

THE EFFECT OF INTEGRITY, ORGANIZATIONAL CULTURE AND EMPLOYEE ENGAGEMENT ON EMPLOYEE PERFORMANCE AT PT.BANK MANDIRI (PERSERO) ACEH FUNCTIONAL OFFICE

Asri Bernitzky Saragi¹, Meilita Tryana Sembiring², Syahyunan³
^{1,2,3}Master Management Program, Post Graduated School, Universitas Sumatra Utara
 Corresponding E-mail: asribernitzky@gmail.com

Abstract

The results of dividing the Mean Square regression with the Mean Square residual obtained an F count of 92,921 with a significance probability value limit of 0.000. While the F table value at a significant level of 5% and df 67 is 2.74. Thus the calculated F value (92,921) greater than F table (2.74) so that a decision can be taken, namely accepting the alternative hypothesis (Ha) and rejecting the hypothesis Ho, that is Integrity (X1), Organizational Culture (X2), and Employee Engagement (X3) all have an effect on Employee Performance (Y). From the results of the SPSS output, the Adjusted R Square is 0.798. Adjusted value R Square this amount explains, the role of the variables Integrity (X1), Organizational Culture (X2), and Employee Engagement (X3) in influencing Employee Performance (Y) is 0.798 or 79.8%. While the residual (residual value) of the role of these variables is 0.202 or 20.2% influenced by other variables not involved in this study. From the results of the comparison of the regression coefficient values with the standard error, it is obtained that the t value for the influence of the Integrity variable is 6.724 at the limit of a significance probability value of 0.005. While the t-table value at df 69 and a significant level of 5% is 1.994. The results of this calculation indicate that the calculated t value is greater than the t-table value so that a decision can be taken that the alternative hypothesis (Ha) can be accepted and reject the null hypothesis (Ho), meaning that Integrity (X1) partially has a significant effect on Employee Performance (Y). From the results of the comparison of the regression coefficient values with the standard error obtained the calculated t value for the influence of the Integrity variable is equal to 6,210 at the limit of significance probability value of 0.000. While the t-table value at df 69 and a significant level of 5% is 1.994. The results of this calculation indicate that the calculated t value is greater than the t-table value so that a decision can be taken that the alternative hypothesis (Ha) can be accepted and reject the null hypothesis (Ho), meaning that Organizational Culture (X2) partially has a significant effect on Employee Performance (Y). From the results of the comparison of the regression coefficient values with the standard error obtained the calculated t value for the influence of the Employee Engagement variable is equal to 6,699 at the limit of significance probability value of 0.004. While the t-table value at df 69 and a significant level of 5% is 1.994. The results of this calculation indicate that the calculated t value is greater than the t-table value so that a decision can be taken that the alternative hypothesis (Ha) can be accepted and reject the null hypothesis (Ho), meaning that Employee Engagement (X3) partially has a significant effect on Employee Performance.

Keywords: *Integrity, organizational culture, employee engagement, employee performance*

1. INTRODUCTION

In carrying out their work, employees produce something called performance. Performance is the result of work produced by employees or real behavior that is displayed according to their role in the company (Hariandja, 2009). The company as a company has a goal of making a profit. Companies can operate because of activities or activities carried out by employees in the company. Because by increasing employee performance automatically employee performance will also increase.

Human resources within the company have an important role in achieving company goals, in addition to other resources owned by the company. The company in achieving its goals requires the support of human resources as a support. Human resources are considered important because they can affect the efficiency and effectiveness of the company, and are the company's main expenses in carrying out its activities (Simamora, 2014: 122). Humans always play an active role in every company activity, namely as planners, actors and determinants of the realization of company goals, so that humans are company assets that must be maintained, increased efficiency and productivity (Hasibuan, 2016: 61).

PT Bank Mandiri (Persero) Tbk Aceh Functional Office is one of the work units of Bank Mandiri which has the task of settling bad credit after the merger of conventional banking to Islamic banking in Aceh. Changing a conventional bank's business into an Islamic bank is one form of conversion. In POJK Number 16 of 2016, conventional banks are allowed to change their business activities to become Islamic banks, but Islamic banks are prohibited from converting to conventional banks. The process of converting conventional banks to Islamic banks in Aceh was first carried out by converting the conventional system to the Islamic system in each Islamic business unit which was then combined to become Bank Syariah Indonesia.

One of the factors that affect employee performance is integrity. Employee integrity is the foundation for building the best company performance and achievements. Integrity results in work behavior that is honest, responsible, disciplined, ethical, trustworthy, diligent, diligent, reliable, and serves the company wholeheartedly. Integrity is a value that must be used as the foundation for all work behavior, so that the work done is of high quality and fit for purpose. This is also in accordance with the research of Leroy et al (2011) that the integrity of leader behavior is significantly related to company commitment and employee performance.

The next factor that influences employee performance is organizational culture. A strong organizational culture will help the company in providing certainty to all employees to develop together, grow and develop the institution. An understanding of the company's culture needs to be instilled from an early age in employees. If at the beginning of entering the workforce, they enter the agency with various characteristics and different expectations, then through training, orientation and self-adjustment, employees will absorb the corporate culture which will then develop into a group culture, and finally be absorbed as a personal culture. If the process of internalizing corporate culture into personal culture has been successful, then employees will feel identical with their agencies, feel united and there are no obstacles to achieving optimal performance. This is a mutually beneficial condition, both for agencies and employees.

