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The Influence Of Integrity And Organizational Culture On Employee Performance With Work Motivation As An Intervening Variable (A Study At The Wedarijaksa Pati People's Economic Bank Cooperative)

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Abstract

This study aims to analyze the influence of integrity and organizational culture on employee performance, with work motivation serving as an intervening variable. The variables examined in this study are integrity, organizational culture, work motivation, and employee performance. This study employs a quantitative approach; based on the level of explanation, it is classified as associative research that tests the relationships between variables. The sample consists of 115 respondents drawn from a population of 145 employees. Purposive sampling was used, specifically targeting employees with more than two years of tenure. Data were collected via Google Forms questionnaires, and analysis was conducted using Structural Equation Modeling (SEM) with Amos software. The results indicate the following: integrity has a positive and significant effect on work motivation; organizational culture has no effect on work motivation; integrity has a positive and significant effect on employee performance; organizational culture has a positive and significant effect on employee performance; and work motivation has a positive and significant effect on employee performance.

Keywords: Integrity, Organizational Culture, Work Motivation, Employee Performance.

INTRODUCTION

Employees are vital resources and valuable assets to an organization. An organization's success and growth are heavily influenced by the quality of its workforce

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specifically, employees who are competent, skilled, and possess good character, as well as loyalty to the organization. Continuous training, skills development, and the implementation of appropriate organizational strategies are crucial components of the planning, execution, organizing, and monitoring processes required to achieve organizational goals. Fundamentally, organizations must effectively manage their resources to enhance the quality and performance of their employees. Active employee participation significantly influences the achievement of established organizational goals. This participation manifests through innovation, motivation, and the ability to solve problems and make decisions. Measures taken to improve performance are expected to yield higher-quality work, enabling employees to make their best contributions to the organization. Ultimately, this leads to increased productivity and organizational profitability. Leaders play a pivotal role in defining the organization's vision and mission. A leader must be able to provide encouragement, inspiration, and positive energy, motivating employees to work optimally toward shared goals rather than merely for personal gain.

Motivation is an internal or external drive or force that compels an individual to take action with enthusiasm to achieve specific goals. There are two types of motivation: intrinsic (originating from within the individual) and extrinsic (originating from outside sources). Motivation is a key factor influencing an individual's performance level. Without motivation, employees often lack the self-confidence needed to carry out their tasks and responsibilities. Work motivation reflects an individual's attitude toward their job, based on the alignment between expectations and actual experiences. Low work motivation can lead to a decline in performance, as illustrated in the following table:

Table 1. Data on Employee Performance Target Achievement Based on Work Performance at KBPR Wedarijaksa Pati 2025

Quarter	Total Employees	Employees Meeting Target	Employees Not Yet Meeting Target	Achievement Percentage
I	145	137	8	94,48 %
II	145	135	10	93,10 %
III	145	132	13	91,03 %
IV	145	130	15	89,66 %

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The table indicates a gradual decline in the achievement of performance targets based on employee work performance throughout the quarters of 2025. The data reveals that there are still employees unable to meet the performance targets established by the company. This situation points to a drop in employee work performance, reflected in the decreasing number of employees successfully meeting their targets. This phenomenon also suggests a decline in work motivation, given that work performance is an indicator of the level of motivation employees possess when carrying out their duties and responsibilities. High work motivation encourages individuals to work optimally and to the best of their ability. Providing the right motivation can boost an individual's enthusiasm for fulfilling their duties and responsibilities, thereby exerting a positive influence on the organization. Motivation and performance are fundamentally interconnected and mutually influential; a highly motivated employee will strive to deliver their best effort to support the achievement of the organization's goals. Within an organization, integrity serves as the fundamental basis for every employee in carrying out their duties honestly, responsibly, and wisely. Trevinyo-Rodríguez (Rahmadani, 2020) explains that actions reflecting integrity are grounded in trustworthy moral principles and values, and are performed without being influenced by personal, group, or specific organizational interests. Upholding integrity requires reform and change aimed at establishing an organizational management system capable of fostering a positive organizational culture one that is free from corruption, characterized by high dedication, and committed to delivering quality service.

Improving public service quality a key objective of organizational transformation requires the support of competent and professional human resources. The quality of human resources is a crucial factor determining an organization's success in navigating change and achieving its established goals. Integrity is a fundamental value that every employee must possess, serving as the foundation for performing duties professionally, honestly, responsibly, and accountably. Human resource development plays a central role in fostering organizational integrity. Organizational culture is a vital factor in an organization's success; fundamentally, it shapes individual behavioral patterns and creates a conducive work environment. In organizations with a strong culture, rules are not viewed as impositions but rather as necessities embraced through the employees own self awareness. A positive organizational culture fosters a sense of togetherness, a family like atmosphere, and pride in the organization, thereby ensuring employees feel comfortable in their work. Such conditions help the organization achieve its goals while simultaneously enhancing employee job satisfaction.

