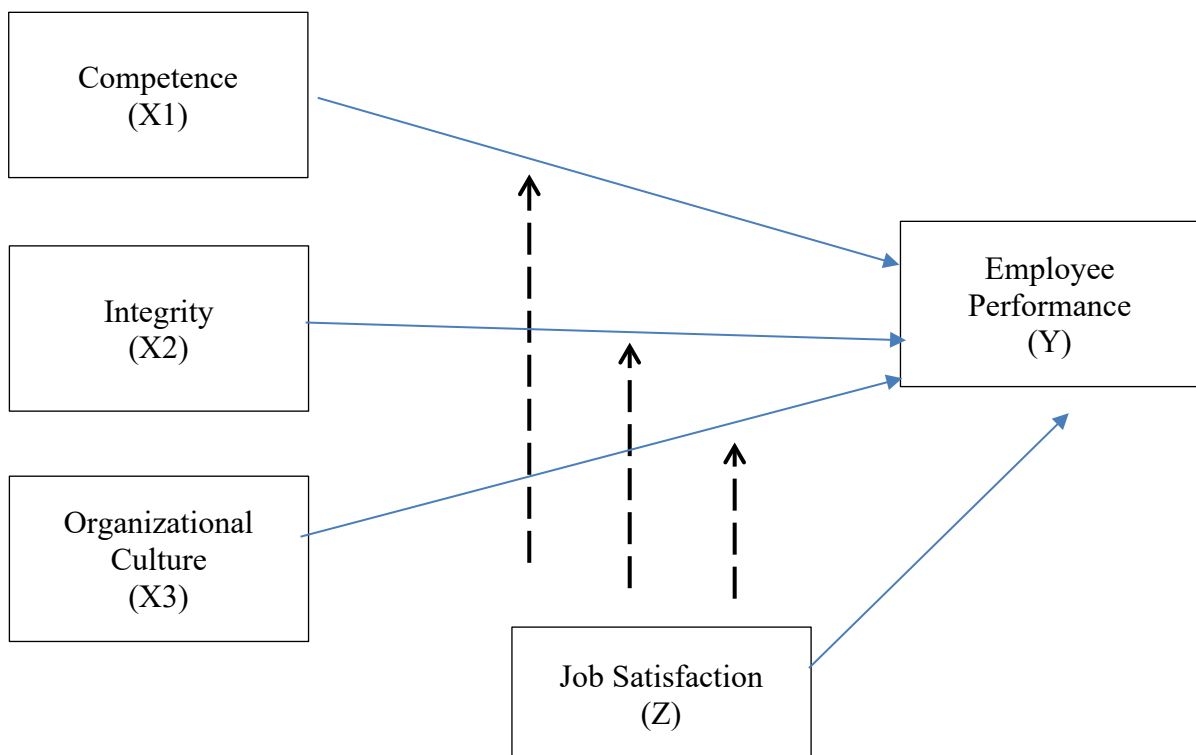


Figure 1. Conceptual Framework

Hypothesis

Based on the conceptual framework, the hypothesis of this study is as follows:

H1 Competence has a positive and significant effect on Employee Performance at Bank Indonesia Representative Office in North Sumatra Province.



- H2 Integrity has a positive and significant effect on Employee Performance at Bank Indonesia Representative Offices in North Sumatra Province.
- H3 Organizational Culture has a positive and significant effect on Employee Performance at Bank Indonesia Representative Offices in North Sumatra Province.
- H4 Job Satisfaction has a positive and significant effect on Employee Performance at Bank Indonesia Representative Offices in North Sumatra Province.
- H5 Job Satisfaction can moderate Competency on Employee Performance at Bank Indonesia Representative Offices in North Sumatra Province.
- H6 Job Satisfaction can moderate Integrity to Employee Performance at Bank Indonesia Representative Office in North Sumatra Province.
- H7 Job Satisfaction can moderate the Organizational Culture on Employee Performance at the Bank Indonesia Representative Office in North Sumatra Province.
- H8 Job Satisfaction has a positive and significant effect on Employee Performance at Bank Indonesia Representative Offices in North Sumatra Province.

Research Methods

Type of Research

This study uses a type of quantitative research on research at the Bank Indonesia Representative Office in North Sumatra Province. Quantitative is a research method that describes and explains independent variables to analyze their influence on dependent variables (Sugiyono, 2018).

