Efforts to Improve Performance

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Abstract
A variety of resources, including people, money, machines, equipment, and information resources, are required to achieve organizational goals. Human resource management is very important for an organization. So in managing it, managing and using human resources will run according to what is expected, so that it can function productively to achieve organizational goals. This research was conducted to examine the influence of competency, integrity and organizational culture on employee performance in moderating job satisfaction at the Bank Indonesia Representative Office, North Sumatra Province. The results of this research are as follows: Organizational culture has a positive and significant effect on employee performance with a value of 0.366 and a significant value of 0.000. Job Satisfaction is not able to moderate Competency on Employee Performance with a value of 0.038, significant 0.129. Job Satisfaction is able to moderate Integrity on Employee Performance with a value of -0.127, significant 0.013. Job Satisfaction is able to moderate Organizational Culture on Employee Performance with a value of 0.120 and a significant value of 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. Competency has a positive and insignificant effect on employee performance with a value of 0.007, significant 0.377.

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

INTRODUCTION

Success or failure is determined by the ability of human resources in carrying out their roles. Various resources, including humans, money, machines, equipment, and information resources, are needed to achieve organizational goals. Human resource management is very important for the organization, so in managing it, organizing and utilizing human resources will run as expected, so that they can function productively to achieve organizational goals. Competence can be used as a predictor of performance; This means that a person's performance can be determined by the competencies they have, determined by the standards or criteria applied for improvement. To support work capabilities and assess the quality of performance produced by employees, employee competence is very important. The more competent an employee is, the better their performance. Managerial competence, or employee competence, refers to a series of managerial skills needed to carry out organizational tasks. An employee's competence includes the application of concepts and techniques related to planning, organizing, controlling, and evaluating the performance of an organizational unit. Integrity is a quality or condition that shows something that is whole and has the ability and capacity to manage both authority and honesty. A person with integrity will almost certainly do everything in accordance with the moral and ethical principles that he upholds. This is because in working, they will work diligently in fulfilling their obligations to subordinates and will never neglect to uphold their colleagues. Every business or organization requires a strong organizational culture, which must always be developed and adjusted to changes in the internal environment of the organization. The organizational environment consists of human resources with different sizes and

characteristics. The rapid advancement of science and technology has a negative impact on society as a whole, especially on the workforce that is underutilized in the organization. As a result, workers have a higher threshold for productivity growth. 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 humans who work, where they are able to interact with their work environment and it is expected that they will work enthusiastically and earnestly, so that the situation will improve. As the main attitude that reflects several attitudes that are mutually binding from a current job.Performance in an organization is a benchmark to determine whether or not the organization is successful in achieving its goals. The performance of an organization is largely determined by the quality of the performance of the employees working in it. Employee performance can be said to be good if the employee can carry out the tasks assigned to him/her to completion, because in general performance is assessed from what the employee has done and how the work results have been achieved during work.

Formulation of the problem

1. Does Competence have a positive and significant influence on Employee Performance at the Bank Indonesia Representative Office in North Sumatra Province?
2. Does Integrity have a positive and significant influence on Employee Performance at the Bank Indonesia Representative Office in North Sumatra Province?
3. Does Organizational Culture have a positive and significant influence on Employee Performance at the Bank Indonesia Representative Office in North Sumatra Province?
4. Does Job Satisfaction Have a Positive and Significant Influence on Employee Performance at the Bank Indonesia Representative Office in North Sumatra Province?
5. Is Job Satisfaction Able to Moderate Competence at the Representative Office of Bank Indonesia, North Sumatra Province?
6. Is Job Satisfaction Able to Moderate Integrity at the Representative Office of Bank Indonesia, North Sumatra Province?
7. Is Job Satisfaction Able to Moderate Organizational Culture at the Representative Office of Bank Indonesia, North Sumatra Province?

Research purposes

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

LITERATURE REVIEW
Employee Performance
Understanding Employee Performance

Performance according to (Chairunnisah et al., 2021) is an employee who carries out his/her functions according to the responsibilities given and is successful in terms of quality and quantity. According to Afandi (2018) Performance is the work results that can be achieved by a person or group of people in a company according to their respective authorities and responsibilities in an effort to achieve organizational goals illegally, not violating the law and not contrary to morals and ethics.