Furthermore, employee engagement is also one of the factors that affect employee performance. Humans are a unique asset, because they are the only living assets, so special treatment is needed to maintain their loyalty to the company. Employee engagement is one way to make employees have high loyalty. Employee engagement makes employees have higher loyalty thereby reducing the desire to leave the company voluntarily. Positive feelings and high enthusiasm for work can be called employee engagement. Employees who have high engagement tend to have better performance because they have positive feelings and do not make their work a burden so that it will improve employee performance. The results of Piartrini's research (2020) found that employee engagement has an effect on improving employee performance. The following is an initial survey regarding employee engagement at PT Bank Mandiri (Persero) Tbk Aceh Functional Office.

Based on the background of the problems described above, the writer is very interested in further researching "The Influence of Integrity, Organizational Culture, and Employee Engagement on Employee Performance at Pt Bank Mandiri (Persero) Aceh Functional Office".

2. LITERATURE REVIEW

2.1 Definition of Employee Performance

Every employee in the company is required to make a positive contribution through good performance, considering that employee performance depends on employee performance (Gibson et al., 2012). Performance is a company's behavior that is directly related to the production of goods or the delivery of services (Buleleng, 2019). Performance is often thought of as task achievement, where the term task itself comes from thinking about the activities required by workers.

Nurjaya (2021) states that performance is the level of achievement of results for carrying out certain tasks. Employee performance is the level of achievement of results in order to achieve company goals. Putri (2020) states that performance is the results of the work functions of a person or group in a company for a certain period of time which reflects how well the person or group fulfills the requirements of a job in an effort to achieve company goals. Lilyana et al. (2021) states that performance is the result of work that has been achieved by completing the tasks and responsibilities that have been given within a certain period of time.

2.2 Definition of Integrity

Gea (2014) stating integrity is something directly related to individuals, not to groups or companies. a person with integrity is someone who can be relied on, trusted or emulated. Integrity is a factor that affects Employee Performance. This statement is supported by research conducted by Boys (2021) who concluded that integrity has a positive effect on performance. This proves that the higher the level of integrity possessed, the higher the performance that will be achieved. However, different results were obtained in the research conducted Arini (2010) which shows that integrity has no significant effect partially on performance.

According to Wetik (2018) integrity requires an employee to be honest, brave, wise and responsible in carrying out his duties and responsibilities. The better the integrity of an employee, the better the resulting performance. Integrity is a form of one's responsibility for what one does and the results are in accordance with the correct norms, values or principles, and a firm stance without coercion from any party.

2.3 Definition of Organizational Culture

Fachreza et al. (2018), organizational culture is increasingly developing in line with the increasing dynamics of internal climate company. Thus the concept of organizational culture was developed in various versions considering that the term culture was borrowed from the disciplines of anthropology and sociology, in accordance with the meaning of culture which contains national connotations, added that the implications are so broad that various points of view can be seen. However, in the process of adaptation, most argue that the core of culture is a shared value system.

Taurisa and Ratnawati (2012) define organizational culture as a system of shared meaning held by members that distinguishes the company from other companies. Organizational culture represents a common perception of company members. Therefore, it is hoped that individuals who have different backgrounds or are at different levels in the company can understand organizational culture in a similar way.

2.4 Definition of Employee Engagement

Employee engagement or employee engagement is the level when employees are willing to work and are directly involved in their work and exert all their abilities for the job (Brunetto et al., 2015). Another understanding presented by David (2016) regarding employee engagement is the intensity in which individuals who are actively involved in their work identify themselves psychologically towards their work and realize that work performance is very important for their self-esteem.

Another concept regarding employee engagement, namely the positive attitude that employees have towards company values and goals shows employees' awareness of business goals and their willingness to work with co-workers to show employee performance in their work and fulfill company interests (Sarangi and Aakanksha, 2015) . Another understanding that explains employee engagement according to Sidhu and Adhikari (2012) is a process of involving employees at all levels of the company for decision making and problem solving.

3. RESEARCH METHODS

3.1 Location and Research Object

The location of this research is PT Bank Mandiri (Persero) Tbk Aceh Functional Office. The objects of this research are integrity, organizational culture, employee engagement, employee performance, and employee performance at PT Bank Mandiri (Persero) Tbk Aceh Functional Office.

3.2 Population and Sample

The population is a generalized area consisting of objects and subjects that have certain qualities and characteristics determined by researchers to be studied and then conclusions drawn (Sugiyono, 2017). The population in this study were all employees of PT Bank Mandiri (Persero) Tbk Aceh Functional Office, totaling 71 employees. The sample in this study was taken using a census technique where the entire sample was used as the population.

3.3 Operational Variables

Table 1 Operational Variables

No	Variable	Variable definitions	Indicator	grain	Scale	Items
1	Integrity	Integrity can accept unintentional mistakes and honest dissent, but cannot accept cheating on principle Sukrisno (2018)	1. Honesty 2. Courage 3. Have a wise attitude 4. Be responsible Sukrisno (2018)	1 -5	intervals	A1-A4
2	Organizational Culture	Values that are understood together so that they become a reference for every member of the company in acting and interacting within the company Robbins & Judge (2017:424)	1 Innovation and Courage to Take Risks 2 Attention to detail 3 Results Orientation 4 People orientation 5 Team Orientation 6 aggressiveness 7 Stability Robbins & Judge (2017:424)	1-5	intervals	B1-B7
3	Employee Engagement	Where intensity Individuals who are	1. Work environment 2. Leadership	1-5	intervals	C1-C7