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Objectives

2.1. Integrity

Etymologically, the term "integrity" derives from the Latin word “integer”, meaning whole or complete. According to the (KBBI), integrity is defined as a quality, trait, or state reflecting wholeness, thereby demonstrating authority and honesty. Individuals possessing integrity treat others as they wish to be treated themselves, without expecting specific rewards or reciprocation. Acts of helping others are performed out of genuine concern for their well-being (altruism), rather than being driven by self-interest such as career advancement or social recognition. Integrity represents an individual's commitment to acting based on correct and ethical principles in accordance with prevailing values and norms; it entails consistency in upholding this commitment across various situations, remaining unswayed by opportunities or pressures that might otherwise lead to a deviation from one's core principles. Individuals with integrity demonstrate alignment between their actions, values, and beliefs; they are honest, uphold the truth, and fulfill the promises they have made. Purwati and Wijaya (2019) explain that an individual with integrity is one who upholds honesty and remains consistent in honoring their commitments. Such individuals take responsibility for their actions, are willing to admit mistakes, and strive to make amends. The presence of integrity and honesty among organizational members can minimize the likelihood of corrupt practices. Integrity also encourages both individuals and organizations to conduct their activities based on ethical principles, thereby safeguarding service quality, trust, and customer satisfaction.

According to Awanis et al. (2020), integrity is a philosophy emphasizing alignment among actions, values, methods, organizational principles, expectations, and desired outcomes. Integrity is not an innate characteristic present at birth; rather, it is a value that must be learned, cultivated, and continuously reinforced. Employees with high levels of integrity tend to be more rational, honest, independent, and fair compared to those with low integrity. Low levels of honesty and self-confidence can potentially have negative long-term consequences for an organization, particularly when employees have other options such as leaving the organization or performing sub-optimally. Based on the definition above, it can be concluded that work integrity refers to attitudes and actions reflecting a personality characterized by honesty, obedience, trustworthiness, and responsibility qualities rooted in one's heart and mind and manifested through one's actions.

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According to Clarken (Awanis et al., 2020), the indicators of integrity are as follows:

1) Principle, value, and belief: This indicates that an individual must be able to act in accordance with their own principles, values, and beliefs. In the workplace, employees are expected to steadfastly uphold organizational rules, ethics, and values in every action and decision, ensuring they are not easily swayed by matters that conflict with established norms.
2) Truth: This means an individual must speak honestly and convey information that reflects the actual situation. In a work context, honesty is demonstrated through transparency in reporting, refraining from data manipulation, and not concealing errors that have occurred.
3) Right: This refers to having the courage to do and uphold what is right. Employees with this attitude will adhere to rules and ethics even under pressure and will have the courage to make decisions aligned with truth and their responsibilities.
4) Promise: This refers to an individual's ability to keep promises or commitments they have made. In the workplace, this is evident in an employee's dedication to completing tasks on time, effectively fulfilling responsibilities, and maintaining the trust placed in them by the organization and their colleagues.

Meanwhile, according to Wahyuni (2020), the indicators of work integrity are as follows:

1) Honesty: Being honest and ensuring consistency between words and actions.
2) Courage: Having the courage to make decisions and do what is right.
3) Wise Attitude: Demonstrating wisdom when considering matters and making decisions.
4) Javanese: Upholding Javanese cultural values such as politeness, proper etiquette, and respect for others.
5) Responsibility: Possessing a sense of responsibility regarding assigned tasks, work, and obligations.

Additionally, Suparjo et al. (2020) state that the indicators for the integrity variable are as follows:

1) Be Honest: Maintaining an honest attitude in both speech and action, thereby avoiding lies or manipulation.
2) Sincere: Acting with genuine sincerity and honesty in carrying out one's work, free from pretense or ulterior motives that could harm others.

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3) Trustworthy: Being reliable and capable of honoring commitments, thereby inspiring confidence in others regarding one's conduct and the discharge of responsibilities.
4) Maintain Dignity: Upholding one's dignity, honor, and stature through exemplary behavior that aligns with established norms.
5) Don't Do Despicable Things: Refraining from reprehensible acts or conduct that violates ethical, moral, or regulatory standards in life and work.