Employee Performance Indicators

According to Afandi (2018) employee performance indicators are as follows:
1. Quantity of work results All forms of units of measurement related to the amount of work results that can be expressed in numbers or other numerical equivalents.
2. Quality of work results All forms of units of measurement related to the quality or standard of work results that can be expressed in numerical measurements or other numerical equivalents.
3. Efficiency in carrying out tasks Various resources wisely and in a cost-effective manner.
4. Work discipline. Comply with applicable laws and regulations.
5. Initiative The ability to decide and do the right thing without having to be told, able to find out what should be done about something around you, trying to keep moving to do several things even though the situation feels increasingly difficult.
6. Accuracy The level of conformity of the work measurement results to whether the work has achieved its objectives or not.
7. Leadership The process of influencing or giving examples by leaders to their 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 generating ideas or involving the generation of ideas.

Competence
Understanding Competence

According to Sugiyanto and Santoso (2018) competence can show certain knowledge, skills, and attitudes of a profession in certain expertise characteristics, which are the characteristics of a professional. According to Wibowo (2018) Competence is an ability to carry out or do a job or task that is based on skills and knowledge and supported by the work attitude required by the job.

Competency Indicators

According to Wibowo (2018), the competency indicators are:
1. Knowledge, Information possessed by a core employee in carrying out his duties and responsibilities according to his field, employee knowledge determines the success or failure of carrying out the tasks given by the company, employees who have good knowledge can increase the efficiency of the company.
2. Ability/Skills, is an effort to carry out tasks given by the company to employees which are carried out well and optimally.
3. Employee behavioral attitudes, attitudes are behavioral patterns of employees in carrying out their duties and responsibilities in accordance with company regulations.

Integrity
Understanding Integrity

Integrity is something related to a person's trust and honesty (Kibtiyah & Mardiah, 2016). Integrity is a person's mindset, attitude, and conscience that is manifested in speech, actions, and behavior: honest, consistent, committed, objective, brave and ready to accept risks, and disciplined and responsible (Abdullah, 2019).

Integrity Indicators

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. Discipline and responsibility;
7. Track record;
8. Performance.

Organizational culture
Understanding Organizational Culture

According to Sulaksono (2015), organizational culture is a system of shared meaning held by members that distinguishes one organization from another.

According to Muhdar (2015), organizational culture is a strategy that can improve organizational performance and its implementation is adjusted to the conditions of the organization.

Organizational Culture Indicators

According to Muhdar (2015) the indicators of organizational culture are as follows:
1. Integrity.
2. Consistency.
3. Professional.
4. Responsibility.
5. Communication.

Job satisfaction
Understanding Job Satisfaction

According to Wexley & Yuki (2016), job satisfaction can be interpreted as a generalization of employee attitudes towards their work. According to Zainal et al. (2014), job satisfaction is an employee's assessment of how far their work as a whole satisfies their needs.

Job Satisfaction Indicators

According toZainal et al (2014) job satisfaction indicators are as follows:
1) Job content, actual appearance of job tasks and control over the work.
2) Supervision
3) Organization and management
4) Opportunity to advance
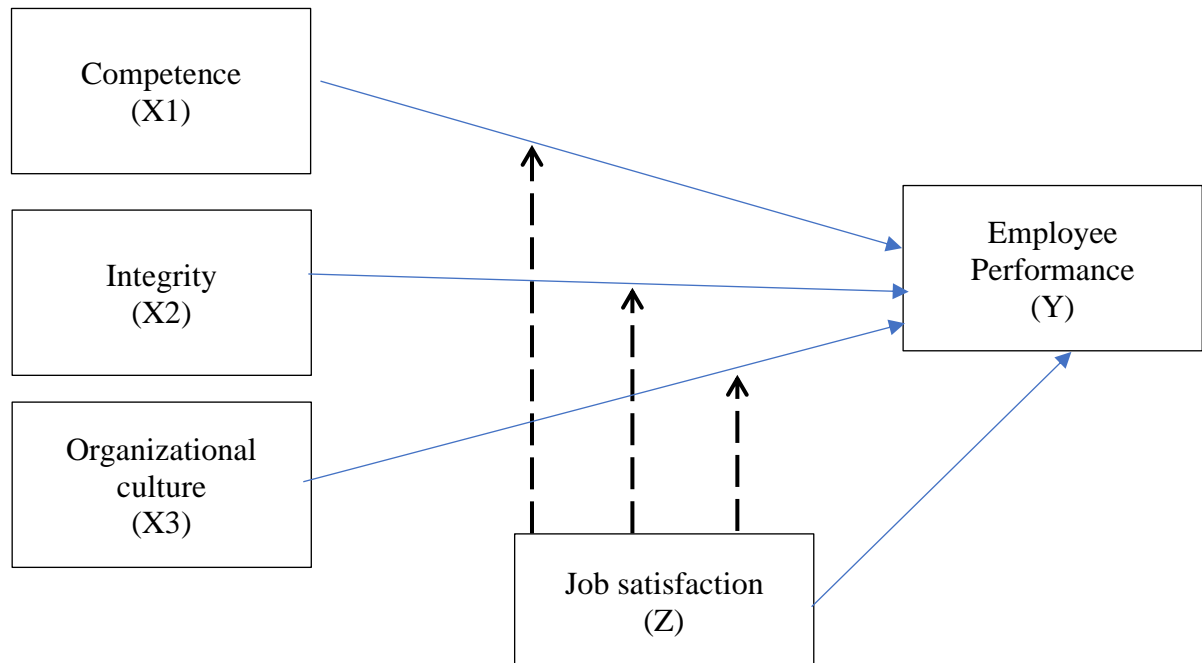5) Salary