No	Variable	Variable definitions	Indicator	grain	Scale	Items
		actively involved in their work identify themselves psychologically with their work and realize that their work performance is very important for their self-esteem. David (2016)	3. Teams and relationships with colleagues 4. Career training and development 5. Compensation 6. company policy 7. Work welfare Setiawan (2017)			
4	Employee performance	The result of a process that refers to and is measured over a certain period based on predetermined conditions or agreements in order to achieve the goals of a company.	1. Quantity 2. Quality 3. Time 4. Cost 5. Service orientation 6. Integrity 7. Commitment 8. Discipline 9. Cooperation 10. Leadership	1-5	intervals	D1-D10

3.4 Validity and Reality Test

Table 2 Validity Test Results

No. Statement		Variable	Correlation coefficient	Critical Value 5% (N=30)	Ket
1	A1	Employee performance	0.901	0.3610	Valid
2	A2		0.956		
3	A3		0.980		
4	A4		0.974		
5	A5		0.980		
6	A6		0.988		
7	A7		0.982		
8	A8		0.989		
9	A9		0.962		
10	A10		0.958		
11	B1	Integrity	0.866	0.3610	Valid
12	B2		0.953		
13	B3		0.940		
14	B4		0.878		
15	C1	Organizational culture	0.885	0.3610	Valid
16	C2		0.772		
17	C3		0.914		
18	C4		0.974		
19	C5		0.936		
20	C6		0.973		
21	C7		0.937		
22	D1	Employee Engagement	0.952	0.3610	Valid
23	D2		0.918		
24	D3		0.881		
25	D4		0.931		
26	D5		0.908		
27	D6		0.912		
28	D7		0.912		

Source: Primary Data 2022, (processed)

Based on Table 1, it can be explained that all the variables used in this study are all declared valid, because they have the correlation coefficient above from the critical product moment correlation value, which is equal to 0.3610 so that all questions contained in this research

questionnaire are declared valid to continue more in-depth research. Thus all the instrument items from each variable in this study have fulfilled the requirements for further testing.

After the questionnaire is compiled, the next step that must be taken is to test the validity and reliability of the questionnaire. The purpose of this test is to get the result that the questionnaire we make is the best measuring tool, so that later the questionnaire can be used to measure the object to be studied.

Table 3 Research Variable Reliability (Alpha)

No.	Variable	Items Variable	Alpha value	Ket
1.	Employee performance	10	0.992	reliable
2.	Integrity	4	0.924	reliable
3.	Organizational culture	7	0.962	reliable
4.	Employee Engagement	7	0.964	reliable

Source: Primary Data 2022 (processed).

Based on the reliability analysis it can be seen that the alpha for each variable of the respondent's perception can be seen from several variables, namely that it has fulfilled the Cronbach Alpha credibility where the alpha value is greater than Alpha 0.60.

3.5 Data analysis technique

Regression Analysis is basically a technique for analyzing the relationship that occurs between 2 or more variables (Sugiyono, 2014:26). Referring to the framework and research hypotheses that have been stated previously, the analysis in this study uses the following equation. General Equation:

$$Y = a + b_1X_1 + b_2X_2 + b_3X_3 + e$$

Information :

Y	:Employee Performance
X1	: Integrity
X2	:Organizational culture
X3	: Employee Engagement
b1, b2, b3,	: Regression Coefficient
e	:Error

3.6 Classic assumption test

The use of multiple linear regression as a data analysis tool requires a classical assumption test. The classic assumption test used in this study includes normality and multicollinearity tests. While the autocorrelation test and heteroscedasticity test are not used, because generally cases of autocorrelation and heteroscedasticity only occur in time series data (Sekaran, 2013: 51).

4. RESULTS AND DISCUSSION

4.1 Normality test

Table 4 Normality Test Results
One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residuals
N		71
Normal Parameters, b	Means	.0000000
	std. Deviation	.41515836
Most Extreme Differences	absolute	.082
	Positive	.082

	Negative	-.059
Test Statistics		.082
asymp. Sig. (2-tailed)		.200c,d

- a. Test distribution is Normal.
b. Calculated from data.
c. Lilliefors Significance Correction.
d. This is a lower bound of the true significance.

Table 4 shows that the Kolmogorov Smirnov test has a significance of 0.200. From these results it proves the results of a significance > 0.05 ($\alpha = 5\%$), which means that the residuals of the regression model are normally distributed. Thus the assumption of the residual normality test has been fulfilled.

4.2 Multicollinearity Test

Table 5 Multicollinearity Test Results

Independent Variable	tolerance	VIF	Information
Integrity	0.335	1,981	There is no multicollinearity
Organizational culture	0.338	1,959	There is no multicollinearity
Employee Engagement	0.305	1.275	There is no multicollinearity

Source: Processed Secondary Data, 2023

Based on Table 5 it is known that the tolerance value of the independent variable has a value of more than 0.10. The VIF value is below the value of 10. The conclusion is that the independent variable regression model has no multicollinearity and meets the assumptions of the multicollinearity test.

The research was conducted at the UPTD. Special Eye Hospital in North Sumatra Province from April to May 2023. Data collection was carried out in the registration room by distributing questionnaires filled in by 100 respondents. The data that has been collected is then inputted into the computer and analyzed using the SPSS application. The results of the study present the results of the analysis consisting of respondent data and looking at service quality using the Quality Function Deployment method.

