

THE EFFECT OF EXECUTIVE COMPETENCE AND INTEGRITY ON EMPLOYEE PERFORMANCE: MOTIVATION AS A MEDIATION

ABSTRACT

Aims: The financial services sector is a strategic industry, so developing a competitive financial services sector needs to be supported by professional human resources with integrity and global competitiveness. This study aimed to determine the effect of competence and integrity on employee performance through motivation as a mediating variable.

Study Design / Methodology: The sample of this study was 205 employees of Sharia Rural Bank (BPRS) in Lampung Province, Indonesia. Data were obtained through questionnaires and processed using the Smart PLS analysis tool.

Results: The results of this study show that competence has a positive and significant effect on employee performance. Integrity has a positive and significant effect on employee performance. Competence has an insignificant positive effect on employee performance through motivation mediation. Integrity positively and significantly affects employee performance through motivation mediation.

Implications: This research suggests that BPRS needs to increase Good Corporate Governance (GCG) in the management to produce executive officers and employees with high competence and integrity so that they can make banks healthy. They can minimize fraud in bank financial management.

Keywords: Competence, Integrity, Employee Performance, Motivation

1. INTRODUCTION

Every organization always strives to display various competitive advantages possessed by its organization, both financial advantages, marketing advantages, production advantages, and technological and information advantages. The development of human resources in the financial services sector also needs to be improved because the financial services sector is a strategic industry. The development of a competitive financial services sector needs to be supported by professional integrity and globally competitive human resources [1].

The achievement of a company's performance cannot be separated from the role of employees. The benchmark of the success of the company's performance can be seen in the performance of its employees. Employee performance is considered one factor that impact and role on organizational performance because it directly contributes to the organization's success. Through individual behavior, even though other factors contribute to its success [2].

According to Ihtiyar and Ahmad (2015) employee performance leads to increased efficiency and productivity of the overall organizational processes. Employee performance refers to the activities and tasks performed by an employee efficiently and effectively. The method of measuring employee performance is different in each organization [3]. Employee performance measurement is essential for companies to carry out talent management strategies, namely to identify the strengths and weaknesses

of their employees, link employees with appropriate training and development activities, and reward good performance with salaries and other incentives [4].

The performance of employees at Sharia Rural Bank (known as BPRS) is seen in the amount of achievement or accomplishment of the targets that each BPRS has determined. However, the performance of these employees depends on how each executive officer carries out much coaching, learning, and motivation.

Increased employee performance is supported by competence. Competence is a characteristic that underlies a person and is related to the effectiveness of an individual's performance in his work [5]. While according to Ong'ango (2019) employee competence is associated with individual skills to meet organizational expectations in achieving goals set by the top management of an organization, competence refers to the ability to utilize information, skills, talents, and capacities [6]. Previous research conducted by Ong'ango (2019) shows a direct influence of competence in general on the performance of employees in an organization. Further research by Ekhsan *et al* (2020) showed that the role of leaders and competencies positively and significantly affects employee performance [5].

In addition to competence, employee performance is also influenced by a leader's integrity. Phenomena that exist in the banking industry until now are still found fraudulent acts and accounting scandals, which employees carry out. For that, it is necessary to have high-integrity employees to ensure the implementation of governance, risk, and compliance can run well. Integrity is a commitment in action to a set of morally justified principles and values. Integrity means that a person's behavior is consistent with espoused values and is honest, ethical, and trustworthy. Integrity is the primary determinant of interpersonal trust [7].

According to Elsetouhi *et al.* (2018), ethical leaders show greater behavioral integrity, employees are more satisfied with their jobs and leadership, and they are more committed to the organization [9]. Research results by Rahim *et al.* (2020) shows that there is a positive relationship between integrity and employee performance which illustrates that employees who have high integrity will perform better than employees who do not have integrity [10].

Competence and integrity do not necessarily commit to carrying out good coaching without the motivation that will encourage the implementation of satisfactory employee performance. *Motivation* is defined as a person's desire and ability to do something well and be disciplined in achieving maximum work performance. Motivation is essential because it can encourage someone to work hard or excel in their work [11]. Thus, motivation is one of the critical factors in achieving high performance. The researchers assume that motivation has a positive impact on the effectiveness of executive officers.

