SINOMIKA JOURNAL
PUBLIKASI ILMIAH BIDANG EKONOMI & AKUNTANSI
ISSN (e): 2829-9701

The Influence of Competency, Integrity and Organizational Culture on Employee Performance with Job Satisfaction as An Intervening Variable at BPJS Employment Kisaran Branch and Palu Branch Offices (Central Sulawesi)

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Abstract

This research aims to examine the influence of competency, integrity and organizational culture on employee performance with job satisfaction as an intervening variable. The phenomenon that occurs at BPJS Employment in the range and in Palu is that there is still a lack of employee competency so that employee performance is not optimal. There are employees who are competent but there are not many. This is because the organizational culture is bad and uncontrolled so that employee integrity is also compromised. In this incident, many employees feel dissatisfied with the organization's attention to its employees is the reason why employees do not express their abilities to the organization because the organization does not treat employees well to the point that employees limit themselves to working at BPJS Employment in the range and city of Palu. The results of this research are as follows: Organizational Culture has a positive and significant effect on Job Satisfaction with an original sample value of 0.397 and ap value of 0.000. Organizational culture has a positive and significant effect on employee performance with an original sample value of 0.233 and ap value of 0.002. Integrity has a positive and significant effect on Job Satisfaction with an original sample value of 0.357 and ap value of 0.000. Integrity has a positive and insignificant effect on employee performance with an original sample value of 0.069 and ap value of 0.171. Job satisfaction has a positive and significant effect on employee performance with a value of 0.644 and a value of 0.000. Competency has a positive and significant effect on Job Satisfaction with an original sample value of 0.194 and ap value of 0.009. Competency has a positive and insignificant effect on employee performance with an original sample value of 0.023 and ap value of 0.383. Organizational Culture has a positive and significant indirect effect on Employee Performance through Job Satisfaction with an original sample value of 0.256 and ap value of 0.000. Integrity has a positive and significant indirect effect on employee performance through job satisfaction with an original sample value of 0.230 and ap value of 0.000. Competency has a positive and significant indirect effect on employee performance through job satisfaction with an original sample value of 0.125 and ap value of 0.020.

***Keywords**: Competence, Integrity, Organizational Culture, Job Satisfaction, Employee Performance.*

INTRODUCTION

Human resources are one of the crucial elements that must be considered by all relevant agencies in order to achieve a goal. They are the main drivers and determinants of an organization's success or progress in its operations. Apart from these HR considerations, there are many other elements that also need to be considered because they all work together to form a whole. It would obviously be very difficult for an organization to achieve its goals without human interaction,

DOI: https://doi.org/10.54443/sinomika.v3i1.2258

even with high-quality resources or commodities at its disposal. Therefore, it is important to develop and empower human resources as much as possible with clear goals.

Competencies are anticipated after education. Carrying out responsibilities in relation to the state and being able to contribute to solving problems faced by the nation, state and society based on one's work and capacity is the meaning of being a citizen. One way to use competence is to determine who has good and bad work performance based on their competence, which is determined using standards or criteria. Increasing employee competency is very important to improve work performance and determine the level of work results achieved by employees. The higher the level of competency means the employee's work will be more optimal. Apart from that, to be able to create employees who have optimal performance, one aspect that is no less important to pay attention to is the work environment.

Integrity is the ability to maximize performance in all organizational dimensions. This is a tool for strong teamwork in the organ system. Integrity is not just a tool a leader uses in everyday life; This is also a means of achieving totality for all employees, so that progress can be integrated into organizational goals. Integrity is the quality or state of showing total unity, providing the ability to radiate honesty and authority. When a person has integrity, he will always act in accordance with the moral ideals and values he upholds. At work, this means they will try hard to complete tasks assigned by their superiors and show respect for coworkers. Building trust between employees requires integrity in the workplace (Ayu Az-Zahra et al., 2021).

Organizational culture has an important influence on the progress of the company which is instilled in organizational members after the process of developing ideas created by company leaders. Next, religion is developed according to environmental changes and organizational needs.

In an organization, a religious organization cannot become a progressive organization without a strong religious foundation. Gut power impacts the strategies implemented to achieve predetermined goals. Organizational growth can be associated with the development of a strong work environment, which will result in a number of stresses in the daily work learning process, as well as the ability to develop self-confidence in handling any problems that arise both internally and externally to the organization. Organizational culture is an important factor that can influence responses to the external environment. A collaborative learning system that identifies critical factors and best practices for working in the workplace.