4.3 Heteroscedasticity Test

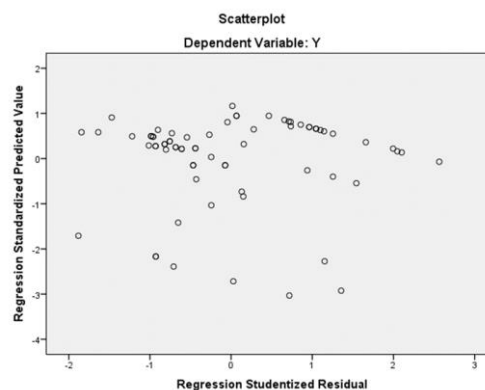


Figure 1 Heteroscedasticity Test Results

4.4 Multiple Linear Regression Results

Table 6 Regression Analysis Results

Model	Unstandardized Coefficients		t	Sig.
	B	std. Error		
1 (Constant)	-0.963	0.302	-3,188	0.002
Integrity	0.379	0.129	2,927	0.005
Organizational culture	0.497	0.113	4,406	0.000
Employee Engagement	0.395	0.131	3,026	0.004

Source: Processed Secondary Data, 2023

Thus, the results of statistical calculations can be written simultaneous multiple linear regression equation as follows:

$$Y = 0.382 + 0.379X_1 + 0.497X_2 + 0.395X_3$$

From the results of the regression equation above, it is known that the results of the study are as follows:

1. The constant value is -0.963, meaning that if the Integrity, Organizational Culture, and Employee Engagement variables are zero or constant, then the Employee Performance variable will have a negative value of 0.963.
2. The regression coefficient of the effect of integrity is 0.379 explaining that any increase in integrity will increase employee performance by 0.379, meaning that there is a positive influence of the variable integrity on employee performance.
3. The regression coefficient for the influence of Organizational Culture is 0.497 explaining that every increase in Organizational Culture will increase Employee Performance by 0.497, meaning that there is a positive influence of Organizational Culture variables on Employee Performance.
4. The regression coefficient for the effect of Employee Engagement is 0.395 explaining that any increase in Employee Engagement will increase Employee Performance by 0.395, meaning that there is a positive influence of the Employee Engagement variable on Employee Performance.

Table 7 Correlation Coefficient and Determination

Model	R	R Square	Adjusted R Square	std. Error of the Estimate
1	.898a	.808	.798	.51713

Source: Processed Secondary Data, 2023

The correlation coefficient R of 0.898 explains the degree of relationship (correlation) between the variables Integrity (X1), Organizational Culture (X2), and Employee Engagement (X3) with Employee Performance (Y) is positive with a close relationship of 89.8%. This means that the three independent variables have a very strong relationship with Employee Performance (Y) with a category value of 80% -100%. While the termination coefficient is a coefficient that explains the magnitude of the influence of one of the independent variables on the dependent variable assuming the other variables are unknown. From the results of the SPSS output, the Adjusted R Square is 0.798. Adjusted value R Square this amount explains, the role of the variables Integrity (X1), Organizational Culture (X2), and Employee Engagement (X3) in influencing Employee Performance (Y) is 0.798 or 79.8%. While the residual (residual value) of the role of these variables is 0.202 or 20.2% influenced by other variables not involved in this study.

Table 8 Simultaneous Test Results (Test F)

ANOVA^a

Model		Sum of Squares	df	MeanSquare	F	Sig.
1	Regression	74,546	3	24,849	92,921	.000b
	residual	17,917	67	.267		
	Total	92,463	70			

a. Dependent Variable: Y

b. Predictors: (Constant), X3, X2, X1

Source: Processed Secondary Data, 2023

The results of dividing the Mean Square regression with the Mean Square residual obtained an F count of 92,921 with a significance probability value limit of 0.000. While the F table value at a significant level of 5% and df 67 is 2.74. Thus the calculated F value (92,921) greater than F table (2.74) so that a decision can be taken, namely accepting the alternative hypothesis (H_a) and rejecting the hypothesis H_o, that is Integrity (X₁), Organizational Culture (X₂), and Employee Engagement (X₃) all have an effect on Employee Performance (Y).

Table 9 Partial Test Results (t test)

		Unstandardized Coefficients			
Model		B	std. Error	t	Sig.
1	(Constant)	-0.963	0.302	-3,188	0.002
	Integrity	0.379	0.129	2,927	0.005
	Organizational culture	0.497	0.113	4,406	0.000
	Employee Engagement	0.395	0.131	3,026	0.004

Source: Processed Secondary Data, 2023

Based on Table 9, the results can be explained as follows.

1. Partial Influence of Integrity Variable on Employee Performance

From the results of the comparison of the regression coefficient values with the standard error obtained the calculated t value for the influence of the Integrity variable is equal to 6,724 at the limit of significance probability value of 0.005. While the t-table value at df 69 and a significant level of 5% is 1.994. The results of this calculation indicate that the calculated t value is greater than the t-table value so that a decision can be taken that the alternative hypothesis (H_a) can be accepted and reject the null hypothesis (H_o), meaning that Integrity (X₁) partially has a significant effect on Employee Performance (Y).

2. Partial influence of Organizational Culture variables on Employee Performance

From the results of the comparison of the regression coefficient values with the standard error obtained the calculated t value for the influence of the Integrity variable is equal to 6,210 at the limit of significance probability value of 0.000. While the t-table value at df 69 and a significant level of 5% is 1.994. The results of this calculation indicate that the calculated t value is greater than the t-table value so that a decision can be taken that the alternative hypothesis (H_a) can be accepted and reject the null hypothesis (H_o), meaning that Organizational Culture (X₂) partially has a significant effect on Employee Performance.