Location and Time of Research

The location of the research was conducted at the Bank Indonesia Representative Office of North Sumatra Province on City Hall street no 4, Medan City. This research was conducted from September to October 2024

Population

The population of this study is all employees in the Bank Indonesia Representative Office in North Sumatra Province as many as 70 employees. Population is a generalization area consisting of: objects/subjects that have certain qualities and characteristics that are determined by the researcher to be studied and then drawn conclusions (Sugiyono, 2018)

Sample

The sample of this study is all the population at the Bank Indonesia Representative Office in North Sumatra Province as many as 70 and the sample technique used is the saturated sample technique where this technique takes all



populations as samples. The sample is part of the number and characteristics possessed by the population (Sugiyono, 2018)

Research Data Sources

The data source used by the researcher is the primary data source. According to Sugiyono (2018) Primary data is a data source that directly provides data to data collectors. The data is collected by the researcher directly from the first source or where the object of the study was conducted.

Data Collection Techniques

According to Sugiyono (2018), Questionnaire is a data collection technique that is carried out by giving a set of questions or written statements to respondents to answer.

Data Analysis Techniques

PLS is an effective analysis technique because it relies on few assumptions. PLS can be used to explain current data or find out if there is a relationship between latent variables. It can also be used to confirm theories. The data and sample size don't need to be large. Since there will be unknown models in CBSEM, it is not possible to judge the resulting constructs with reflexive and formative indicators. However, PLS can do it (Ghozali & Latan, 2015). Three categories apply to the estimation of parameters obtained using PLS. Weight estimation to produce latent variable scores is the first category. The second category relates to path estimation that establishes a relationship between latent variables and indicator blocks (loading); The third category deals with location parameters and mean (regression constant values) for latent variables and indicators. To obtain the PLS use a three-step iteration procedure for these three estimates, with estimates generated at each stage. According to Ghizali and Latan (2015), the first stage produces an estimate of weight, the second stage produces an estimate of the inside and outside models, and the third stage produces an estimate of the facilities and location (constant).

Designing the Measurement Model (Outer Model)

In accordance with Ghozali and Latan (2015), the outer model is also called the measurement model or external relationship defines the relationship between each indicator and the latent variable. To ensure that these measurements are suitable for use as a measuring tool (valid and reliable), the analysis of the outer model using several indicators is used, including the following:

a. Convergent Validity, The calculation of reflexive indicators is based on the correlation between the item/component score and the construction score. An



individual's reflex index is expressed as a number when it is more than 0.70. However, for the first phase of the study, the sample size range was 0.50 to 0.60.

b. Discriminant Validity, the value determined by the crossloading of the construct. Latent constructs predict the size of more blocks more accurately than the size of other blocks if the correlation between the construct and the measurement item is higher than the size of the other construct. Comparing the square value of the extracted mean root of variance (AVE) of each construct with correlation to other constructs in the model is an additional technique. When compared to Composite Reliability (PC), the measurement results are more careful in assessing the reliability component score of the latent variable. A > value of 0.50 for AVE is recommended.

c. Composite Reliability & Cronbach Alpha Internal consistency and Cronbach Alpha are two types of measurements that can be used to assess a measure. It can be concluded that the data has a high reliability value, especially if the composite reliability is greater than 0.70. The predicted Cronbach Alpha value of 0.70 for each indicator strengthens the reliability test.

Designing the Structural Model (Inner Model)

According to Ghazali and Latan (2015), the inner model, also known as inner relations, is a model that uses substantive theory to describe the relationship between latent variables. Based on the research problem or hypothesis determined, a structural model of the relationship between latent variables is designed. There are several stages that can be used to estimate when evaluating this model. The use of R-square for dependent constructs, the Stone-Geisser Q-Square test for predictive relevance and the t-test as well as the importance of structural path parameter coefficients. Each bound latent variable is viewed using the R-square approach. The interpretation is identical to the regression interpretation. Whether or not there are other dependent influences, the influence of some dependent latent variables on other latent variables can be assessed using changes in the R-square value. The predictive relevance of QSquare to construction models is another. Q-Square evaluates the accuracy of the model's parameter estimates as well as the observations it produces. If the Q-Square value of the model is less than zero, it means that the model has less predictive relevance, but if it is more than zero, the model has predictive relevance.