Thus, organizational culture has a positive and significant influence on work relations on the organizational commitment variable in terms of employee work performance. Job satisfaction at a certain level can prevent employees from

looking for work in other companies. If employees in the company are satisfied, the employees will tend to stay with the company even though not all aspects that influence job satisfaction are met. Employees who are satisfied with their company will have a greater sense of attachment or commitment to the company than employees who are dissatisfied. Thus, experts provide several definitions of job satisfaction. Job satisfaction will encourage employees to perform better. Better performance will lead to higher economic and psychological rewards. If the rewards are seen as appropriate and fair, greater satisfaction will arise because employees feel that they are receiving rewards commensurate with their achievements.

Performance is a very important and interesting element because its benefits are proven to be prominent. Similarly, employees accommodate to work seriously in accordance with their abilities in achieving good work results. Without good guidance, success in achieving will be difficult to achieve. In contrast, workplace culture tends to reinforce the idea that work done now must be of higher quality than work done later in order for future work to be of higher quality than today. An employee will feel as if he has his own personality and skills based on the type of work expected of him in the company. Good work performance is something that is desired in the world of work. If an employee carries out his work according to standards, both quality and quantity, then he will be able to demonstrate good work performance.

The phenomenon that occurs at BPJS Employment in the range and in Palu is that there is still a lack of employee competency so that employee performance is not optimal. There are employees who are competent but there are not many. This is because the organizational culture is bad and uncontrolled so that employee integrity is also compromised. In this incident, many employees feeling dissatisfied with the organization's attention to its employees is the reason why employees do not express their abilities to the organization because the organization does not treat employees well to the point that employees limit themselves to working at BPJS Employment in the range and city of Palu.

LITERATURE REVIEW

Competence

According to Spencer & Spencer in Triastuti (2019) competence is better defined as a person's underlying characteristics which are related to the effectiveness of an individual's work in their work. Meanwhile, Rusvitawati, Sugiati, & Dewi (2019) explained that competence consists of a number of key behaviors needed to carry out certain roles to produce satisfactory achievements or performance.

DOI: https://doi.org/10.54443/sinomika.v3i1.2258

Competency Indicators

In this research, the indicators used to measure how much competence employees have, especially electromedical personnel in hospitals, are in accordance with the indicators used by Spencer & Spencer in Triastuti (2019), namely:

1. Achievement or proactive behavior A person's drive or desire to act beyond what is required or required by the job and has an effect on improving his or her performance.
2. Service or social awareness Contains the essence of seriousness in understanding the desires, interests and needs of other people and including the needs of the people to be served. Meanwhile, social awareness is the ability to understand other people's emotions and other skills in treating other people according to their reactions. Some things included in social awareness are empathy, service orientation and organizational awareness.
3. The ability to influence other people contains the essence of a person's ability to persuade, convince, and influence or create a good impression on other people so that other people want to support their ideas.
4. Managerial abilities include competence in developing other people, directing abilities, teamwork and leadership in groups.
5. Cognitive abilities / thinking patterns The ability of the system to think and recognize patterns. Cognitive ability has been the best general predictor of performance across a variety of occupational professions.
6. Self-awareness The ability to recognize and understand one's own moods, emotions and their effects on others. This ability includes self-control, self-confidence and flexibility which influence performance.

Integrity

Integrity is a person's mindset, mental attitude and movement of conscience which are manifested in words, actions and behavior: honest, consistent, committed, objective, brave and ready to accept risks, as well as disciplined and responsible (Abdullah, 2019). Next , Integrity is something related to a person's trust and honesty (Kibtiyah & Mardiah, 2016). Based on the opinions above, it can be concluded that integrity is a commitment to behaving and acting with honest, consistent and ethical principles, as well as being disciplined and responsible.

Integrity Indicator

Integrity indicators (Abdullah, 2019), namely:

1. Honest behavior;
2. Consistent Attitude;
3. Commitment to the Organization's Vision and Mission;
4. Objective towards problems;

5. Dare to make decisions and be ready to accept risks;
6. Disciplined and responsible;
7. Track record;
8. Performance.

Organizational culture

Understanding Organizational Culture

According to Hari (2019), organizational culture is the values that guide human resources in carrying out their obligations and behavior within the organization. Furthermore, according to Edy (2019). Organizational culture can be defined as a system of values, beliefs, assumptions or long-standing norms agreed upon and followed by members as a guide for behavior and problem solving. - organizational problems.