In the face of policy changes, increasing competition between banks, and increasing the market share of Islamic Banking, BPRS requires executive officers with competence and integrity who are expected to produce quality human resources with good performance. This study aims to analyze the effect of competence and integrity of executive officers on employee performance and analyze the role of motivation in mediating the effect of competence and integrity of executive officers on employee performance.

2. LITERATURE REVIEW

2.1 The Effect of Competence on Employee Performance

Competence is everything a person possesses in the form of knowledge, skills, and experience, as well as other internal factors, to do a job and audit objectively, carefully, and thoroughly. In general, competence is a combination of skills, personal attributes, and knowledge reflected through job behavior that can be observed, measured, and evaluated [12].

Competence is not just knowing what to do. However, on the contrary, competence involves generative abilities where the skills of all components must be selected and organized into integrated actions to manage to change task demands. Thus, competence can be understood as the knowledge, individual skills, interpersonal skills, and general wisdom needed to succeed in a work environment [13].

Zwell in Satriyo et al. (2020) provides five categories of competence: 1. Task Achievement is a category of competence related to good performance. Competencies relate to task achievement by results orientation, managing performance, influencing, initiative, innovation, and technical expertise, 2. The relationship is a competency category related to communicating, working well with others, and satisfying their needs. Relationship competencies include cooperation, service orientation, interpersonal care, conflict resolution, and 3. Personal Attribute is an individual's intrinsic competence and relates to how people think, feel, learn, and develop, including integration and honesty, self-development, assertiveness, decision quality, analytical thinking, and conceptual thinking, 4. *Managerial* is a competency related explicitly to managing, supervising, and developing other people. Managerial competence in motivating, empowering, and developing others, 5. *Leadership* is a competency related to leading organizations and people to achieve the organization's goals, vision, and goals. Competencies related to leadership include visionary leadership, strategic thinking, and building organizational commitment [14]. Competencies that exist in employees will impact the completion of work tasks to the maximum to improve employee performance [6]. *Performance* is the final result received by a person in the form of quality and results after carrying out the responsibilities. An employee's performance is an individual thing because each employee has a different ability to carry out their duties [15].

Performance describes the level of achievement of implementing a program of activities in realizing the goals, objectives, vision, and mission of the organization as stated through planning the business strategy of an organization. Employee performance greatly influences the success of an organization, and one of the determinants of organizational performance progress is organizational skills in managing the performance of its employees [16].

The purpose of an organization assessing the performance of its employees is 1) evaluating the satisfaction of human resources in general, 2) providing input for promotions, transfers, and terminations, as criteria for selection and development programs, 3) providing feedback to employees on its performance, 4) as a basis for allocation of rewards to obtain salary increases and other benefits based on the results of performance evaluations [12].

In a previous study by Pristiningsih (2016), competence significantly affects employee performance [16]. The results of this study support the previous research by Ong'ango (2019) which found that most showed a direct influence of competence in general on the performance of an employee in an organization [6]. Based on the previous results of research, the research hypothesis can be formulated as follows:

H1: Competence has a positive and significant effect on employee performance

2.2 The Effect of Integrity on Employee Performance

According to the Indonesian Dictionary, the meaning of Integrity is the quality, nature, or condition that shows a unified whole so that it has the potential and ability that radiates authority; honesty. Integrity is an element of character that underlies the emergence of professional recognition. Integrity is a quality that underlies public trust and is a benchmark for members in testing all decisions they take.

Integrity requires a person to be honest and forthright without sacrificing the confidentiality of the recipient of services. Services and public trust must not be defeated by personal gain to serve as a basis for reliable decision-making [14].

In the Financial Services Authority Regulation, the Integrity of a leader includes at least: having good character and morals, having a commitment to comply with sharia banking regulations and laws and regulations, having a high commitment to the development of healthy BPRS operations, Not included in The Disqualified List (TDL) as stipulated in the provisions of the financial services authority regarding fit and proper test for Islamic Banks and Sharia Business Units [17].