To evaluate the potential impact of independent variables on dependent variables, t-test or partial regression coefficient testing compares between tcount and ttable. Furthermore, a comparison was made between each of the calculation results with the resulting t table with a significance threshold of 0.05. If the significant value t is less than 0.05 then the regression equation is considered relevant or significant. The following criteria are used to establish the basis for comparison:

The hypothesis is rejected if the t-count < 1.96 or the sig value > 0.05

The hypothesis is accepted if the t-count > 1.96 or the sig value < 0.05



Analysis of Moderation Variables

Modified regression analysis (MRA), which was estimated using SEM-PLS, was used to evaluate the moderation hypothesis (Ghozali and Latan, 2015). The interaction coefficient between halal awareness and interest in purchasing halal products is the main focus of attention to test SPM as a moderating variable of the relationship between halal awareness in moderating interest and behavior in purchasing halal goods. If the significant t-value of a variable is less than 0.05, it can be considered a moderation variable and is considered important or significant. The following factors are the basis for comparison:

The hypothesis is rejected if the t-count < 1.96 or the sig value > 0.05

The hypothesis is accepted if the t-count > 1.96 or the sig value < 0.05

RESULTS AND DISCUSSION

Outer Model Analysis

The outer model test is used to determine the specification of the relationship between the latent variable and its manifest variable, this test includes convergent validity, discriminant validity and reliability.

1. Convergent Validity

The convergent validity of the measurement model with reflexive indicators can be seen from the correlation between the score item/indicator and the construction score. Individual indicators are considered reliable if they have a correlation value above 0.70. However, at the scale development stage of research, loading 0.50 to 0.60 is still acceptable. Based on the results for outer loading, it shows that there is an indicator that has a loading below 0.60 and is not significant. The structural model in this study is shown in the following figure:

Table 1. Outer Model Phase 1

	Organizational Culture (X3)	Integrity (X2)	Job Satisfaction (Z)	Employee Performance (Y)	Competencies (x1)
X1.1					0,842
X1.2					0,891
X1.3					0,912
X2.1		0,866			
X2.2		0,863			
X2.3		0,850			
X2.4		0,832			
X2.5		0,799			
X2.6		0,831			
X2.7		0,832			
X2.8		0,885			
X3.1	0,810				



X3.2	0,829				
X3.3	0,826				
X3.4	0,872				
X3.5	0,462				
Y.1				0,901	
Y.2				0,873	
Y.3				0,828	
Y.4				0,746	
Y.5				0,743	
Y.6				0,835	
Y.7				0,883	
Y.8				0,768	
Y.9				0,913	
Z.1			0,617		
Z.2			0,829		
Z.3			0,825		
Z.4			0,826		
Z.5			0,877		
Z.6			0,848		

Source : SmartPLS3.3.3.

In table 1 there is an outer loading value in each variable but this research cannot be continued because there are still invalid indicators, indicators that are not yet valid are aimed at Z.1 and X3.5 to continue the research of invalid indicators must be deleted and recalculated, then the outer loading in the second stage is as follows:

Table 2. Outer Model Phase 2

	Organizational Culture (X3)	Integrity (X2)	Job Satisfaction (Z)	Employee Performance (Y)	Competencies (x1)
X1.1					0,843
X1.2					0,890
X1.3					0,913
X2.1		0,866			
X2.2		0,863			
X2.3		0,850			
X2.4		0,832			
X2.5		0,799			
X2.6		0,831			
X2.7		0,832			
X2.8		0,885			
X3.1	0,819				



X3.2	0,828				
X3.3	0,819				
X3.4	0,887				
Y.1				0,901	
Y.2				0,872	
Y.3				0,829	
Y.4				0,747	
Y.5				0,742	
Y.6				0,835	
Y.7				0,883	
Y.8				0,767	
Y.9				0,913	
Z.2			0,805		
Z.3			0,839		
Z.4			0,840		
Z.5			0,878		
Z.6			0,868		

Source : SmartPLS3.3.3.