Organizational Culture Indicators

According to Hari (2019), characteristics that influence organizational culture include:

1. Innovative takes risk into account. Each employee will pay sensitive attention to all problems that may pose a risk of harm to the organization as a whole.
2. Pay attention to each problem in detail. Describes the thoroughness and thoroughness of employees in carrying out their duties.
3. Oriented to the results to be achieved. A manager's supervision of his subordinates is one way for the manager to direct and empower them. Through this supervision, the goals of the organization and the group and its members can be explained.
4. Oriented to all employee interests. One of the successes or performance of an organization is determined by work teams, where teamwork can be formed if managers can supervise their subordinates well.
5. Aggressive at work. High productivity can be generated if employee performance can meet the standards required to carry out their duties. Good performance means, among other things, skill qualifications (abilities and skills) that can meet productivity requirements and must be followed by high levels of discipline and work.
6. Maintain and maintain work stability. Employees must be able to maintain their health condition so that it remains in top condition. This kind of condition can only be met if they regularly consume nutritious food based on the advice of a nutritionist.

Job satisfaction

A general attitude towards a person's work that shows the difference between the amount of appreciation workers receive and the amount they believe

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they should receive Afandi (2018). Job satisfaction is an employee's attitude towards work which is related to the work situation, cooperation between employees, rewards received at work, and matters relating to physical and psychological factors Sutrisno (2019).

Job Satisfaction Indicators

The indicators according to Afandi (2018) are:

1. Work Does the content of the work someone does have satisfying elements.
2. Wages The amount of payment a person receives as a result of carrying out work is in accordance with needs that are felt to be fair.
3. Promotion The possibility that someone can develop through promotion.
4. Supervisor Someone who always gives orders or instructions in carrying out work.
5. Coworkers Colleagues who help each other in completing work.

Employee performance

According to Handoko (2018), performance assessment is the process through which organizations evaluate or assess employee performance achievements. This activity can improve personnel decisions and provide feedback to employees regarding performance implementation. Robbin (2016) defines performance as a result achieved by employees in their work according to certain criteria that apply to a job.

Employee Performance Indicators

According to Robbins (2016) performance indicators are a tool for measuring the extent of employee performance achievements. The following are several indicators for measuring employee performance:

1. Quality of work can be described from the level of good or bad results of the employee's work in completing the work as well as the employee's ability and skills in carrying out the tasks given to him.
2. Quantity is a measure of the number of unit work results and the number of activity cycles completed by employees so that employee performance can be measured through this number (units/cycles). For example, employees can complete their work quickly before the time limit set by the company.
3. Timeliness (Time) is the level of activity completed at the beginning of the stated time, seen from the point of coordination with output results and maximizing the time available for other activities. Employee performance can also be measured by the employee's punctuality in completing the work assigned to him. So that it does not interfere with other work which is part of the employee's duties.

4. Effectiveness here is the level of use of organizational resources (energy, money, technology and raw materials) which is maximized with the aim of increasing the results of each unit in using resources. That in utilizing resources, both human resources themselves and resources in the form of technology, capital, information and raw materials in the organization, employees can be used as fully as possible.
5. Independence is the level of a person who will later be able to carry out their work functions without receiving assistance, guidance from or supervisors. This means that employees are independent, namely employees when carrying out their work do not need to be supervised and can carry out their work functions themselves without asking for help, guidance from other people or supervisors.

METHOD

Research methods

This research uses a quantitative approach in its methodology. Sugiyono (2020) defines quantitative research methods as follows: research methods based on positivist philosophy are used to study certain populations or samples; data collected using research instruments; quantitative or statistical data analysis; and the goal is to test a hypothesis. There are three special characteristics of quantitative research in the field: the title of the research report is determined from beginning to end. Develop the issues that have been identified. Apart from that, because the problem has been verified with the facts found, the problem will be different in the field (Nurwulandari and Darwin, 2020).

Research Population

Population is a generalization area consisting of objects or subjects that have certain qualities and characteristics determined by researchers to study and then draw conclusions (Sugiyono, 2020). Based on this research, the population used was 97 employees consisting of two BPJS Employment Kisaran Branches totaling 42 employees and the Palu Branch totaling 55 employees.