3. The partial influence of the Employee Engagement variable on Employee Performance

From the results of the comparison of the regression coefficient values with the standard error obtained the calculated t value for the influence of the Employee Engagement variable is equal to 6,699 at the limit of significance probability value of 0.004. While the t-table

value at df 69 and a significant level of 5% is 1.994. The results of this calculation indicate that the calculated t value is greater than the t-table value so that a decision can be taken that the alternative hypothesis (Ha) can be accepted and reject the null hypothesis (Ho), meaning that Employee Engagement (X3) partially has a significant effect on Employee Performance.

4.5 Discussion

1. The Influence of Integrity, Organizational Culture, and Employee Engagement on Employee Performance

The results of dividing the Mean Square regression with the Mean Square residual obtained an F count of 92,921 with a significance probability value limit of 0.000. While the F table value at a significant level of 5% and df 67 is 2.74. Thus the calculated F value (92,921) greater than F table (2.74) so that a decision can be taken, namely accepting the alternative hypothesis (Ha) and rejecting the hypothesis Ho, that is Integrity (X1), Organizational Culture (X2), and Employee Engagement (X3) all have an effect on Employee Performance (Y).

From the results of the SPSS output, the Adjusted R Square is 0.798. Adjusted value R Square this amount explains, the role of the variables Integrity (X1), Organizational Culture (X2), and Employee Engagement (X3) in influencing Employee Performance (Y) is 0.798 or 79.8%. While the residual (residual value) of the role of these variables is 0.202 or 20.2% influenced by other variables not involved in this study.

2. Influence of Integrity on Employee Performance

From the results of the comparison of the regression coefficient values with the standard error, it is obtained that the t value for the influence of the Integrity variable is 6.724 at the limit of a significance probability value of 0.005. While the t-table value at df 69 and a significant level of 5% is 1.994. The results of this calculation indicate that the calculated t value is greater than the t-table value so that a decision can be taken that the alternative hypothesis (Ha) can be accepted and reject the null hypothesis (Ho), meaning that Integrity (X1) partially has a significant effect on Employee Performance (Y).

Employee integrity is the foundation for building the best company performance and achievements. Integrity results in work behavior that is honest, responsible, disciplined, ethical, trustworthy, diligent, diligent, reliable, and serves the company wholeheartedly. Integrity is a value that must be used as the foundation for all work behavior, so that the work done is of high quality and fit for purpose. This is also in accordance with the research of Leroy et al (2011) that the integrity of leader behavior is significantly related to company commitment and employee performance.

The results of research by Rakhmanto et al. (2021) also found that integrity affects employee performance. The results of another study by Syahrudin & Toharduin (2020) found that integrity affects performance. The same result was also conveyed by Sumendap et al. (2015) where integrity is one of the forming factors of the quality of human resources to increase the performance productivity of a company or agency. Sujiyanto's research (2017) also found that integrity affects performance.

3. The Influence of Organizational Culture on Employee Performance

From the results of the comparison of the regression coefficient values with the standard error, it is obtained that the t value for the influence of the Integrity variable is 6.210 at the limit of a significance probability value of 0.000. While the t-table value at df 69 and a significant level of 5% is 1.994. The results of this calculation indicate that the calculated t value is greater than the t-table value so that a decision can be taken that the alternative hypothesis (H_a) can be accepted and reject the null hypothesis (H_o), meaning that Organizational Culture (X_2) partially has a significant effect on Employee Performance (Y).

A strong organizational culture will help the company in providing certainty to all employees to develop together, grow and develop the institution. An understanding of the company's culture needs to be instilled from an early age in employees. If at the beginning of entering the workforce, they enter the agency with various characteristics and expectations that are different, then through training, orientation and self-adjustment, employees will absorb the culture of the company that will then develop into a group culture, and eventually be absorbed as a personal culture. If the process of internalizing corporate culture into personal culture has been successful, then employees will feel identical with their agencies, feel united and there are no obstacles to achieving optimal performance. This is a mutually beneficial condition, both for agencies and employees.

The results of Pratiwi's research (2015) show that organizational culture influences employee performance. The same thing was stated by Musnadi et al. (2018), Marentek et al. (2018), and Aulia et al. (2022) where organizational culture influences employee performance.

4. The Effect of Employee Engagement on Employee Performance

From the results of the comparison of the regression coefficient values with the standard error obtained the calculated t value for the influence of the Employee Engagement variable is equal to 6.699 at the limit of significance probability value of 0.004. While the t-table value at df 69 and a significant level of 5% is 1.994. The results of this calculation indicate that the calculated t value is greater than the t-table value so that a decision can be taken that the alternative hypothesis (H_a) can be accepted and reject the null hypothesis (H_o), meaning that Employee Engagement (X_3) partially has a significant effect on Employee Performance.

Humans become a unique asset, because is the only living asset so special treatment is needed to maintain its loyalty to the company. Employee engagement is one way to make employees have high loyalty. Employee engagement makes employees have higher loyalty thereby reducing the desire to leave the company voluntarily. Positive feelings and a high sense of enthusiasm towards work can be called

with employee engagement. Employees who have high engagement tend to have better performance because they have positive feelings and do not make their work a burden so that it will improve employee performance. The results of Piartini's research (2020) found that employee engagement has an effect on improving employee performance.