Integrity behavior includes where a leader does what he says, and vice versa says what he does [18]. In other words, Integrity is essentially the consistency between one's words and actions. A positive relationship indicates that the Integrity of the leader's behavior can improve employee performance because it can foster employee confidence in their superiors which in turn energizes employee performance [19].

In a previous study by Choi et al. (2020), the Integrity of leader behavior is positively related to co-worker support and performance [19]. The results of this study are supported by Setiono et al. (2021), the integrity variable has a positive effect on the performance of the supervisory staff of the permanent employee group. It is concluded that Integrity has a positive and significant effect on performance [20]. Based on the results of research that has been done previously, the research hypothesis can be formulated as follows:

H2: Integrity has a positive and significant effect on employee performance.

2.3 The Mediation Role of Motivation in the Effect of Competence on Employee Performance

The concept of motivation is essential in the study of individual performance. According to Noe et al. (2017) motivation is divided into two, extrinsic motivation depends on rewards such as salary, benefits, interpersonal relationships, and working conditions, which are controlled by external sources, while intrinsic motivation depends on rewards that flow naturally from work itself such as doing interesting work, responsibility, development. This motivational need is influenced by several environmental factors, including those proposed by Abraham Maslow, which states that motivation is addressed by the function of the five basic needs, which are indicators in this study; physiological needs are the need to meet the survival of life comes from basic or primary needs in the form of clothing, food, and shelter, the need for a sense of security (safety needs). The need for security by humans is security against threats, security in property, fair treatment, the existence of a guaranteed old age, and social Needs [4].

Humans are social creatures who need others to accompany and socialize with them. The need for humans to be accepted in the social environment is the need for appreciation (Prestige). The higher the status, the higher the prestige and the support needed to make the human being more respected than others around him. Self-actualization is the desire to enhance work capacity through seminars, conferences, and academic education [21].

Motivation comes from the word motive, an effort that encourages someone to do something. Motivation is described as behavioral changes brought about by internal or external stimuli [22]. The higher the motivation of employees, the more they will try to achieve maximum competence so that performance will increase [23]. Thus motivation is one of the critical factors in achieving high performance. The researcher considers that motivation has a positive impact on the effectiveness of executive officers.

In a previous study by Satriyo et al. (2020), found that motivation mediates competence in the performance of PT Bank Syariah Mandiri Jember Area Office employees [14]. From this research, motivation plays a role in mediating the effect of competence on employee performance. So that the research hypothesis can be formulated as follows:

H3: Work Motivation has a role in mediating the indirect effect of competence on performance.

2.4 The Mediation Role of Motivation in the Effect of Integrity on Employee Performance.

Motivation is divided into two, namely extrinsic motivation depending on rewards such as salary, benefits, interpersonal relationships, and working conditions controlled by external sources. In contrast, intrinsic motivation depends on rewards that flow naturally from work, such as doing interesting work, responsibility, and development [4]. The fulfillment of employee motivation related to the award will increase the principle of Integrity in an employee.

A previous study by Satriyo et al. (2020), found that motivation mediates Integrity in the performance of PT Bank Syariah Mandiri Jember Area Office employees [14]. From this research, motivation plays a role in mediating the influence of Integrity on employee performance. So that the research hypothesis can be formulated as follows, the research framework is presented in Figure 1:

H4: Work motivation has a role in mediating the indirect effect of Integrity on employee performance.

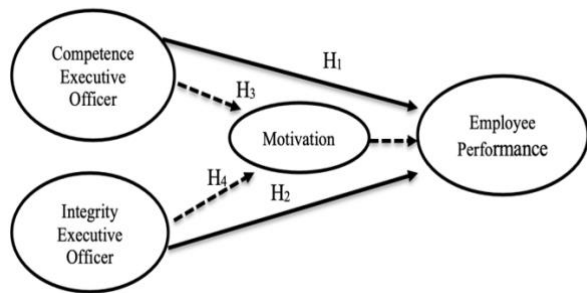


Figure 1. Thinking Framework

3. RESEARCH METHODS

This study uses a quantitative approach. The population in this study were all BPRS employees from 11 BPRS in Lampung Province. Determination of the sample in this study using the table Krejcie and Morgan (1970) (Sekaran 2014). It was found that the number of samples was 205 (two hundred and five) respondents. In this study, the variables used are as follows: The leader competency variable uses a scale of 6 (six) question items developed by Mao et al. (2019) [13].