Samples and Sample Techniques

The sample used in this research was the entire BPJS Employment population of 97 employees using a saturated sampling technique where the researcher took the entire population as a sample. According to Sugiyono (2020), the sample is part of the number and characteristics of the population. Meanwhile, sample size is a step to determine the size of the sample taken in carrying out research. According to Sugiyono (2020), saturated sampling is a sample that, if the number is increased, will not increase representation so it will not affect the value of the information that has been obtained. In this study, researchers distributed

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DOI: https://doi.org/10.54443/sinomika.v3i1.2258

questionnaires directly and also via Google Form to BPJS Employment Kisaran Branch and Palu Branch respondents.

Data collection

The data collection used was a data collection technique by distributing questionnaires and using primary data sources in this research. According to Sugiyono (2020), a questionnaire is a data collection technique that is carried out by giving respondents a set of questions or written statements to answer. According to Sugiyono (2020), primary data sources are data sources that provide information directly to researchers, while secondary data sources are sources that do not directly provide data to researchers but through various documents that can support information. The questionnaire table below is the questionnaire score as follows:

Table 1. Respondents' Answer Scores

Answer	Code	Score
Strongly agree	SS	5
Agree	S	4
Neutral	N	3
Don't agree	T.S	2
Strongly Disagree	STS	1

Time and Place of Research

The time of the research was carried out from the beginning of January to March and this research was carried out at two branches of the BPJS Employment Kisaran Branch Office: Jl. Sisingamaraja No. 460, Kisaran, Sendang Sari, Asahan, Asahan Regency, North Sumatra 21211 and Palu Branch Office: Jl. Towua No.51, South Tatura, South Palu District, Palu City, Central Sulawesi.

Data analysis technique

Partial Least Squares - Structural Equation Modeling (PLS-SEM)

According to Hair et al. (2017), the first and most important step in using PLS-SEM is to create a diagram that describes the research hypothesis and shows the relationship between the variables to be studied. This diagram is known as a path model, or pathway model. A path model is a diagram that connects a variable or construct based on theory and logic to visually represent the hypothesis that will be tested during research. PLS-SEM consists of two models: a structural model (inner model) and a measurement model (outer model), which are explained in more detail below:

a. Evaluation of the Measurement Model (Outer Model)

According to Hair et al., (2017), the outer model is an element of the path model that contains the relationship between indicators and their variables. The

outer model represents how the measured variables represent the construct or variable. If the measurement characteristics of variables can be determined from the measurement evaluation model, then the structural evaluation model can be applied. Evaluation of measurement paradigms varies depending on whether they are formative or reflexive. The regression model applies indicators as raw representations of data from the dependent variable and has a continuous relationship (arrow) between the dependent variable and the indicators. A formative model is a combination of a set of indicators that represent a variable, such as the relationship or time period between an indicator and a construct or variable. In this research, the regression model used is the reflective regression model; Thus, the approach to assessing the regression model is to use convergent validity, discriminant validity and reliability, which are more clearly explained as follows:

Convergent Validity

According to Hair et al., (2017), convergent validity is the extent to which a measure is positively correlated with alternative measures of the same construct and is assessed by evaluating the outer loading of the indicator and average variance extracted (AVE). A related indicator has similarities that are captured by a variable with a high outer loading on a variable. The minimum value set for outer loading must be greater than or equal to 0.07 (≥ 0.07), meaning that all variable indicators are valid and support convergent validity.

Discriminant Validity

According to Hair et al., (2017), discriminant validity is the extent to which a construct is truly different from other constructs by empirical standards and is assessed by evaluating the value of cross-loadings and the Fornell-Larcker criterion. One way to see crossloading is to use the indicator row and last variable column in the table. Compared with the correlation value with other constructs, the correlation value of the construct with the indicator must be greater. The outer loading indicator on the related variable must be greater than the cross loading (i.e. the correlation) on the other variable. Any cross-loading that exceeds the outer loadings indicator will indicate a problem with discriminant validity (Hair et al 2017).

Reliability

The reliability test shows the accuracy, consistency and precision of the instrument in measuring the construct (Ghozali et al., 2019). According to Hair et al., (2017), reliability can be measured using two ways, namely Cronbach's alpha and composite reliability. Cronbach's alpha coefficient can be said to be reliable or significant if it is less than or equal to 0.07 (> 0.07). The composite reliability

DOI: https://doi.org/10.54443/sinomika.v3i1.2258

coefficient has a range of 0 to 1, with higher values indicating higher reliability thresholds. According to Ghozali et al. (2019), if the reliability of a composition and Cronbach's alpha have a value above 0.7 then it can be considered reliable.

b. Structural Model Evaluation (Inner Model)