2.2. Organizational Culture

Culture is defined as everything related to human intellectual and moral faculties. The term culture originates from the Sanskrit word "bodhya", meaning intellect or wisdom. Etymologically, it is synonymous with the term "kultur" (derived from the English "culture" and Dutch "cultur"), which itself stems from the Latin "colere" meaning to cultivate, work upon, or maintain. Terminologically, culture is understood as the product of human creation, sentiment, volition, tangible works, thought, and habits whether performed consciously or unconsciously that are accepted as civilized behavior. A behavior can be categorized as culture if it is repeated and evolves continuously within the life of a community. According to Sulaksono (2019), organizational culture is a set of values serving as a guide for human resources in carrying out their duties, responsibilities, and conduct within the organizational environment. Fundamentally, organizational culture represents a philosophical perspective that serves as a foundation for organizational members, manifested both formally and informally through applicable policies, rules, and regulations. It is also understood as a pattern of basic assumptions created, developed, and learned by a group to assist the organization in addressing challenges related to external adaptation and internal integration. This pattern is subsequently passed on to new members as an appropriate guide for understanding, thinking, and interacting with other members of the organization.

Robbins and Judge (2018) state that organizational culture consists of a shared set of understandings among members encompassing values, beliefs, rules, and norms that influence work attitudes and behaviors, thereby serving as a distinguishing characteristic between organizations. Meildy and Dylmoon (2021) explain that organizational culture reflects values, norms, and beliefs mutually agreed upon by all members and consistently applied until they become ingrained habits within the organizational environment. Organizational culture plays a crucial role in shaping and reinforcing individual attitudes and behaviors. The values and beliefs upheld by an

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organization ultimately become internalized by its members, just as individual characteristics can influence the culture that develops within the organization. Organizational culture also serves as an identity that distinguishes one organization from another. Based on these perspectives, it can be concluded that organizational culture is a system of values, norms, and beliefs shared by organizational members; it constitutes the distinctive characteristics and practices of the organization, thereby setting it apart from other organizations. The indicators influencing the realization of organizational culture are as follows (Robbins, 2018):

1) Innovation and Taking Risk: The organization encourages employees to generate new ideas, embrace innovation, and demonstrate the courage to make decisions and manage risks in their work.
2) Attention to Detail: Employees are expected to work meticulously and precisely, paying close attention to fine details when completing tasks.
3) Outcome Orientation: The organization places greater emphasis on achieving established work results or targets rather than focusing solely on work processes.
4) People Orientation: The organization considers the impact of decisions and policies on employees and values the well-being and needs of its members.
5) Team Orientation: Work within the organization is conducted through teamwork, fostering coordination and cohesion among members.
6) Aggressiveness: Employees possess a competitive spirit and an active drive, striving to perform at their best to achieve organizational goals.
7) Stability: The organization maintains stable, consistent, and focused working conditions, ensuring that activities proceed smoothly and sustainably.

The characteristics of the indicators influencing the realization of organizational culture are as follows (Scazzero, 2016):

1) Understanding the organizational vision and mission: Employees comprehend the goals, direction, and values the organization aims to achieve, enabling them to work in alignment with these objectives.
2) Innovation: The ability to generate new ideas, methods, or innovations that enhance work quality and organizational development.
3) Team Orientation: Employees are capable of collaboration and mutual assistance, prioritizing team cohesion to achieve shared goals.
4) Dedication of time: The willingness and ability to devote time to performing tasks, engaging in organizational activities, and assisting fellow members.

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5) Effort toward spiritual development: Attention and effort directed at enhancing spiritual and moral values, as well as fostering good character among organizational members.

2.3. Work Motivation

Motivation is a crucial aspect for every individual in carrying out various life activities, whether helping others, leading a group, or realizing desired goals. Work motivation can be defined as an individual's willingness to exert their full capabilities and effort toward achieving organizational goals, driven by the desire to satisfy personal needs. Etymologically, the term "motivation" derives from the Latin word “movere”, meaning to move or to drive. Motivation is understood as an internal force that provides the drive, direction, and persistence needed to sustain specific behaviors. Herzberg (2018) explains that motivation in daily life is viewed as the process of providing a stimulus or encouragement to an individual, fostering a willingness to perform work voluntarily and without coercion. Wahjosumidjo (cited in Herzberg, 2018:227) states that work motivation is a psychological process reflecting the interplay between an individual's attitudes, needs, perceptions, and decision-making as they strive to improve their work quality. This process generates an internal drive manifesting as will and desire that compels the individual to take action and make decisions in the performance of their work. Based on these perspectives, it can be concluded that work motivation is an internal drive that compels an individual to work and act optimally in order to achieve desired goals. According to Diah et al. (2018), work motivation is measured by the following indicators:

1) Recognition/Reward: Forms of appreciation or acknowledgment given to employees for their work results and achievements, thereby boosting work morale.
2) Working conditions: A comfortable, safe, and supportive work environment that enables employees to perform their duties effectively.
3) Cooperation: The ability to assist one another, coordinate, and work collaboratively with colleagues to achieve organizational goals.
4) Responsibility: An employee's awareness and commitment to carrying out tasks and completing work in accordance with their assigned obligations.

Mangkunegara (2017:93) identifies the following indicators of work motivation:

1) Responsibility: An individual's awareness and commitment to effectively carrying out assigned tasks and obligations.