After the invalid indicator is deleted, it is obtained that all variables that have an outer loading indicator have a value greater than 0.7, so it is determined that the indicator in each variable has a value greater than 0.7 so that each indicator is declared valid and can continue the research at the next stage.

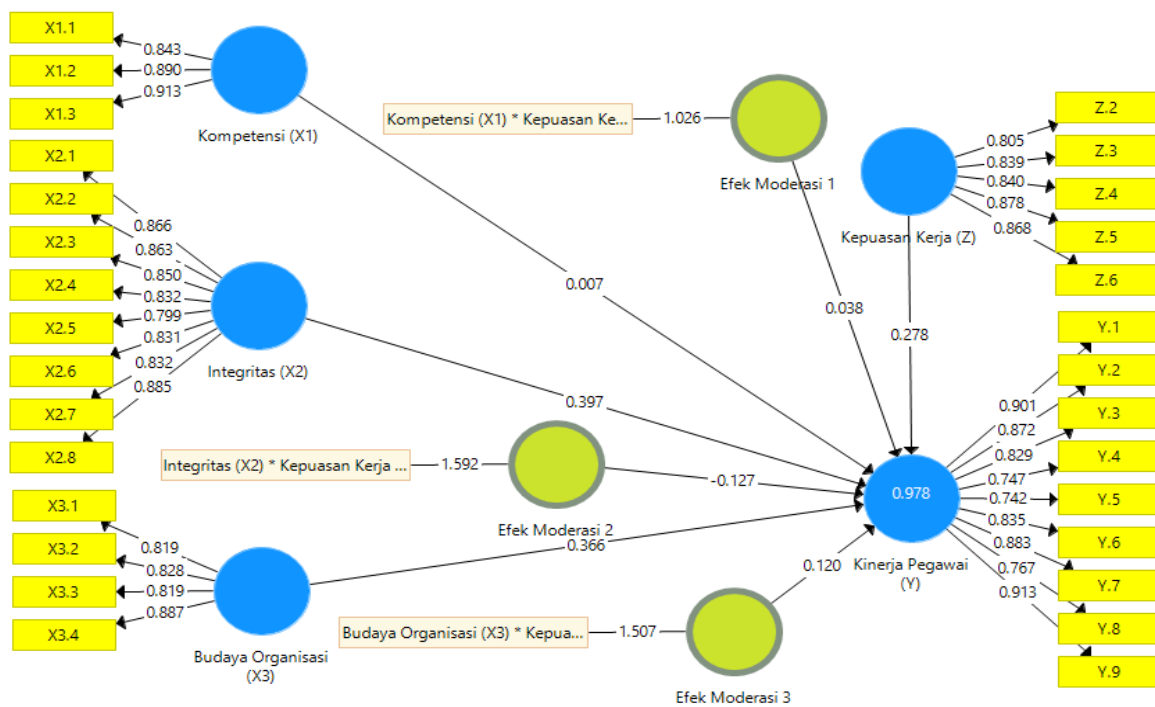


Figure 2.Outer Model

The output of Smart PLS for loading factors gives the results in the following table: Outer Loadings In this study there is an equation and the equation consists of two equations.

$$Y = b1X1 + b2Z + b3X1Z + e1$$

$$Y = 0.007X1 + 0.278 Z + 0.038X1Z + e1$$

$$Y = b2X2 + b3Z + b4X2Z + e2$$

$$Y = 0.397X2 + 0.278Z - 0.127X2Z + e2$$

$$Y = b3X3 + b4Z + b5X3Z + e3$$

$$Y = 0.366X3 + 0.278 Z + 0.120 X3Z + e3$$

Discriminate Validity

In this section, the results of the discriminant validity test will be described. The *discriminant validity* test uses a *cross loading* value. An indicator is declared to meet the discriminant validity if the cross loading value of the indicator on the variable is the largest compared to other variables. The following are the cross loading values of each indicator:

Table 3. Discriminant Validity

	Organizational Culture (X3)	Integrity (X2)	Job Satisfaction (Z)	Employee Performance (Y)	Competencies (x1)
X1.1	0,021	0,115	0,126	0,096	0,843
X1.2	0,062	0,158	0,097	0,126	0,890
X1.3	0,036	0,172	0,180	0,139	0,913
X2.1	0,728	0,866	0,709	0,811	0,051
X2.2	0,623	0,863	0,657	0,743	0,196
X2.3	0,710	0,850	0,827	0,850	0,112
X2.4	0,767	0,832	0,720	0,808	0,284
X2.5	0,726	0,799	0,639	0,753	0,054
X2.6	0,642	0,831	0,595	0,742	0,115
X2.7	0,665	0,832	0,783	0,835	0,115
X2.8	0,773	0,885	0,774	0,883	0,223
X3.1	0,819	0,710	0,616	0,767	0,245
X3.2	0,828	0,588	0,767	0,701	-0,073
X3.3	0,819	0,578	0,701	0,670	-0,056
X3.4	0,887	0,877	0,748	0,913	0,021
Y.1	0,810	0,823	0,836	0,901	0,081



Y.2	0,763	0,793	0,849	0,872	0,204
Y.3	0,834	0,710	0,853	0,829	0,036
Y.4	0,704	0,686	0,841	0,747	0,011
Y.5	0,642	0,831	0,595	0,742	0,115
Y.6	0,665	0,832	0,783	0,835	0,115
Y.7	0,773	0,885	0,774	0,883	0,223
Y.8	0,819	0,710	0,616	0,767	0,245
Y.9	0,887	0,877	0,748	0,913	0,021
Z.2	0,677	0,639	0,805	0,699	0,036
Z.3	0,680	0,628	0,839	0,689	0,097
Z.4	0,717	0,783	0,840	0,836	0,177
Z.5	0,761	0,808	0,878	0,880	0,283
Z.6	0,722	0,701	0,868	0,759	0,021

Source : SmartPLS3.3.3.

Composite reliability

The next test is *the composite reliability* of the indicator block that measures the construct. A construct is said to be reliable if *the composite reliability* value is above 0.60. Then it can also be seen by looking at the reliability of the construct or latent variable measured by looking at *the cronbachs alpha* value of the indicator block that measures the construct. A construct is declared reliable if *the cronbachs alpha value* is above 0.7. The following is a description of the construction results for each variable, namely Job Satisfaction, Human Resources Quality, Job Loyalty with each variable and indicator. The following is a table of loading values for the construct of the research variables resulting from running the Smart PLS program in the next table:

Table 4. Construct Reliability and Validity

	Cronbach's Alpha	Composite Reliability	Average Extracted Variance (AVE)
Organizational Culture (X3)	0,860	0,905	0,704
Moderation Effect 1	1,000	1,000	1,000
Moderation Effect 2	1,000	1,000	1,000
Moderation Effect 3	1,000	1,000	1,000
Integrity (X2)	0,943	0,952	0,714
Job Satisfaction (Z)	0,901	0,927	0,716
Employee Performance (Y)	0,945	0,954	0,697
Competencies (x1)	0,859	0,913	0,779

Source : SmartPLS3.3.3.



Based on table 4 above, it shows that the *Average Variance Extracted* (AVE) for each variable, namely Work Quality and Job Loyalty and Job Satisfaction, has a construct of > 0.50 , meaning that all constructs are reliable. Thus, it can be stated that each variable has high *discriminant validity*.

Meanwhile, it can be seen in the table above that the *composite reliability* value of each variable shows a construction value of > 0.60 . These results show that each variable has met *the composite reliability* so it can be concluded that all variables have a high level of realism.

Furthermore, in the table above Cronbachs alpha, each variable shows a construct value of > 0.70 , thus this result shows that each of the research variables has met the requirements of Cronbach's alpha value, so it can be concluded that all variables have a high level of realism. So it can be concluded that the indicators used in this study have high *discriminant validity* in compiling their respective variables.

Inner Model Analysis

Evaluation of the structural model (inner model) is carried out to ensure that the structural model built is robust and accurate. The stages of analysis carried out in the evaluation of the structural model are seen from several indicators, namely:

Coefficient of Determination (R2)

Based on the data processing that has been carried out using the SmartPLS 3.0 program, the R Square values are obtained as follows:

Table 5.R Square Results

	R Square	Adjusted R Square
Employee Performance (Y)	0,978	0,975

Source : SmartPLS3.3.3.

In this study, there is an R square value in table 5 for the Employee Performance variable, there is an R square value of 0.978 or 97.8%, meaning the influence of the Competency, Integrity and Organizational Culture variables on Employee Performance is 0.978 or 97.8%, the rest is in other variables.