According to Ghozali et al., (2019), inner models are used to predict relationships between latent variables. The structural model describes the dependency relationship between an independent variable or construct and a dependent construct. The inner model evaluation is based on the following metrics: path coefficients, path coefficients, and hypothesis testing, which are explained in more detail below:

Determination Test

The coefficient of determination (R2) provides information regarding the accuracy of the regression model, which in this case is a statistical measure of how well the regression line approaches the true point, and R2 is the presentation of the variance in the dependent variable which is explained by the variation in the independent variable (Sekaran & Bougie, 2017). In addition, the coefficient of determination R2 will also include all available data that has been estimated using the model to determine the sensitivity of the predictive model, namely the maximum value of the sample and the slope of the elasticity of variation. As a result, the predictive accuracy of the structural PLS model will increase and endogenous variables will predict values more accurately. The R2 value range is from 0 to 1, where 0 indicates there is no relationship and 1 indicates there is a pure relationship (Hair et al., 2017). According to Gozalali et al. (2019), the strong, 0.50 moderate, and 0.25 weak models can be concluded from the R^2 value of 0.75.

Path Coefficient

According to Hair et al., (2017), the path coefficient explains the hypothetical relationship between constructs, and the path coefficient has standard values of approximately -1 and +1. An estimated path coefficient close to +1 represents a strong positive relationship. A path coefficient close to -1 represents a strong negative relationship. The closer the estimated coefficient is to 0, the weaker the relationship, very low values close to 0 are usually not significantly different from zero (Hair et al., 2017)

Hypothesis testing

According to Hair et al., (2017), hypothesis testing is a test carried out to see the significance value. The significant value shows the influence between variables through the bootstrapping procedure. The bootstrapping process will be

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ISSN (e): 2829-9701

based on t-statistics and p-value. If the value of t (T-statistic) is greater than the critical value of t (t table), then it can be stated that the coefficient of determination is statistically significant for the probability of a particular event, namely the significance threshold. The critical t values, or critical values of t, that are usually used for two-sided calculations are 1.65 (significance threshold = 10%), 1.96 (significance threshold = 5%), and 2.57 (significance threshold = 1%). Meanwhile, the critical t values commonly used for single-sided calculations are 1.28 (significance threshold = 10%), 1.65 (significance threshold = 5%), and 2.33 (significance threshold = 1%). Another method that is often used is to look at the p-value. If the coefficient of determination (coefficient) is smaller than the significance threshold, then the coefficient is considered significant. In an analysis, researchers usually assume a significance level of 5%, although not always.

RESULTS AND DISCUSSION

Contents of Results and Discussion

Outer Model Analysis

Measurement model testing (outer model) is used to determine the specifications of the relationship between latent variables and manifest variables. This test includes convergent validity, discriminant validity and reliability.

1. Convergent Validity

This test is seen from the loading factor, the limit value is 0.7, and the limit value Average Variance Extracted (AVE) is 0.5, if above this value it is said to be valid. This means that the value for the indicator is said to be valid, if the indicator explains the construct variable with a value > 0.7. The structural model in this research is shown in the following figure.