4. CONCLUSION

Based on the discussion of the research results that have been described in the previous section, the following conclusions can be drawn:

- 1) Integrity affects the Employee Performance of PT Bank Mandiri (Persero) Tbk Aceh Functional Office

- 2) Organizational Culture has no effect on Employee Performance of PT Bank Mandiri (Persero) Tbk Aceh Functional Office
- 3) Employee Engagement has an effect on Employee Performance of PT Bank Mandiri (Persero) Tbk Aceh Functional Office
- 4) Integrity, Organizational Culture, and Employee Engagement Affect Employee Performance of PT Bank Mandiri (Persero) Tbk Aceh Functional Office

REFERENCES

- Abdullah, W. M. T. W., Daud, S., & Hanapiyah, Z. M. (2020). Human governance and Corruption Risk in Malaysia Public Sector. *Global Business & Management Research*, 12(4), 721-731
- Adam, M., Chan, S., dan Rizqina, Z. (2017). Pengaruh Budaya Kerja, Kemampuan, Dan Komitmen Kerja Terhadap Kepuasan Kerja Karyawan Serta Dampaknya Terhadap Kinerja Badan Pengusahaan Kawasan Perdagangan Bebas Dan Pelabuhan Bebas Sabang (Bpks). *Jurnal Magister Manajemen Fakultas Ekonomi dan Bisnis Unsyiah*, 1(1), 59-69
- Ade, A., Montundo, Y., Aliddin, L., Hajar, I., Mahrani, S., & Suleman, N. (2022). The influence of work behavior, integrity and organizational climate on police performance of personnel in the medical and health sector. *World Journal of Advanced Research and Reviews*. 16(02), 101–108
- Afandi, P. (2018). *Manajemen Sumber Daya Manusia (Teori, Konsep dan Indikator)*. Riau: Zanafa Publishing.
- lbrecht, W. S., Albrecht, C.O., Albrecht, C.C., & Zimbelman, M. F. (2012). *Fraud Examination* (4th ed). South-Western: Cengage Learning
- Aulia, M., Pakpahan, E., Marpaung, F. (2022). The Influence Of Human Resources Competence, Organizational Culture Influence And Transformational Leadership Style On Employee Performance Through Employee Job Satisfaction As Intervening Variable At Pdam Tirtanadi Medan. *International Journal of Science, Technology & Management*. 2(1)
- Arifin, M. A. M., & Ahmad, A. H. (2017). Konsep integriti dalam Perusahaan Polis Diraja Malaysia (PDRM): Satu tinjauan awal. *Geografia-Malaysian Journal of Society and Space*, 12(8), 135- 147
- Arini, T. F. (2010). *Pengaruh Persepsi Auditor Internal Atas Kode Etik Terhadap Kinerja Auditor Internal*. Surakarta: Universitas Sebelas Maret.
- Arisanti, K. D., Santoso, A., & Wahyuni, S. (2019). Pengaruh Motivasi Kerja Dan Disiplin Kerja Terhadap Kinerja Karyawan Pada PT Pegadaian (Persero) Cabang Nganjuk. *JIMEK: Jurnal Ilmiah Mahasiswa*, 1(2)
- Aziz, A., & Fauzah, Y. N. (2018). Pengaruh Kompensasi Finansial Dan Non Finansial Melalui Motivasi Terhadap Kinerja Karyawan PT. Reska Multi Usaha (Rmu) Cirebon. *Jurnal Ekonomi Manajemen*, 1(2)
- Bakar, A. A., & Omar, S. N. Z. (2018). Effective Leadership as the Mediator between Emotional Quotient and Teachers' Work Performance: A Study in National Secondary School in Northern States of Peninsular Malaysia. *Indian Journal of Public Health Research & Development*, 9(11), 1483-1488.
- Baker, A. B., & Sanz-Vergel, A. I. (2013). Weekly work engagement and flourishing: the role of hindrance and challenge job demands. *Journal of Vocational Behavior*, 83, 397-409
- David, F. (2016). *Manajemen Strategik*, Alih Bahasa Alexander Sindoro,