6) Co-workers

Conceptual Framework

Figure 1. Conceptual Framework

Hypothesis
H1 Competence has a positive and significant effect on Employee Performance at the Bank Indonesia Representative Office, North Sumatra Province.
H2 Integrity has a positive and significant effect on Employee Performance at the Bank Indonesia Representative Office, North Sumatra Province.
H3 Organizational Culture has a positive and significant influence on Employee Performance at the Bank Indonesia Representative Office, North Sumatra Province.
H4 Job Satisfaction has a positive and significant effect on Employee Performance at the Bank Indonesia Representative Office, North Sumatra Province.
H5 Job Satisfaction can moderate Competence on Employee Performance at the Bank Indonesia Representative Office, North Sumatra Province.
H6 Job Satisfaction can moderate Integrity towards Employee Performance at the Bank Indonesia Representative Office, North Sumatra Province.
H7 Job Satisfaction can moderate Organizational Culture on Employee Performance at the Representative Office of Bank Indonesia, North Sumatra Province.
H8 Job Satisfaction has a positive and significant effect on Employee Performance at the Bank Indonesia Representative Office, North Sumatra Province.

METHOD
Research methods
Types of research
       This study uses quantitative research type in research at the Representative Office of Bank Indonesia, 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 research location was conducted at the Representative Office of Bank Indonesia, North Sumatra Province on Jalan Balai Kota No. 4, Medan City. This research was conducted from September to October 2024.

Population

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

Sample

The sample of this study was all the population at the Bank Indonesia Representative Office of North Sumatra Province as many as 70 and the sampling technique used was the saturated sampling technique where this technique took all the population 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 researchers is a 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 the place where the research object is carried out.

Data collection technique

The data collection technique used is a questionnaire. According to Sugiyono (2018), a questionnaire is a data collection technique carried out by giving a set of written questions or 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 a theory. The data and sample size do not need to be large. Because there will be an unknown model in CBSEM, it is impossible to assess the resulting constructs with reflective and formative indicators. However, PLS can do it (Ghozali & Latan, 2015). Three categories apply to parameter estimates obtained using PLS. The first category is the estimation of weights to produce latent variable scores. The second category relates to the estimation of paths that establish relationships between latent variables and indicator blocks (loadings); the third category relates to location parameters and means (regression constant values) for latent and indicator variables. To obtain PLS, a three-step iterative procedure is used for these three estimates, with estimates generated at each stage. According to Ghizali and Latan (2015), the first stage produces estimates of weights, the second stage produces estimates of inner and outer models, and the third stage produces estimates of means and locations (constant).

Designing a Measurement Model (Outer Model)

According to Ghozali and Latan (2015), the outer model is also called the measurement model or external relationship defining the relationship between each indicator and the latent variable. To ensure that these measurements are suitable for use as measuring instruments (valid and reliable), an outer model analysis is used using several indicators, including the following:

a. Convergent Validity, The calculation of the reflective indicator is based on the correlation between the item/component score and the construct score. The individual reflective index is expressed as a number if it is more than 0.70. However, for the first stage of the study, the sample size range is 0.50 to 0.60.

b. Discriminant Validity, value determined by construct crossloading. A latent construct predicts measures in more blocks more accurately than measures in other blocks if the correlation between the construct and the measurement items is higher than the measures of the other constructs. Comparing the square of the root mean square of variance extracted (AVE) of each construct with its correlation to other constructs in the model is an additional technique. Compared with Composite Reliability (PC), the results of this measure are more careful in assessing the reliability component scores of the latent variables. A value > 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 each indicator of 0.70 strengthens the reliability test.