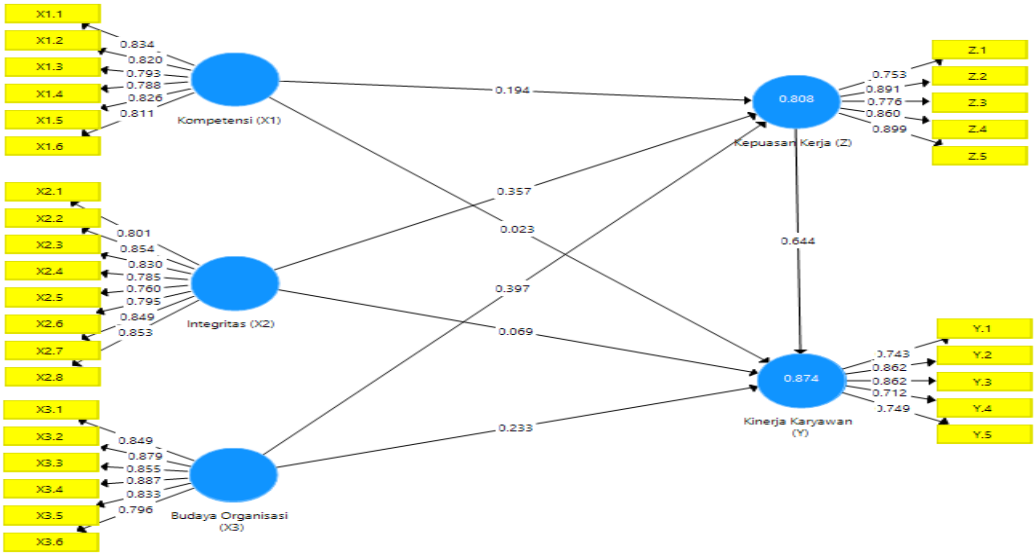

Figure 1. Outer Model
Source: Smart PLS 3.3.3

DOI: https://doi.org/10.54443/sinomika.v3i1.2258

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

For substructure 1

Z = b1X1 + b2X2 + b3X3 + e1

Z = 0.194X1 + 0.357 X2+ 0.397X3 + e1

For substructure 2

Y = b4X1 + b5X2 + b6X3 + b7Z + e2

Y = 0.023X1 + 0.069 X2+ 0.233X3 + 0.644 Z+ e2

Table 2. Outer Loadings

	Organizational Culture (X3)	Integrity (X2)	Job Satisfaction (Z)	Employee Performance (Y)	Competency (X1)
X1.1					0.834
X1.2					0.820
X1.3					0.793
X1.4					0.788
X1.5					0.826
X1.6					0.811
X2.1		0.801			
X2.2		0.854			
X2.3		0.830			
X2.4		0.785			
X2.5		0.760			
X2.6		0.795			
X2.7		0.849			
X2.8		0.853			
X3.1	0.849				
X3.2	0.879				
X3.3	0.855				
X3.4	0.887				
X3.5	0.833				
X3.6	0.796				
Y.1				0.743	
Y.2				0.862	
Y.3				0.862	
Y.4				0.712	
Y.5				0.749	
Z.1			0.753		
Z.2			0.891		

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ISSN (e): 2829-9701

Z.3			0.776		
Z.4			0.860		
Z.5			0.899		

Source: Smart PLS 3.3.3

In table 2 above, the value of each variable is stated that the indicator for each variable is higher than 0.7, which means that each indicator item has a value higher than 0.7 so that the data is declared valid and can continue with further research.

2. Discriminate Validity

Further research will determine valid data using Discriminate Validity, aiming to find out whether the cross-loading value is greater than other latent variables so as to determine the results of indicators that are highly correlated with the construct. The following table shows the cross-loading results from validity testing as follows:

Table 3. Discriminant Validity

	Organizational Culture (X3)	Integrity (X2)	Job Satisfaction (Z)	Employee Performance (Y)	Competency (X1)
X1.1	0.663	0.723	0.682	0.671	0.834
X1.2	0.698	0.697	0.723	0.686	0.820
X1.3	0.597	0.615	0.598	0.605	0.793
X1.4	0.628	0.637	0.599	0.589	0.788
X1.5	0.669	0.641	0.646	0.640	0.826
X1.6	0.722	0.716	0.707	0.679	0.811
X2.1	0.689	0.801	0.661	0.709	0.629
X2.2	0.687	0.854	0.684	0.684	0.722
X2.3	0.702	0.830	0.709	0.690	0.779
X2.4	0.806	0.785	0.746	0.724	0.761
X2.5	0.659	0.760	0.703	0.638	0.574
X2.6	0.660	0.795	0.651	0.660	0.563
X2.7	0.651	0.849	0.728	0.683	0.656
X2.8	0.752	0.853	0.724	0.711	0.714
X3.1	0.849	0.725	0.648	0.670	0.618
X3.2	0.879	0.783	0.813	0.819	0.770
X3.3	0.855	0.752	0.727	0.769	0.726
X3.4	0.887	0.804	0.760	0.778	0.748
X3.5	0.833	0.654	0.745	0.716	0.652
X3.6	0.796	0.660	0.694	0.656	0.644
Y.1	0.618	0.636	0.707	0.743	0.498

DOI: https://doi.org/10.54443/sinomika.v3i1.2258

Y.2	0.778	0.752	0.858	0.862	0.697
Y.3	0.793	0.746	0.797	0.862	0.750
Y.4	0.565	0.542	0.602	0.712	0.564
Y.5	0.631	0.618	0.641	0.749	0.607
Z.1	0.658	0.663	0.753	0.684	0.638
Z.2	0.720	0.739	0.891	0.755	0.758
Z.3	0.720	0.704	0.776	0.764	0.635
Z.4	0.806	0.773	0.860	0.865	0.721
Z.5	0.698	0.711	0.899	0.786	0.655