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2) Work achievement: The results or accomplishments attained by an individual in completing work according to established targets.
3) Opportunities for advancement: Opportunities for employees to grow, enhance their capabilities, and achieve career progression.
4) Recognition of performance: Appreciation or acknowledgment from the organization regarding an employee's work results and contributions.
5) Challenging work: Work that encourages employees to develop their capabilities, creativity, and skills in completing tasks.

2.4. Employee Performance

Performance is a crucial aspect of an organization, necessitating regular attention and evaluation. Through performance assessment, an organization can gauge the progress or decline in the work results achieved by its employees. According to Rivai (2017:138), performance is a form of tangible behavior demonstrated by an individual as a result of executing tasks aligned with their organizational role. Wilson (2018:231) defines performance as the level of work achievement attained by an individual, measured by quality and quantity against standards established by the organization. Based on these perspectives, performance can be understood as the work outcomes achieved by an individual in accordance with the demands and requirements of their job. Robbins (2018:480) states that employee performance is the result of an assessment of work execution based on pre-established criteria. Henry (2017:339) explains that employee performance refers to the work outcomes in terms of both quality and quantity achieved by an individual while carrying out their assigned tasks and responsibilities. Synthesizing these views, it can be concluded that employee performance represents work outcomes demonstrated through behavior and task achievement aligned with individual roles and responsibilities, thereby resulting in work that meets the standards and targets set by the organization. According to Mangkunegara (2017:70), employee performance indicators are as follows:

1) Work quality: the standard of the work produced by the employee, encompassing accuracy, neatness, and the ability to complete tasks according to established standards.
2) Work quantity: the volume of work an employee is able to complete within a specific timeframe, in accordance with targets set by the organization.

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3) Reliability: the employee's trustworthiness in completing tasks, taking responsibility for their work, and working consistently without constant supervision.
4) Attitude: the employee's behavior or conduct at work, such as discipline, cooperation, courtesy, and the ability to maintain good relationships with colleagues and superiors.

According to Suyadi (2017:27), employee performance indicators are as follows:

1) Effectiveness: the employee's ability to complete work efficiently and in alignment with the organization's established goals.
2) Responsibility: the employee's awareness in earnestly carrying out assigned tasks and obligations and completing them well.
3) Discipline: the employee's adherence to the rules, regulations, and working hours applicable within the organization.
4) Initiative: the employee's ability to act or take independent steps to complete work without always waiting for orders from superiors.

According to Wibowo (2018:141), employee performance indicators are as follows:

1) Feedback. This indicator creates opportunities for all employees to provide feedback to other organizational members, thereby helping to identify areas of individual, departmental, or organizational process performance that require improvement.
2) Absenteeism/attendance. The absenteeism rate is crucial for capacity planning processes, as it identifies the availability and skills of employees when needed. Measuring absenteeism also provides insight into employee morale and attitudes within the organization.
3) Motivation and commitment. Work motivation and commitment are crucial for maximizing potential achievement; organizational commitment and employee motivation represent significant contributions, as they demonstrate that employees are striving to the best of their ability in their work activities for the organization's benefit.
4) Employee productivity. Employee productivity is a measure of an employee's contribution to the organization and serves as a benchmark for identifying organizational efficiency and effectiveness.

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5) Employee satisfaction. Various assessment results indicate that increased employee satisfaction can lead to higher member satisfaction and increased organizational profits.

According to Robbins (2018:260), employee performance indicators are as follows:

1) Quality. Work quality is measured by an individual's perception of the quality of the work produced and the perfection of task execution relative to their skills and abilities.
2) Quantity. Quantity refers to the output produced, expressed in terms such as the number of units or the number of completed activity cycles.
3) Efficiency. Efficiency refers to the rate at which activities are completed within a specified timeframe, viewed in terms of coordination with output results and the maximization of time available for other activities.
4) Effectiveness. Effectiveness refers to the degree to which organizational resources (labor, funds, technology, raw materials) are utilized to maximize output per unit of resource usage.
5) Independence. Independence refers to the level of autonomy an individual possesses in carrying out their work tasks.
6) Work commitment. Work commitment refers to the degree of an individual's commitment to the organization and their sense of responsibility regarding their tasks.