Integrity variable using measurement with 15 question items developed Elsetouhi et al. (2018). Motivation using the 18-item Work Extrinsic and Intrinsic Motivation Scale (WEIMS) developed by Tremblay et al. (2009) [25]. Performance using measurements developed by Koopmans (2014), which amounts to 18 question items [27].

The method used in data analysis and hypothesis testing in this study is the Structural Equation Model – Partial Least Square (SEM-PLS) method. Partial Least Square, or PLS, is a component or variant-based Structural Equation Modeling (SEM). The purpose of PLS is to predict the effect of variable X on variable Y, which explains the theoretical relationship between the two variables [28]. PLS-SEM analysis usually consists of two sub-models, namely the measurement model or the outer model and the structural model (structural model) or the inner model [29]. Discussion of the results of hypothesis testing in this study using the Structural Equation Model (SEM) model with the help of the SmartPLS v.3.2.9 application.

4. RESULTS

4.1 Descriptive statistics

The descriptive data in this study was in the gender category with the male sex with a frequency of 125 or 61%. Furthermore, the number of respondents of the female gender has a frequency of 80 or 39%. In the category of the number of employees with educational background, with the last education being SMA or equivalent as many as 44 employees or 21.5%, the last education being diploma three as many as 12 employees with a percentage of 5.9% and undergraduate (S1) as many as 149 employees or as much as 72.7%. Employees with more than four years of service are 85 employees or 41.5%, Employees with two years of service are 73 employees or 35.6%, Employees with three years of service are 32 employees or 15.6%, and Employees with a length of work of 4 years as many as 15 employees or 7.3%.

4.2 Measurement Model

This study implements a covariance-based Structural Equation Modeling (CB-SEM) to test the proposed research model using Smart PLS software. The measurement model of this study uses validity and reliability, which can be assessed through factor loadings whose value must be greater than 0.5, Average Variance Extract (AVE), whose value must be greater than 0.5, Cronbach Alpha, whose value must be greater than 0, 7, and Composite Reliability whose value must be greater than 0.7 [30]. Table 1 shows that factor loadings have a value > 0.5, Average Variance Extract (AVE) > 0.5, Cronbach Alpha, and Composite Reliability have a value > 0.7, so it is concluded that all variables in this study have met the valid and reliable criteria recommended.

Table 1. Measurement Model

		Outer Loadings	AVE	Cron alpha	comp reliability
Compe tency	KOM1	0,926	0,587	0,965	0,972
	KOM2	0,924			
	KOM3	0,915			
	KOM4	0,924			
	KOM5	0,920			
	KOM6	0,931			
Intgrity	ITG1	0,790	0,589	0,949	0,955
	ITG10	0,753			
	ITG11	0,836			
	ITG12	0,652			
	ITG13	0,734			
	ITG14	0,561			
	ITG15	0,707			
	ITG2	0,807			
	ITG3	0,810			
	ITG4	0,823			
	ITG5	0,824			
	ITG6	0,784			
	ITG7	0,806			
	ITG8	0,814			
ITG9	0,743				
Perfor- mance	KP1	0,718	0,852	0,933	0,942
	KP10	0,730			
	KP11	0,744			
	KP12	0,631			
	KP13	0,673			
	KP14	0,790			
	KP15	0,640			
	KP2	0,726			
	KP3	0,839			
	KP5	0,629			
	KP6	0,804			
	KP7	0,805			
	KP8	0,829			
KP9	0,668				
Motivation	MOT10	0,738	0,620	0,922	0,933
	MOT11	0,782			
	MOT13	0,625			
	MOT14	0,751			
	MOT15	0,743			
	MOT16	0,614			
	MOT18	0,715			
	MOT4	0,744			
	MOT5	0,711			
	MOT6	0,818			
	MOT7	0,785			
	MOT8	0,775			
	MOT9	0,516			