Source: Smart PLS 3.3.3

In table 3 above, there is a loading factor value for the Organizational Culture variable that is greater than the other variables, the loading factor value for the Integrity variable is greater than the loading factor value for the other variables, the loading factor value for the Job Satisfaction variable is greater than the loading factor value for the other variables, the loading value Employee Performance variable factor is greater than the loading factor value on other variables, the loading factor value of the Job Satisfaction variable is greater than the loading factor value of other variables, the loading factor value of the Competency variable is greater than the loading factor value of other variables, . This means that the values in the table above show that the values are discriminantly valid.

3. Composite reliability

In composite reliability research to look at each variable with its reliability value and if the variable value is greater than 0.60 then the research is considered reliable and if it is below 0.60 and 0.7 then it is not reliable. There are several blocks to determine whether the research is reliable or not and valid or not, including the Coranbach alpha value, composite reliability and AVE value can be seen in the table below:

Table 4. Construct Reliability and Validity

	Cronbach's Alpha	Composite Reliability	Average Variance Extracted (AVE)
Organizational Culture (X3)	0.923	0.940	0.723
Integrity (X2)	0.928	0.941	0.667
Job Satisfaction (Z)	0.892	0.921	0.702
Employee Performance (Y)	0.846	0.891	0.621
Competency (X1)	0.897	0.921	0.660

Source: Smart PLS 3.3.3

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PUBLIKASI ILMIAH BIDANG EKONOMI & AKUNTANSI
ISSN (e): 2829-9701

In table 4 above, it can be seen in the Cronbach alpha column that the value for each variable is greater than 0.7, which means that the reliability data of the variable is reliable. The composite reliability column has a value greater than 0.6 so it can be explained that each variable is considered reliable because the data is greater than 0.6. You can see from the AVE column that each variable has a value greater than 0.7, which means the data is valid in AVE terms. All variables from the Cronbach alpha column, reliability column and AVE column have values greater than 0.7 and 0.6 so they are considered reliable and valid.

Inner Model Analysis

Evaluation of the structural model (inner model) is carried out to ensure that the basic model created is strong and correct. The inspection stages carried out in the primary model assessment can be seen from several markers, namely:

1. Coefficient of Determination (R2)

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

Table 5. R Square Results

	R Square	Adjusted R Square
Job Satisfaction (Z)	0.808	0.801
Employee Performance (Y)	0.874	0.869

Source: Smart PLS 3.3.3

Based on the R square value of the Job Satisfaction variable of 0.808, the percentage is 80.8%, meaning that the influence of the Competency, Integrity, Organizational Culture variables on Job Satisfaction is 80.8% and the rest is on other variables. The R square value for the Employee Performance variable is 0.874 and the percentage is 87.4%, meaning the influence of the Competency, Integrity, Organizational Culture, Job Satisfaction variables on Employee Performance is 87.4% and the rest is on other variables.

2. Hypothesis test

Speculation testing in this review was carried out by looking at T-Statistics and P-Values. Speculation was announced admitting whether the T-Insights value was > 1.96 and the P-Values < 0.05. Next are the consequences of the direct impact Path Coefficient:

Table 6. Path Coefficients (Direct Influence)

	Original Sample (O)	T Statistics (| O/STDEV |)	P Values	Results
Organizational Culture (X3) -> Job Satisfaction (Z)	0.397	4,781	0,000	Accepted

DOI: https://doi.org/10.54443/sinomika.v3i1.2258

Organizational Culture (X3) -> Employee Performance (Y)	0.233	2,876	**0.002**	**Accepted**
Integrity (X2) -> Job Satisfaction (Z)	0.357	3,343	**0,000**	**Accepted**
Integrity (X2) -> Employee Performance (Y)	0.069	0.951	**0.171**	**Rejected**
Job Satisfaction (Z) -> Employee Performance (Y)	0.644	8,401	**0,000**	**Accepted**
Competency (X1) -> Job Satisfaction (Z)	0.194	2,355	**0.009**	**Accepted**
Competency (X1) -> Employee Performance (Y)	0.023	0.297	**0.383**	**Rejected**