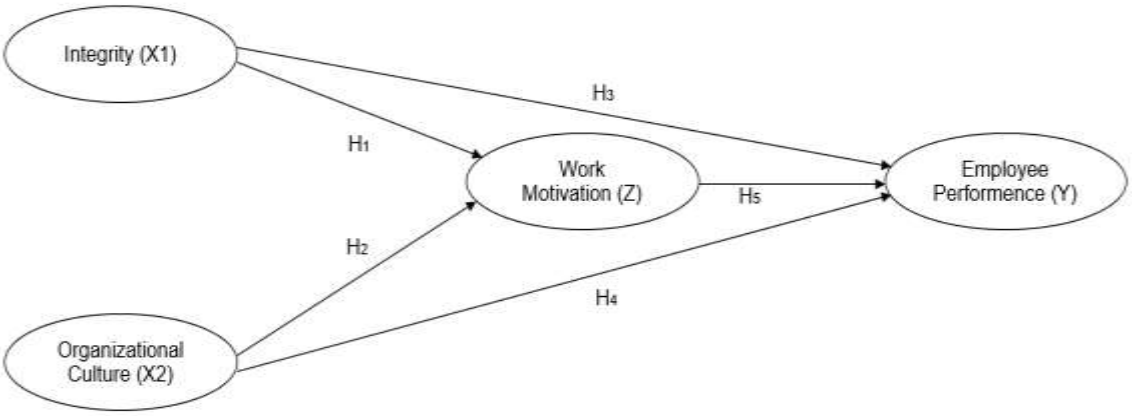


Figure 1. Research Conceptual Framework

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H1 : Integrity has a positive effect on work motivation.
H2 : Organizational culture has a positive effect on work motivation.
H3 : Integrity has a positive effect on employee performance.
H4 : Organizational culture has a positive effect on employee performance.
H5 : Work motivation has a positive effect on employee performance.

This study is a quantitative research project that examines and measures the influence between variables. It utilizes both primary and secondary data. Data collection was conducted via questionnaires using a 1–5 Likert scale. The study took place at KBPR Wedarijaksa, Pati Regency, with a sample of 115 respondents drawn from a population of 145 employees. Purposive sampling was employed, selecting participants based on specific criteria (employees who had worked at KBPR Wedarijaksa Pati for at least two years). Data analysis was performed using the SEM-AMOS method with Amos 24 software. The integrity variable was measured using the following indicators: principles, values, and beliefs (acting consistently with one's principles, values, and beliefs); truthfulness (speaking the truth); doing what is right (standing up for or having the courage to do what is right); promises (keeping promises or commitments); and prudence (exercising wisdom in decision-making). The organizational culture variable was measured using the following indicators: understanding of organizational vision and mission (comprehending the organization's vision and mission); innovation and risk-taking (ability to innovate and assess risks); attention to detail (focusing on small, specific details); aggressiveness (demonstrating drive and assertiveness in work); stability (maintaining stability in work); and outcome orientation (focusing on achieving results). The work motivation variable was measured using the following indicators: responsibility (taking responsibility for work); work achievement (attaining success in work); opportunities for advancement (having chances for growth and progress); cooperation (collaborating with fellow organizational members); performance recognition (receiving acknowledgment for work performed); and challenging work (undertaking tasks that challenge oneself). The employee performance variable is measured using the following indicators: Quality (the quality of an individual's work), Quantity (the volume of work completed), Effectiveness (the ability to work effectively), Efficiency (the ability to work efficiently regarding time), Responsibility (possessing a sense of responsibility in one's work), and Discipline (maintaining discipline in one's work).

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DISCUSSION

3.1. Research Results

Full measurement confirmatory factor analysis is the stage where all indicators constituting the latent variables are tested simultaneously. Initial test results indicate that the factor loadings for the indicators within the research constructs meet the established criterion of exceeding 0.7. However, the resulting model does not yet satisfy all goodness-of-fit criteria. Therefore, model modification is necessary taking into account model evaluation results and Modification Indices (MI) to obtain a measurement model that better aligns with the research data. This modification process is carried out in stages by eliminating indicators that contribute sub-optimally to construct formation or possess interrelationships that prevent the model from achieving the required level of goodness of fit. The corresponding diagram is presented below:

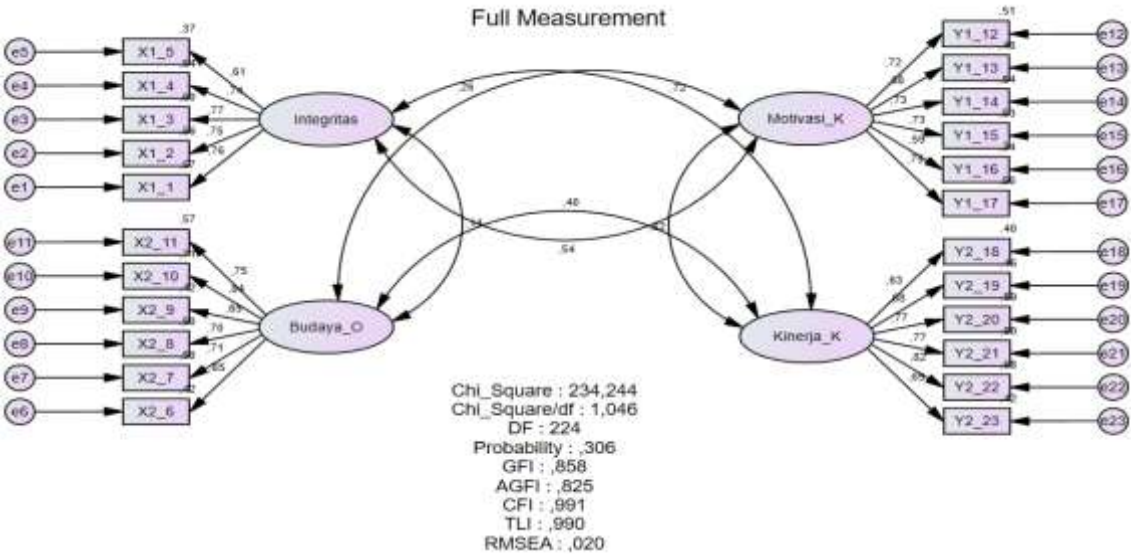


Figure 2. Initial Full Measurement

The test results indicate that there are still several indicators failing to meet the requirements and goodness-of-fit index criteria; therefore, modifications are necessary. These modifications involve removing indicators that do not meet the criteria, as well as those suggested by the Amos modification indices. The resulting modification model is shown in the following figure:

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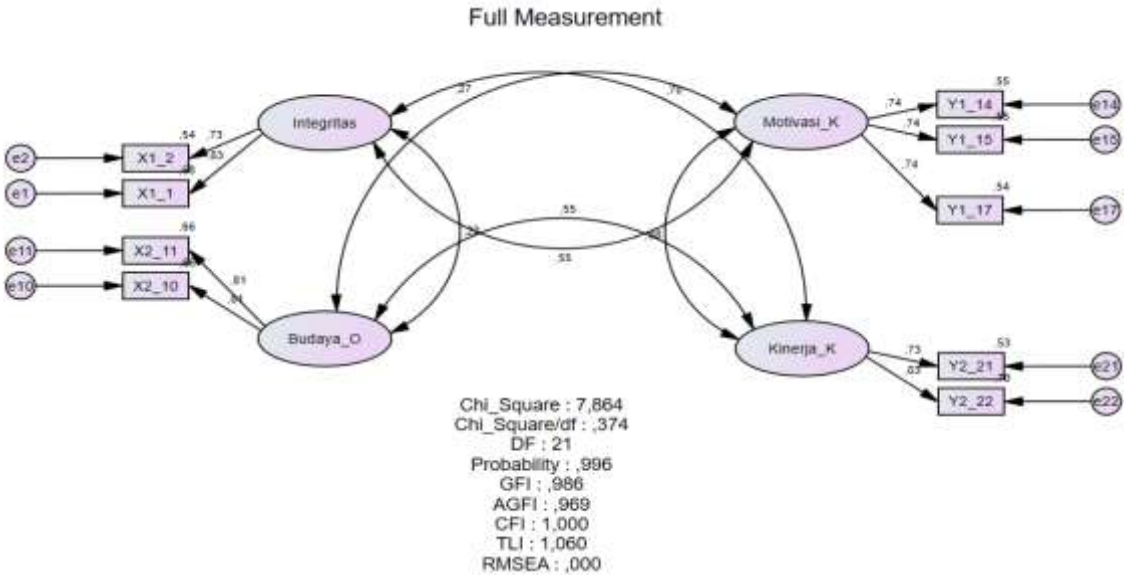


Figure 3. Modified Full Measurement

The indicators retained were found to be valid and reliable in representing their respective latent variables, allowing them to be used in the subsequent analysis stage. The assessment of validity and reliability is as follows:

Table 2. Validity and Reliability Tests

Variable	Item	Convergent Validity	AVE	Discriminat Validity	Construct Reliability	Result
Integrity	X1_1	,826	0,610	0,781	0,781	Validity & Reliability
	X1_2	,733				Validity & Reliability
Organizational Culture	X2_10	,814	0,659	0,812	0,812	Validity & Reliability
	X2_11	,810				Validity & Reliability
Work Motivation	Y1_14	,742	0,547	0,740	0,740	Validity & Reliability
	Y1_15	,741				Validity & Reliability

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Variable	Item	Convergent Validity	AVE	Discriminat Validity	Construct Reliability	Result
	Y1_17	,736				
Employee Performance	Y2_21	,730	0,614	0,784	0,784	Validity & Reliability
	Y2_22	,834				Validity & Reliability

Based on Table 4, it can be seen that all indicators exhibit convergent validity values exceeding the minimum threshold of 0.7. The AVE values for each construct are above 0.5. The discriminant validity values for all constructs also meet the required criteria, and Construct Reliability (CR) values exceed 0.7, indicating good reliability across all constructs. The measurement model meets the requirements and is therefore suitable for further analysis. The structural analysis is presented below:

Table 3. Squared Multiple Correlation Value

Variable	Value
Work Motivation	0,320
Employee Performance	0,932

In the first equation, the squared multiple correlation value is 0.320. This indicates that 32% of the work motivation variable is determined by the integrity and organizational culture variables, while the remaining 68% is determined by other variables not included in the study. In the second equation, the squared multiple correlation value is 0.932. This indicates that 93.2% of the employee performance variable is determined by the integrity, organizational culture, and work motivation variables, while the remaining 6.8% is determined by other variables not included in the study. The results of the Amos SEM model analysis are presented in the following figure:

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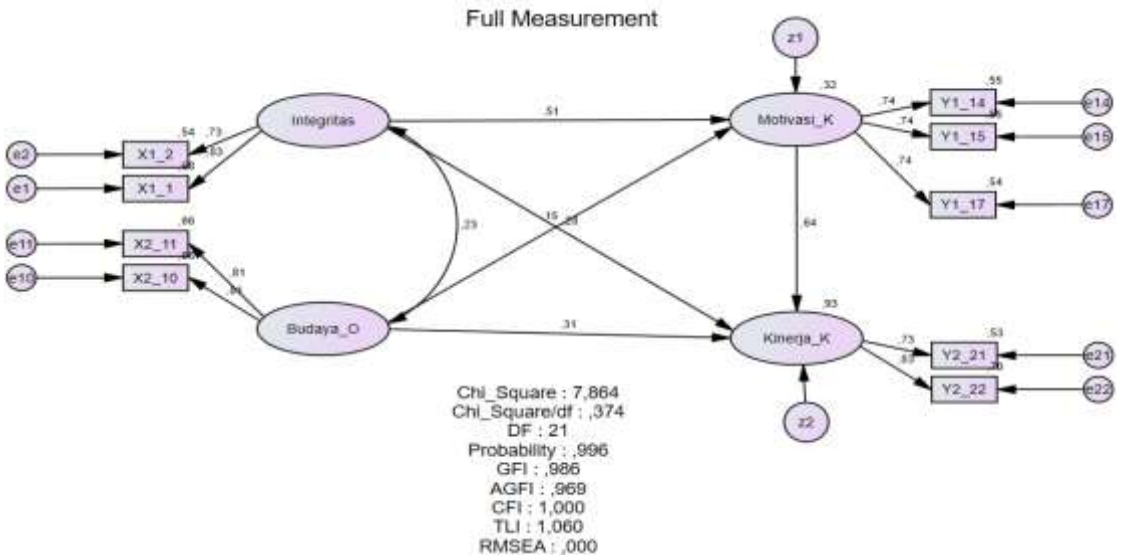


Figure 4. SEM Full Model Testing

The goodness-of-fit results for the Amos SEM modeling can be seen in the following table:

Table 4. Goodness of Fit

Index Information	Cut off Value	Result	Note
Chi Square	df = 71	7,864	*Good Fit*
CMIN/DF	≤ 2,00	0,374	*Good Fit*
Probability	≥ 0,05	0,996	*Good Fit*
GFI	≥ 0,90	0,986	*Good Fit*
AGFI	≥ 0,90	0,969	*Good Fit*
CFI	≥ 0,95	1,060	*Good Fit*
TLI	≥ 0,95	1,000	*Good Fit*
RMSEA	≤ 0,08	0,000	*Good Fit*

Based on Table 4, which presents the results of the model modification, the Goodness-of-Fit Index values (Chi-Square, CMIN/DF, Probability, GFI, AGFI, TLI, CFI, and RMSEA) met the required criteria, allowing for further analysis. Hypothesis testing was conducted by evaluating the Critical Ratio (C.R.) and the significance level (Probability/P) obtained from the Amos data analysis output. A hypothesis is considered accepted if the C.R. value exceeds 1.64 (one-tailed test) and significant if the P-value is less than 0.05. The table showing the test results is presented below:

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Table 5. Hypothesis Test

Variable		Variable	Estimate	CR	P	Result
Work Motivation	<---	Integrity	0,479	3,823	0,000	Accepted
Work Motivation	<---	Organizational Culture	0,157	1,314	0,189	Rejected
Employee Performance	<---	Integrity	0,215	2,503	0,012	Accepted
Employee Performance	<---	Organizational Culture	0,271	3,460	0,000	Accepted
Employee Performance	<---	Work Motivation	0,522	5,042	0,000	Accepted

Based on the table, the results of testing the five proposed hypotheses indicate that four hypotheses were accepted and one was rejected. The accepted hypotheses show that integrity has a positive and significant effect on work motivation, and that integrity, organizational culture, and work motivation have a positive and significant effect on employee performance. Meanwhile, the rejected hypothesis indicates that organizational culture has no effect on work motivation.