4.3 Structural Model (Inner Model)

Measurement of the structural model (inner model) is done by testing the influence of one variable on another variable. The inner model can be evaluated by looking at the R-square (R2) value for the dependent construct and Q-Square (Q2) to measure how well the model generates the observation value and the t-statistical value of the path coefficient test. Based on the analysis of the coefficient of

determination, it is explained that all exogenous constructs simultaneously affect Y by 0.379 or 37.9% or can explain the constructed variable of 37.9%. Furthermore, the R-Square value for the exogenous construct Employee Performance variable simultaneously affects Y by 0.379 or 37.9% or can explain the constructed variable by 37.9%.

Table 2. Inner Model

	R Square	R Square Adjusted
Performance	0,683	0,678
Motivation	0,379	0,373

Measurement of the structural model (inner model) is also carried out with Predictive relevance, which is done to show how good the observed value is using the blindfolding procedure by looking at the value of Q square. If the value of Q square > 0 , it can be said that the model has a good observation value or predictive relevance. In contrast, if the value of Q square < 0 , it can be stated that the model has a poor observation value or lacks predictive relevance.

Table 3 shows the results of the predictive relevance test due to the Blindfolding calculation using the SEM application in SmartPLS 3.2.9. It is found that the results of the Predictive Relevance (Blindfolding) test, the resulting Q Square value is greater than 0, which is 0.185 for motivation and 0.338 for performance employees, so it can be said that this research has a good or good observation value.

Table 3. Blindfolding Results (Q2)

	SSO	SSE	Q ² (=1-SSE/SSO)
Integrity	3075,000	3075,000	
Competence	1230,000	1230,000	
Motivation	2665,000	2173,143	0,185
Employee Performance	2870,000	1906,837	0,336

4.4 Hypothesis test

To see whether a hypothesis can be accepted or rejected, among others, by paying attention to the significance value between constructs, t-statistics, and P-values. The hypothesis testing of this research was carried out with the help of SmartPLS (Partial Least Square) 3.2.9 software. These values can be seen from the bootstrapping results. The rule of thumb used in this study is t-statistic > 1.96 with a significance level of the p-value of 0.05 (5%) and a positive beta coefficient.

In Figure 2 and Table 4, the first hypothesis tests whether competence positively and significantly affects employee performance. The test results show that the results of the t-statistics are greater than the t-table of $2.266 > 1.96$ and the p-value of $0.024 < 0.05$, so it can be concluded that the first hypothesis is accepted. It supports that competence has a positive and significant effect on performance.

The second hypothesis tests whether integrity positively and significantly affects employee performance. The test results show a t-statistic value of 3.326 and a p-value of 0.001. From these results, it is stated that the t-statistic is significant. The t-statistic is greater than $3.326 > 1.96$ with a p-value < 0.05 , the second hypothesis is accepted and proves that integrity has a positive and significant effect on performance.