Designing Structural Model (Inner Model)

According to Ghozali and Latan (2015) the inner model is also called 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 and the importance of the structural path parameter coefficients. Each dependent latent variable is viewed using the R-square approach. The interpretation is identical to the regression interpretation. The presence or absence of other dependent influences, the influence of several dependent latent variables on other latent variables can be assessed using changes in the R-square value. The predictive relevance of QSquare for the construct model is another matter. Q-Square evaluates the accuracy of the model parameter estimates and 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, the t-test or partial regression coefficient test compares t-count and t-table. Furthermore, a comparison is made between each of the computational results with the resulting t-table with a significance threshold of 0.05. If the significance value of t is less than 0.05, the regression equation is considered relevant or significant. The following criteria are used to determine 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

Moderation Variable Analysis

Modified regression analysis (MRA), estimated using SEM-PLS, was used to evaluate the moderation hypothesis (Ghozali and Latan, 2015). The interaction coefficient between halal awareness and halal product purchase intention is the main focus of attention to test SPM as a moderating variable of the relationship between halal awareness in moderating halal product purchase intention and behavior. If the significant t value of a variable is less than 0.05, it can be considered a moderating 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

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

1. Convergent Validity

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

Table 1. Outer Model Stage 1

	Organizational Culture (X3)	Integrity (X2)	Job Satisfaction (Z)	Employee Performance (Y)	Competence (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	

	Organizational Culture (X3)	Integrity (X2)	Job Satisfaction (Z)	Employee Performance (Y)	Competence (X1)
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 are outer loading values in each variable but this research cannot be continued because there are still indicators that are not valid. The indicators that are not valid are aimed at Z.1 and X3.5. To continue the research, the invalid indicators must be deleted and recalculated, so the outer loading in the second stage is as follows:

Table 2. Outer Model Stage 2

	Organizational Culture (X3)	Integrity (X2)	Job Satisfaction (Z)	Employee Performance (Y)	Competence (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 indicators are removed, the results show that all variables that have outer loading indicators have a value greater than 0.7, so it is determined that the indicators in each variable have a value greater than 0.7 so that each indicator is declared valid and can continue the research to the next stage.
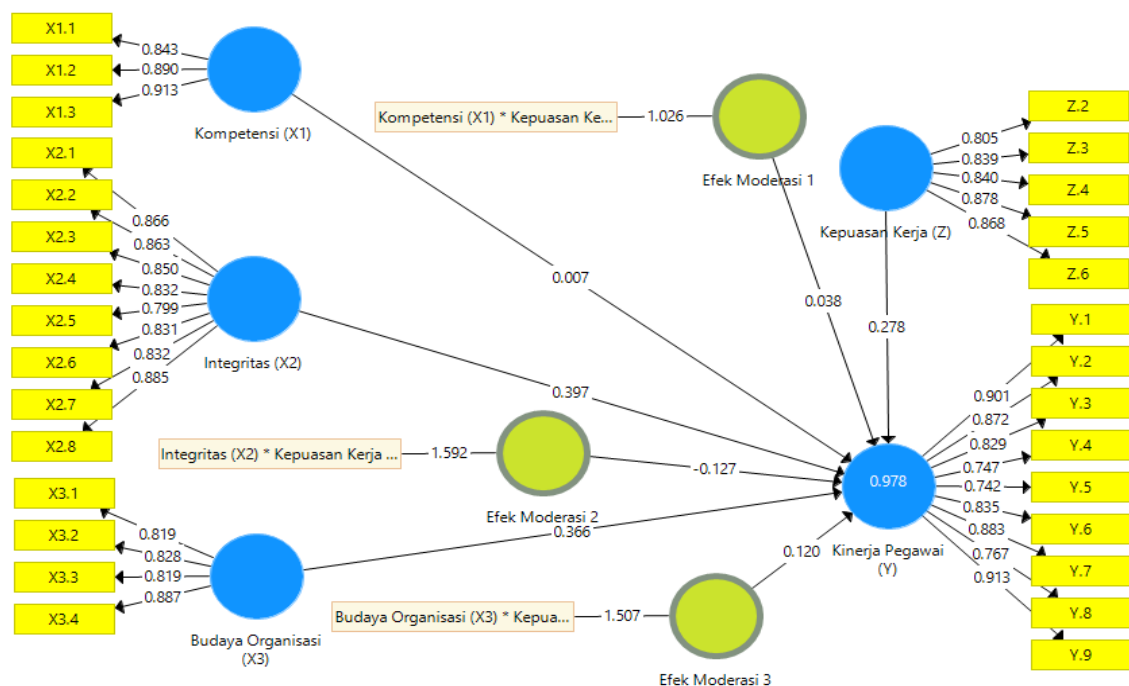