- Prehallindo, Jakarta.
- Edison, E., Riyanti, A. and Yustiana, D. (2016) 'Komitmen Perusahaan Dalam Aspek Peningkatan Kinerja Karyawan (Studi Kasus Di Hotel Perdana Wisata, Bandung)', *Tourism Scientific Journal*, 1(2), pp. 134–151.
- Endres, G. M & Smoak, L.M. (2008). *The Human Resource Craze: Human Performance Improvement and Employee Engagement*. *Organization Development Journal*: Spring 2008: hal. 26.
- Fachreza. (2018). Pengaruh motivasi kerja, Budaya organisasi, dan budaya organisasi terhadap kinerja karyawan dan dampaknya pada kinerja bank aceh syariah di kota banda aceh. *Jurnal Magister Manajemen Fakultas Ekonomi dan Bisnis Unsyiah*. Volume 2, No. 1
- Farisi, S., Irnawati, J., & Fahmi, M. (2020). Pengaruh Motivasi dan Disiplin Kerja Terhadap Kinerja Karyawan. *Jurnal Humaniora: Jurnal Ilmu Sosial, Ekonomi Dan Hukum*, 4(1), 15-33
- Ferdinand, A. (2012). *Metode Penelitian Manajemen*, Badan. Penerbit Universitas Diponegoro. Semarang.
- Field, L. K., & Buitendach, J. H. (2011). Happiness, work engagement and organisational commitment of support staff at a tertiary education institution in South Africa. *South African Journal of Industrial Psychology*, 37, 68–77.
- Gea, A. A. (2014). Integritas personal dan kepemimpinan etis. *Humaniora*, 5(2), 950–959.
- Ghozali, I. (2013). *Aplikasi Analisis Multivariate dengan Program IBM SPSS 21 Update PLS Regresi*. Semarang: Badan Penerbit Universitas Diponegoro.
- Hair et. al., (2012). *Multivariate Data Analysis (7th ed.)*. New Jersey: Pearson Prentice Hall.
- Handoyo, L. N. (2015). The Influence of Leadership Styles on Employee's Performance Through Work Motivation (An Organizational Study at Four Hotels in Malang). *Jurnal Administrasi Bisnis*, 22(1).
- Haoi, T., Hung, B., & Nguyen, N. (2022). The Impact Of Internal Control Systems On The Intensity Of Innovation And Organizational Performance Of Public Sector Organizations In Vietnam: The Moderating Role Of Transformational Leadership. *Heliyon*, 2(2)
- Idowu, A. O. (2017) 'Effectiveness of Performance Appraisal System and its Effect on Employee Motivation', *Nile Journal of Business and Economics*, 5, pp. 15–39.
- Ismanto. (2016). Pengukuran Kinerja Perpustakaan Perguruan Tinggi. *Journal Perpustakaan Libraria*. 2(2)
- Johari, R. J., Alam, M. M., & Said, J. (2020). Empirical assessment on factors contributing to integrity practices of Malaysian public sector officers. *Business Process Management Journal*. <https://doi.org/10.1108/BPMJ-06-2020-0297>
- Kasmir. (2016). *Manajemen Sumber Daya Manusia (Teori dan Praktik)*. Depok: PT Rajagrafindo Persada
- Khan, S., Ahmed, A., & Ahmed, K. (2021). Enhancing police integrity by exploring causes of police corruption. *Management Science Letters*, 11(6), 1949–1958
- Kibtiyah, A. (2016). Hubungan Integritas dan Loyalitas Karyawan dengan Visi Misi Perusahaan (Studi Kasus Pada PT. Bank Central Asia, Tbk). *Jurnal Eduka*. 2(2) : 92-110.
- Leroy, H., Palanski, M & Simons, T. (2011). Authentic Leadership and Behavioral Integrity as Drivers of Follower Commitment and Performance. *Journal of Business Ethics*, 107: pp 255–264.

- Macey, W.H., Schneider, B., Barbera, K., & Young, S.A. (2018). Employee engagement: Tools for analysis, practice, and competitive advantage. London, England: Blackwell
- Mahmudi (2015). Manajemen Kinerja Sektor Publik Edisi Kedua. Yogyakarta: UPP STIM YKPN.
- Malhotra, N. K. (2015). Essentials of Marketing Research. Harlow: Pearson Education Limited
- Mangkunegara, A. P. (2018). Evaluasi Kinerja Sumber Daya Manusia. Jakarta: Refika Aditama
- Merentek, G. C., Adolfini and Trang, I. (2018) 'Pengaruh Personality, Budaya organisasi, Komitmen Perusahaan dan Organizational Citizenship Behavior Terhadap Kinerja Karyawan PT. PLN (Persero) Area Manado', Jurnal EMBA, 6(4), pp. 2648 – 2657.
- Markos, S., & Sri Dewi, M. S. (2010). Employee Engagement: The Key To Improving Performances. International Journal of Business and Management, 5 No. 12, 89-96.
- Mulyadi. (2015). Manajemen Sumber daya Manusia (MSDM). Bogor: In Media.
- Muliawan, Y., Parizade, B., & Cahyadi, A. (2017). Pengaruh Keterikatan Karyawan (Employee Engagement) Terhadap Kinerja Karyawan Di Pt. Badja Baru Palembang. JEMBATAN – Jurnal Ilmiah Manajemen Bisnis Dan Terapan Tahun XIV No 2
- Musnadi, S., Faisal., dan Rizwan. (2018). Pengaruh Budaya organisasi Dan Keterlibatan Kerja Terhadap Komitmen Perusahaan Serta Implikasinya Pada Kinerja Karyawan Rsud Meuraxa Kota Banda Aceh. Jurnal Magister Manajemen, 2(1), 78-87
- Nafi, N. B., & Kamaluddin, A. (2020). Public sector potential for organisational innovation: Examining impact of good governance principles and integrity. International Journal of Current Innovations in Interdisciplinary Scientific Studies, 4(2), 13-27.
- Nurjaya, N. (2021). Pengaruh Disiplin Kerja, Lingkungan Kerja dan Motivasi Kerja Terhadap Kinerja Karyawan Pada PT. Hazara Cipta Pesona. Jurnal Ilmiah Nasional, III(1), 60-74
- Noviardy, A dan Sabeli, A. (2020). Pengaruh Employee Engagement dan Komitmen Perusahaan Terhadap Kinerja Karyawan di Bidang Kelapa Sawit (Studi Empiris Pada PT. Suryabumi Agrolanggang, Sumatera Selatan). Journal Management, Business, and Accounting Vol. 19 No. 3.
- Pasolong, H. (2010) Teori Administrasi Publik, Alfabeta. Bandung: Alfabeta.
- Piartini, P. (2020). Keterikatan Karyawan Merupakan Alternatif, Ketika Kepuasan Kerja Dan Komitmen Tidak Cukup Untuk Meningkatkan Kinerja karyawan. Jurnal Manajemen dan Strategi Bisnis. 1(2), 1-12
- Prawirosentono, S. (2010) Manajemen Sumberdaya Manusia: Kebijakan Kinerja Karyawan: Kiat Membangun Perusahaan Kompetitif Era Perdagangan Bebas Dunia. Yogyakarta: BPFE.
- Putra, A. S. E. (2021). Pengaruh Kompetensi dan Integritas terhadap Kinerja Perangkat Desa. JESS (Journal of Education on Social Science), 5(1), 24–35.
- Putri, S. H. (2020). Pengaruh Disiplin Kerja Dan Lingkungan Kerja Terhadap Kinerja Karyawan. Jurnal Manajemen Modal Insani Dan Bisnis (Jmmib), 1(1), 26-39.
- Rakhmanto, B., Masyhudzulhak, & Saluy, A. (2021). Pengaruh Kepemimpinan Dan Integritas Terhadap Kinerja karyawan Dengan Komitmen Perusahaan Sebagai Variabel Intervening (Studi Kasus Pada Komisi Pemberantasan Korupsi). Jurnal Indikator: Vol 5, No 3, 1-16.
- Rifa'i, A., Tannady, H., & Syah, T. (2020). Determinants Factors Affecting Performance of Police Officers in Tangerang City, Indonesia: Role of Work Experience and Domicile as Moderating Variables. International Journal of Research and Review. 7(12), 168-177.
- Rivai, V. (2017). Manajemen Sumber Daya Manusia untuk perusahaan. Jakarta: Rajawali Pers
- Robbins, S & Judge, T. A. (2017). Perilaku Perusahaan Edisi 16. Jakarta : Salemba Empat