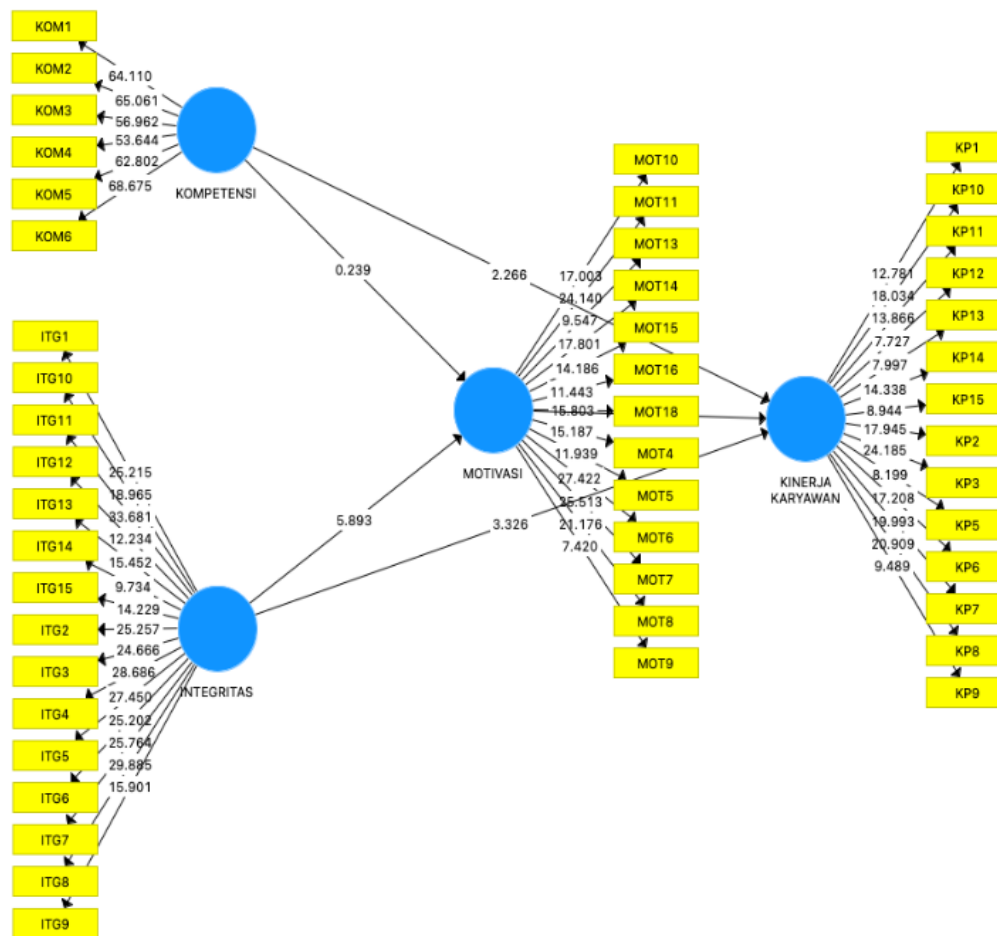


Figure 2. Research Model Results

Table 4. Path Coefficients Results

Hipotesis	Original Sample (O)	T Stat	P Values	Result
There is an influence of executive officer competence on employee performance	0,167	2,266	0,024	H1 accepted
There is an influence of executive officer integrity on employee performance	0,357	3,326	0,001	H2 accepted

Furthermore, the mediation test was conducted to determine how the mediating variable affects the relationship between endogenous and exogenous variables regarding the relationship's strength direction, path estimation, and t value.

Table 5 shows that the test of the indirect effect of mediation on the influence of competence on employee performance is positive but not significant, with the test results of $t = 0.237 < 1.96$ and $p = 0.813 > 0.01$). However, motivation has a positive and significant effect on mediating. indirect effect of integrity on performance partially with a value ($t = 3.144 > 1.96$ and $p = 0.02 > 0.01$).

Table 5. Results of Specific Indirect Effect Tests

Hipotesis	Original Sample	T Stat	P Values	Result
There is an influence of executive officer competence on employee performance through the mediating variable of motivation	0,009	0,237	0,813	H3 rejected
There is an influence of executive officer integrity on employee performance through the mediating variable of motivation	0,253	3,144	0,002	H4 accepted

5. DISCUSSION

The first hypothesis in this study proves that competence has a positive and significant effect on employee performance. The test results show the t-statistic value of $2.266 > 1.96$ and a p-value of $0.024 < 0.05$, or the magnitude of the influence of executive officer competence on employee performance is 2.266 or 22.66%, so it can be concluded that the first hypothesis is accepted. It Supports that competence has a positive and significant effect on performance, so this hypothesis is accepted.

The results of this discussion align with previous research conducted by Satriyo et al. (2020), which found that competence has a positive and significant effect on employee performance [14]. Competence is crucial in every company to meet organizational expectations in an environment where changes occur rapidly, problems develop in a complex and dynamic manner, and competition is increasingly fierce. Employees' high competence can help companies achieve good performance [12].

Results The highest score for respondents' answers to this competency variable is 4.24, namely on the statement "my leader is very capable of doing his job," and the lowest score is 4.05 on the statement "I feel very confident with my leader's skills." Obtaining this lowest score shows that there is still a low level of employee confidence in the abilities of executive officers.