Figure 2.Outer Model

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

$Y = b_1X_1 + b_2Z + b_3X_1Z\ e_1$

$Y = 0.007X_1 + 0.278\ Z + 0.038X_1Z + e_1$

$Y = b_2X_2 + b_3Z + b_4X_2Z + e_2$

$Y = 0.397X_2 + 0.278Z - 0.127X_2Z + e_2$

Y = b3X3 + b4Z + b5X3Z + e3
Y = 0.366X3+ 0.278 Z+ 0.120 X3Z+ e3

Discriminant Validity

In this section, the results of the discriminant validity test will be described. The discriminant validity test uses the cross loading value. An indicator is declared to meet discriminant validity if the cross loading value of the indicator on its 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)	Competence (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 which is 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 describes the results of the construct for each variable, namely Job Satisfaction, HR Quality, Work Loyalty with each variable and indicator. The following is a table of loading values for the research variable constructs produced by running the Smart PLS program in the following table:

Table 4. Construct Reliability and Validity

	Cronbach's Alpha	Composite Reliability	Average Variance Extracted (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
Competence (X1)	0.859	0.913	0.779

Source: SmartPLS3.3.3.

Based on table 4 above, it shows that the Average Variance Extracted (AVE) of each variable, namely Work Quality and Work Loyalty and Job Satisfaction has a construct> 0.50, meaning 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 construct value of > 0.60. This result shows that each variable has met the composite reliability so that it can be concluded that all variables have a high level of reliability.

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

Inner Model Analysis

Structural model evaluation (inner model) is conducted to ensure that the structural model built is robust and accurate. The stages of analysis carried out in the structural model evaluation 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 value is 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 that the influence of the Competence, 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 step is to evaluate the relationship between latent constructs as hypothesized in this study. Hypothesis testing in this study was conducted by looking at the T-Statistics and P-Values. The hypothesis is accepted if the T-Statistics value is > 1.96 and P-Values < 0.05. The following are the results of the Path Coefficients of direct influence:

Table 6. Direct and Moderation Effects

	Original Sample (O)	T Statistics (| O/STDEV |)	P Values	Results
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**
Competence (X1) -> Employee Performance (Y)	0.007	0.313	**0.377**	**Rejected**

Source: SmartPLS3.3.3.

In the hypothesis results in table 6, there are several that are not significant 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 significance of 0.000. This means that increasing organizational culture will increase employee performance, but decreasing will also decrease employee performance.
2. Job satisfaction is not able to moderate competence on employee performance with a value of 0.038 significant 0.129 meaning that job satisfaction is not a moderating variable because it is not able to have a significant influence.
3. Job Satisfaction is able to moderate Integrity towards Employee Performance with a value of -0.127 significant 0.013 because it is able to have a significant influence but the results have a negative influence meaning that job satisfaction weakens employee integrity and performance, if employees are already 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 on Employee Performance with a value of 0.120 and a significance 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 significance of 0.000, meaning that if integrity increases, employee performance will also increase, conversely, 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, conversely if it decreases, employee performance will decrease.
7. Competence has a positive and insignificant effect on Employee Performance with a significant value of 0.007 0.377, competence has little effect on employee performance because only some employees have competence in the organization.

CLOSING
Conclusion
1. Organizational Culture has a positive and significant effect on Employee Performance with a value of 0.366 and a significance of 0.000.
2. Job Satisfaction is unable to moderate Competence on Employee Performance with a value of 0.038 significant 0.129.
3. Job Satisfaction is able to moderate Integrity towards Employee Performance with a value of -0.127 significant 0.013.
4. Job Satisfaction is able to moderate Organizational Culture on Employee Performance with a value of 0.120 and a significance of 0.023.
5. Integrity has a positive and significant effect on Employee Performance with a value of 0.397 and a significance of 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 significant 0.377.

Suggestion
1. Organizations must have a good organizational culture to change bad employee habits and also improve employee performance.

2. Organizations must improve employee integrity gradually.
3. The organization must make employees feel satisfied working in the organization.
4. This research should be used as input for the organization for organizational development.
5. This research is expected to be used as reference material to develop this research and create new research models.

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