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Employee Assessment Through Performance

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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 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. 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 a p value of 0.000. 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. 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. 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. Job satisfaction has a positive and significant effect on employee performance with a value of 0.644 and a p value of 0.000. 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. 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. 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. 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. Competency 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.

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

INTRODUCTION

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. 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. 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.

Performance is a very important and interesting element because its benefits are proven to be prominent. Likewise, employees work seriously according to their abilities to achieve 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.

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

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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 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.

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 path model. A path model is a diagram that connects a variable or construct based on theory and logic to visually represent the

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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. 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 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.

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b. Evaluation of the Structural Model (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 range of R2 values 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 significance value shows the influence between variables through the bootstrapping procedure. The bootstrapping process will be based on t-statistics and p-value. If the t value (T-statistic) is greater than the critical value 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 side 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 (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.

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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.

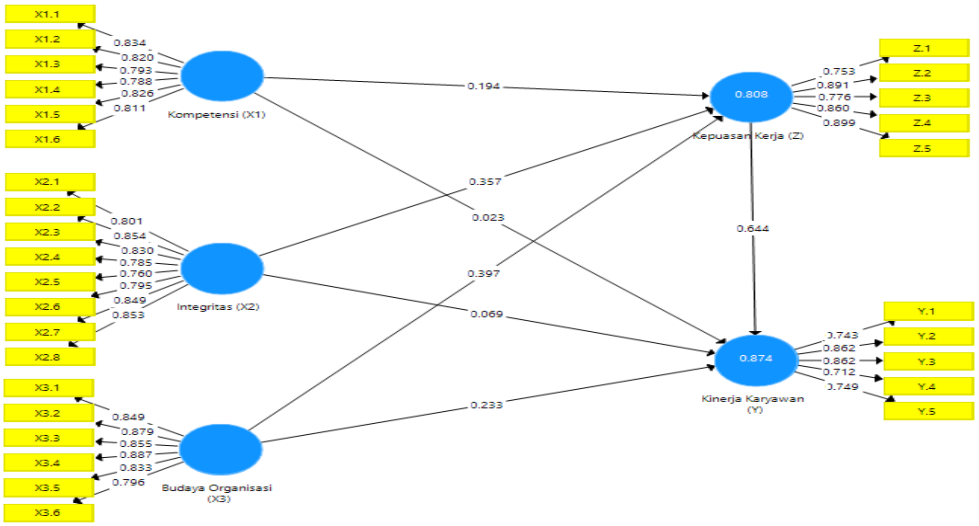

Figure 1. Outer Model
Source: Smart PLS 3.3.3

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 1: Outer Loading

	Organizational Culture (X3)	Integrity (X2)	Job Satisfaction (Z)	Employee Performance (Y)	Competency (X1)

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

Source: Smart PLS 3.3.3

In table 1 above there is a value for each variable which states 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:

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Table 2. 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
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 2 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

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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 3: 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

In table 3 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:

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Table 4: 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.

3. Hypothesis Testing

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

Table 5: Path Coefficients (Eddirect influence)

	Original Sample (O)	T Statistics (| O/STDEV |)	P Values	Results
Organizational Culture (X3) -> Job Satisfaction (Z)	0.397	4,781	**0,000**	**Accepted**
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. Competence 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 if competence increases, performance does not necessarily increase, whereas if competence decreases, it does not necessarily mean that employee performance decreases.

Table 6: 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

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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. Competence 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 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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