In previous studies, the measurement of the level of competence in this study is to measure the level of problem mastery, cognitive skills, and behavioral skills, which found that competence has a positive and significant effect on employee performance. Competence is crucial in every company to meet organizational expectations in an environment where changes occur rapidly, problems develop in a complex and dynamic manner, and competition is increasingly fierce. Companies need competencies to support the successful implementation of work, and some companies even set the required competency standards for their employees. Employees' high competence can help companies

achieve good performance [12]. The competence of executive officers has a very important role in employee performance. The more competent an executive officer is, the employee's performance will increase, and vice versa. If the competence of an executive officer is low, the employee's performance will decrease.

Implementing operational activities at the Sharia Rural Bank (BPRS) in Lampung Province requires executive officers who have experience in the banking sector following the division they occupy. Currently, BPRS fills executive officer positions with two methods, namely (1) career paths by regenerating employees who have the talent and competence to be nominated or included in filling executive office positions and (2) by recruiting professionals with commensurate competence and experience with the division field to be occupied.

The second hypothesis tests whether integrity positively and significantly affects employee performance. The test results show the t-statistic value of $3.326 > 1.96$ and p-value of $0.001 < 0.05$, or the magnitude of the influence of the integrity of executive officers on employee performance is 3.326 or 33.26%, so the second hypothesis is accepted and this proves that integrity has a positive and significant effect on performance.

This study is in line with previous research by Karapinar (2015), who found that integrity generally has a positive and significant effect on employee performance [31]. Integrity is a fundamental measure of leadership. A leader must lead with integrity and honesty and adhere to the values of his organization. The integrity of executive officers has a vital role in the performance of every employee, executive officers who have high integrity then the performance of employees will increase as well, and vice versa. If executive officers do not have integrity, then the performance of employees will decrease.

The result of the highest score on the respondent's answer on the integrity variable was obtained at 3.89, namely on the statement "if the Executive Officer says he will do something, he will do it." The lowest score was 3.38 on the statement, "I am trying to persuade my Executive Officers to change organizational rules or policies that are unproductive or counterproductive." Obtaining the lowest score on the integrity variable indicates that there is still the possibility of experimental practice by employees trying to influence executive officers to change a company policy that has been made and determined by management.

Research on the level of integrity in previous studies with this research is measuring the level of conformity of behavior with the words of a leader in behaving, upholding the principle of obedience to the provisions, where the results of this study conclude that integrity proves a positive and significant influence on employee performance.

Integrity is a fundamental measure of leadership. A leader must lead with integrity and honesty and adhere to the values of his organization. In the financial services industry, including BPRS, fraudulent acts and accounting scandals are still found, carried out by the board of directors, executive officers, and employees. For this reason, Sharia Rural Banks (BPRS) need a high-integrity leader to ensure the implementation of governance, risk, and compliance can run well [1].

Executive Officers in a BPRS must have a spirit of integrity so that any party cannot influence them. For this reason, executive officers must ensure that every banking operational activity is under standard operating procedures, sharia banking laws and regulations, and the fatwa provisions of the National Sharia Council (DSN).

The integrity of executive officers has a very important role in employee performance. Executive officers with high integrity will increase employee performance and vice versa. If executive officers do not have integrity, employee performance will decrease. Executive Officers in BPRS are the direct superiors of employees in their respective divisions, so the role of an executive officer becomes a role model for his subordinates. It greatly influences employee performance.

The results of the third hypothesis in this study indicate that work motivation has no role in mediating the indirect effect of executive officer competence on performance. The test results on the indirect effect of motivation on the influence of competence on employee performance are positive but not significant, with the test value of $t = 0.237 < 1.96$, and $p = 0.813 > 0.01$, or 0.237 or 2.23%. So this hypothesis cannot be accepted.

This study shows that the competence of executive officers directly has a positive effect on employee performance, but not when motivation becomes a mediator variable. Thus, motivation does not act as a variable that mediates between competence and employee performance. It is perfect mediation, and there is no influence of the competence variable on performance when the motivation variable is included in mediation. These results prove that employees can provide good performance to meet the achievement of predetermined targets if led by a leader with high performance and competence. The encouragement and morale of an employee will be formed from how a leader can direct, provide examples, and provide knowledge to his subordinates without any motivational variables.