Source: Smart PLS 3.3.3

1. Organizational culture has a positive and significant effect on job satisfaction with an original sample value of 0.397 and a p value of 0.000. This means that if organizational culture increases, job satisfaction will increase, if it decreases, job satisfaction will decrease.
2. Organizational culture has a positive and significant effect on employee performance with an original sample value of 0.233 and a p value of 0.002. This means that if organizational culture increases, employee performance will also increase and if it decreases, employee performance will also decrease.
3. Integrity has a positive and significant effect on Job Satisfaction with an original sample value of 0.357 and a p value of 0.000. This means that if integrity increases, job satisfaction also increases, if it decreases, job satisfaction also decreases.
4. Integrity has a positive and insignificant effect on employee performance with an original sample value of 0.069 and a p value of 0.171. This means that if integrity increases, it does not necessarily mean that employee performance will increase and if integrity decreases, it does not necessarily mean that employee performance will decrease.
5. Job satisfaction has a positive and significant effect on employee performance with a value of 0.644 and a p value of 0.000. This means that if job satisfaction increases, employee performance will increase, whereas if job satisfaction decreases, performance will decrease.
6. Competency has a positive and significant effect on Job Satisfaction with an original sample value of 0.194 and a p value of 0.009. This means that if competence increases, job satisfaction will increase and if competence decreases, job satisfaction will also decrease.
7. Competence has a positive and insignificant effect on employee performance with an original sample value of 0.023 and a p value of 0.383. This means that

SINOMIKA JOURNAL
PUBLIKASI ILMIAH BIDANG EKONOMI & AKUNTANSI
ISSN (e): 2829-9701

if competence increases, performance does not necessarily increase, whereas if competence decreases, it does not necessarily mean that employee performance decreases.

Table 7. Path Coefficients (Indirect Influence)

	Original Sample (O)	T Statistics (| O/STDEV |)	P Values	Results
Organizational Culture (X3) -> Job Satisfaction (Z) -> Employee Performance (Y)	0.256	4,222	0,000	Accepted
Integrity (X2) -> Job Satisfaction (Z) -> Employee Performance (Y)	0.230	3,339	0,000	Accepted
Competency (X1) -> Job Satisfaction (Z) -> Employee Performance (Y)	0.125	2,067	0.020	Accepted

Source: Smart PLS 3.3.3

1. Organizational Culture has a positive and significant indirect effect on Employee Performance through Job Satisfaction with an original sample value of 0.256 and a p value of 0.000. This means that job satisfaction is an intervening variable because it is able to indirectly influence organizational culture on employee performance through job satisfaction.
2. Integrity has a positive and significant indirect effect on employee performance through job satisfaction with an original sample value of 0.230 and a p value of 0.000. This means that this hypothesis also makes the job satisfaction variable an intervening variable because it is able to indirectly influence the integrity variable on employee performance.
3. Competence has a positive and significant indirect effect on employee performance through job satisfaction with an original sample value of 0.125 and a p value of 0.020. This means that job satisfaction is an intervening variable because it can have an indirect effect.

CLOSING

Conclusion

1. Organizational culture has a positive and significant effect on job satisfaction with an original sample value of 0.397 and a p value of 0.000.
2. Organizational culture has a positive and significant effect on employee performance with an original sample value of 0.233 and a p value of 0.002.
3. Integrity has a positive and significant effect on Job Satisfaction with an original sample value of 0.357 and a p value of 0.000.

4. Integrity has a positive and insignificant effect on employee performance with an original sample value of 0.069 and a p value of 0.171.
5. Job satisfaction has a positive and significant effect on employee performance with a value of 0.644 and a p value of 0.000.
6. Competency has a positive and significant effect on Job Satisfaction with an original sample value of 0.194 and a p value of 0.009.
7. Competence has a positive and insignificant effect on employee performance with an original sample value of 0.023 and a p value of 0.383.
8. Organizational Culture has a positive and significant indirect effect on Employee Performance through Job Satisfaction with an original sample value of 0.256 and a p value of 0.000.
9. Integrity has a positive and significant indirect effect on employee performance through job satisfaction with an original sample value of 0.230 and a p value of 0.000.
10. Competence has a positive and significant indirect effect on employee performance through job satisfaction with an original sample value of 0.125 and a p value of 0.020.

Suggestion

1. For organizations, this research can be used as input and suggestions to pay more attention to problems that often occur and correct and minimize errors in work.
2. It is hoped that this research will be used as learning material for researchers to find out the problems that often occur.
3. For future researchers, it is hoped that this research will be used as reference material to form new research with a new title and a new research model.

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DOI: https://doi.org/10.54443/sinomika.v3i1.2258