- Santoso, H., Mas, N., & Mas'ud, M. (2022). Pengaruh Employee Engagement Dan Kompetensi Terhadap Kinerja Karyawan Melalui Good Governance Sebagai Variabel Intervening (Studi pada Karyawan Kantor Kecamatan Prigen Kabupaten Pasuruan). *Jurnal Pendidikan Dasar Dan Sosial Humaniora*. 1(12), 2471-2490
- Setiawan, R. (2017), Pengaruh Employee Engagement Terhadap Kinerja karyawan. *Jurnal Manajemen dan Bisnis*. 1(5)
- Sugiyono. (2017). *Metode Penelitian Kuantitatif, Kualitatif, dan R&D*. Bandung : Alfabeta, CV
- Sukarna. (2011). *Dasar-Dasar Manajemen*. Bandung: CV. Mandar Maju
- Sulaksono, H. (2015). *Budaya organisasi Dan Kinerja*. Yogyakarta: CV Budi Utama.
- Surjadi. (2009). *Pengembangan Kinerja Pelayanan Publik*. Bandung: PT. Reflika Aditama.
- Syarifanum., Yunus, M., & Chan, S. (2016). Pengaruh Kerelasiaan Nasabah Dan Integritas Pemasaran Terhadap Kinerja Pemasaran Dan Dampaknya Terhadap Kinerja Industri Perbankan Di Provinsi Aceh. *Jurnal Manajemen Pascasarjana Universitas Syiah Kuala*. 5(1), 134-144
- Syahrudin H & Toharudin, M. (2020). Pengaruh Integritas Kelompok terhadap Kinerja Sekretariat Daerah Kabupaten Kapuas Hulu, Kalimantan Barat. *Jembatan: Jurnal Ilmiah Manajemen*, 17(2), 99-116
- Syamsir. (2020). The Influence of Integrity and Work Experience on Employee Performance. *International Journal of Research and Analytical Reviews (IJRAR)*. 7(1).
- Thoha, M. (2014). *Perilaku Perusahaan*. Jakarta: Rineka.
- Thomas, Kenneth, W. (2009). *Intrinsic Motivation At Work: What Really Drives Employee Engagement*. California : Berrett-Kohler Publishers.
- Watloly, D & Tanuwijaya, J. (2022). Pengaruh Keterikatan Karyawan, Budaya organisasi, Kinerja Karyawan, Pengguna e-HRM terhadap Kinerja karyawan (Studi Kasus di PDSKU UNPATTI). *Jurnal Bahana Manajemen Pendidikan*, 11(2), 181-186
- Wirawan. (2016). *Evaluasi Kinerja Sumber Daya Manusia Teori, Aplikasi, dan Penelitian*. Jakarta.Salemba Empat
- Yeow, C & Kee, D. (2021). The Importance Of Integrity Practices On Task Performance Royal Malaysia Police: The Mediating Role Of Organizational Commitment And Job Satisfaction. *International Journal of Social Science Research (IJSSR)*, 3(2), 79-93
- Yusuf, F. (2021). Pengaruh Integritas Dan Motivasi Terhadap Kinerja Karyawan Pt Jasamarga Tollroad Operator Cabang Surabaya – Gempol Wilayah Dupak Raya Surabaya. *International Journal of Business, Management, and Economics*, 3(3), 257-270.
- Yuta,A., Lumbanraja, P., & Tarmizi. (2019). Analysis of the Effect of Job Placement, Work Environment and Leadership on the Performance of Indonesian Police Personnel in the Public Relations Sector Regional Police of North Sumatra with Job Satisfaction as an Intervening Variable. *IOSR Journal of Business and Management (IOSR-JBM)*. 21(4), 37-44
- Zarvedi, R., Yusuf, R., dan Ibrahim, M. (2016). Pengaruh Kepemimpinan, Budaya organisasi Dan Kompetensi Terhadap Kinerja Karyawan Serta Implikasinya Pada Kinerja Sekretariat Kabupaten Pidie Jaya, *Jurnal Perspektif Ekonomi Darussalam*, 2(2), 201-217.
- Zeithaml, V. A., Bitner, M. J., & Gremler, D. D. (2010). *Service Marketing, Sixth Edition*. America: Mc Graw Hill.