In contrast to previous research conducted by Satriyo et al. (2020), the role of motivation can mediate the indirect effect of competence on employee performance [14]. Different research components cause this difference. In this study, the research material is the competence of a leader.

The results of the highest score on respondents' answers to the motivation variable in this study were 4.13 on the statement "because I want to succeed in this job. Otherwise, I will be very ashamed of myself", and the lowest score of 2.22 on the statement "I asking myself this question, I cannot seem to manage the important tasks related to this job." Obtaining the lowest score on this motivational variable shows that executive officers still lack the competence to foster and direct employees in determining the priority scale in work.

The fourth hypothesis testing the indirect effect of motivation on the effect of integrity on employee performance is a positive and significant effect with the test results $t = 3.144 > 1.96$ and $p = 0.02 > 0.01$ or the magnitude of the influence of motivation in mediating the integrity of executive officers on performance employees only amounted to 3.144 or 31.44%. So this hypothesis can be accepted.

Thus, motivation acts as a variable that mediates the integrity of executive officers and employee performance, so the role of motivation in mediating the relationship between integrity and performance is partially mediating. Partial mediation is the relationship between executive officer integrity and employee performance not fully mediated by motivation. The influence of executive officer integrity on employee performance can be explained by indirect motivation.

This research strengthens the previous research by Satriyo *et al.* (2020), who get the results that the role of motivation can mediate the indirect effect of integrity on employee performance [14]. These results prove that the fulfillment of employee motivation related to the award will increase an employee's integrity principle [4].

The result of the highest score on respondents' answers to the motivation variable in this study was 4.13 on the statement "because I want to succeed in this job; otherwise, I will be very ashamed of myself," and the lowest score of 2.22 on the statement "I asking myself this question, I cannot seem to manage the important tasks related to this job." Obtaining the lowest score on the motivational variable in mediating integrity allows employees to deviate from the company regulations that have been determined in carrying out the job discipline of each section.

6. CONCLUSIONS AND RECOMMENDATIONS

Based on the results of the discussion described previously, several conclusions will be presented, competence has a positive and significant effect on employee performance, so it can be interpreted that the competence of executive officers affects employee performance at BPRS in Lampung Province. Integrity has a positive and significant effect on employee performance, so it can be interpreted that the competence of executive officers affects employee performance at BPRS in Lampung Province.

The work motivation variable does not have a role in mediating the indirect effect of competence on performance. It means that there is no indirect effect of motivation in mediating the influence of executive officer competence on employee performance at a BPRS in Lampung Province. Work motivation has a role in mediating the indirect effect of integrity on performance, and it can be interpreted that there is an indirect influence of motivation in mediating the influence of executive officer integrity on employee performance at BPRS in Lampung Province.

Based on the four variables described, the following suggestions will be presented: to the board of directors' attention to assessing executive officers' performance in problem-solving and developing

innovations to improve company performance strategies. In the integrity variable, it is necessary to pay special attention to the board of directors to increase the level of employees' trust in their leaders and companies, increase confidence in the fulfillment of their rights, and ensure that executive officers commit no fraud in evaluating the performance of their employees.

On the employee performance variable, it is recommended that the Board of Directors and executive officers be able to provide direction and socialize the changes that occur in the BPRS to all employees, be it changes to programs and business strategies, as well as changes to policies originating from the authorities so that employees can understand and implement them well. The motivation variable is suggested to the board of directors and executive officers at the BPRS to be more humane in hiring employees, to provide compensation under the weight and responsibilities of work under the provisions of the legislation, to increase the probationary period for contract employees from three to six months. It is hoped that starting from the Management of Sharia Rural Banks (BPRS), starting from the Board of Commissioners, Board of Directors, and Sharia Supervisory Board, are required to implement Good Corporate Governance (GCG) or good governance in managing BPRS in order to produce executive officers and employees who have high integrity, to minimize fraudulent actions in bank financial management.

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