Hypothesis Testing

After assessing the inner model, the next thing is to evaluate the relationship between latent constructs as hypothesized in this study. The hypothesis test in this study was carried out by looking at T-Statistics and P-Values. The hypothesis was declared accepted if the *T-Statistics* value > 1.96 and the P-Values < 0.05 . The following are the results of *Path Coefficients* direct influence:



Table 6. Direct Influence and Moderation

	Original Sample (O)	T Statistics (O/STDEV I)	P Values	Result
Organizational Culture (X3) -> Employee Performance (Y)	0,366	6,609	0,000	Accepted
Moderation Effect 1 -> Employee Performance (Y)	0,038	1,131	0,129	Rejected
Moderation Effect 2 -> Employee Performance (Y)	-0,127	2,238	0,013	Accepted
Moderation Effect 3 -> Employee Performance (Y)	0,120	1,863	0,032	Accepted
Integrity (X2) -> Employee Performance (Y)	0,397	7,067	0,000	Accepted
Job Satisfaction (Z) -> Employee Performance (Y)	0,278	5,108	0,000	Accepted
Competency (X1) -> Employee Performance (Y)	0,007	0,313	0,377	Rejected

Source : SmartPLS3.3.3.

In the results of the hypothesis in table 6 there are some insignificant ones and will be explained as follows:

1. Organizational Culture has a positive and significant effect on Employee Performance with a value of 0.366 and a significant 0.000, which means that with the increase in organizational culture, employee performance will increase, if it decreases, then employee performance will also decrease.
2. Job Satisfaction is not able to moderate Competency on Employee Performance with a significant value of 0.038 to 0.129, meaning that job satisfaction is not a moderation variable because it is not able to have a significant effect.
3. Job Satisfaction is able to moderate Integrity to Employee Performance with a value of -0.127 significant 0.013 because it is able to have a significant effect but the result has a negative effect meaning that with job satisfaction weakens the integrity and performance of employees, if employees are satisfied with their work then employees will feel complacent and relaxed so that the level of integrity can decrease and performance can also decrease.
4. Job Satisfaction is able to moderate Organizational Culture towards Employee Performance with a value of 0.120 and a significant value of 0.023, meaning that job



satisfaction strengthens a good organizational culture towards improving employee performance.

5. Integrity has a positive and significant effect on Employee Performance with a value of 0.397 and a significant 0.000, meaning that if integrity increases, employee performance will also increase, vice versa, if it decreases, employee performance will decrease.
6. Job Satisfaction has a positive and significant effect on Employee Performance with a value of 0.278 significant 0.000. This means that if job satisfaction increases, performance will increase, on the contrary, if it decreases, employee performance will decrease.
7. Competence has a positive and insignificant effect on Employee Performance with a value of 0.007 to 0.377, competence has less effect on employee performance because only some employees have competence in the organization.

Conclusion

After obtaining the results of the research, the researcher gives a conclusion, then the conclusion in this study is as follows:

1. Organizational Culture has a positive and significant effect on Employee Performance with a value of 0.366 and a significant 0.000.
2. Job Satisfaction is not able to moderate Competency on Employee Performance with a value of 0.038 to a significant 0.129.
3. Job Satisfaction is able to moderate Integrity to Employee Performance with a value of -0.127 significant 0.013.
4. Job Satisfaction is able to moderate the Organizational Culture towards Employee Performance with a value of 0.120 and a significant 0.023.
5. Integrity has a positive and significant effect on Employee Performance with a value of 0.397 and a significant 0.000.
6. Job Satisfaction has a positive and significant effect on Employee Performance with a value of 0.278 significant 0.000.
7. Competence has a positive and insignificant effect on Employee Performance with a value of 0.007 to a significant 0.377.

Suggestion

After giving conclusions in the results of the research, the suggestions that will be given in this study are as follows:

1. The organization must have a good organizational culture to change the bad habits of employees and also improve employee performance.
2. Organizations must improve the integrity of employees slowly.
3. The organization must make employees feel satisfied working in the organization.
4. This research should be used as input material for organizations for organizational development.



5. This research is expected to be used as a reference material to develop this research and create a new research model.

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