Table 6. Analysis of Direct and Indirect Effects

			Direct Effect	*Indirect Effect*	*Total Effect*	Result
Employee Performance	--	Integrity	,282	,328	,610	Mediating
Employee Performance	--	Organizational Culture	,315	,095	,410	Not Mediating

Based on the table above, the integrity variable's effect on employee performance shows a direct effect value of 0.282 and an indirect effect value of 0.328, resulting in a total effect of 0.610. It can be concluded that the direct effect value is smaller than the indirect effect value, meaning that the work motivation variable can serve as an intervening variable between integrity and employee performance. Based on the table above, the organizational culture variable's effect on employee performance shows a

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direct effect value of 0.315 and an indirect effect value of 0.095, resulting in a total effect of 0.410. It can be concluded that the direct effect value is greater than the indirect effect value, meaning that the work motivation variable cannot serve as an intervening variable between organizational culture and employee performance.

3.2. DISCUSSION

a. The Effect of Integrity on Work Motivation

Based on the hypothesis testing results for the structural model, it was found that integrity has a positive and significant effect on work motivation; thus, the proposed hypothesis is accepted. These results indicate that the higher the integrity possessed by employees, the higher their work motivation in carrying out tasks and responsibilities at Koperasi Bank Perekonomian Rakyat (KBPR) Wedarijaksa Pati. Integrity fosters trust, responsibility, and employee commitment to the organization, thereby driving higher work morale. These research results align with theories stating that integrity is a factor capable of enhancing work motivation. Employees with high integrity work honestly, responsibly, and consistently. This creates a work environment based on mutual trust, fostering the intrinsic motivation to deliver optimal performance. These findings also concur with previous studies indicating that integrity positively influences work motivation. The results show that the integrity indicators constituting the variable are limited to "principles, values, and beliefs" and "truth" "Principles, values, and beliefs" reflect an employee's ability to act consistently in accordance with their own principles, values, and beliefs while performing their duties. Employees who steadfastly uphold work principles demonstrate strong commitment and responsibility toward their tasks, and are driven to produce the best results. "Truth" refers to employee behavior characterized by always stating and conveying information that reflects the actual situation. Such honesty builds trust between employees and the organization as well as among colleagues creating a conducive work atmosphere and boosting work motivation.

Based on the descriptive analysis, the indicator with the highest mean score is "truth" (stating what is actually the case). This indicates that honesty is the most prominent behavioral trait among employees, effectively fostering mutual trust and enhancing work motivation. The indicator with the lowest mean score is "principles, values, and beliefs" (acting in accordance with principles, values, and beliefs). This suggests that employee consistency in applying work principles and values needs to be strengthened to further increase work motivation. The results of this study align with those of Aga et al. (2020) and Sarmidi et al. (2020), who examined the relationship

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between work integrity and work motivation among employees and found that work integrity has a positive and significant effect on work motivation. In contrast, a study by Petrus et al. (2019), which examined the same variables, found that work integrity had no effect on work motivation.

b. The Effect of Organizational Culture on Work Motivation

Hypothesis testing on the structural model revealed that organizational culture does not influence work motivation; consequently, the hypothesis positing that organizational culture affects work motivation was rejected. These results indicate that the organizational culture at Koperasi Bank Perekonomian Rakyat (KBPR) Wedarijaksa Pati has not yet succeeded in tangibly boosting employee work motivation. The strength or nature of the organizational culture is not the primary determinant of employee work motivation. Instead, motivation is driven by other factors such as compensation, rewards, career development opportunities, leadership style, workload, and individual needs. Employees continue to perform their duties in accordance with the targets, standard operating procedures, and responsibilities established by the organization. Organizational culture is viewed as an ingrained part of the work system a matter of habit and thus does not provide an additional stimulus for work motivation. Consequently, changes in organizational culture have not been accompanied by significant changes in work motivation. The organizational culture indicators constituting the variable are stability and outcome orientation. Stability reflects the organization's ability to create a consistent, orderly, and sustainable work environment that ensures smooth operational activities. Outcome orientation indicates that the organization prioritizes the achievement of work targets, the quality of results, and the effectiveness of task completion. These two indicators play a greater role in maintaining operational continuity than in generating the psychological drive for employees to work harder. This situation is one reason why organizational culture does not exert a significant influence on work motivation.

Descriptive analysis shows that outcome orientation is the indicator with the highest mean score. Employees demonstrate a strong commitment to achieving work targets and completing tasks according to organizational standards. This performance is driven more by job demands and professional responsibilities than by the prevailing organizational culture. Stability is the indicator with the lowest mean score; some employees do not yet fully perceive consistency in the work environment or certainty regarding the implementation of organizational policies. As a result, organizational stability has not become a factor that boosts work motivation. Ultimately, the

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organizational culture as a whole does not significantly influence employee work motivation. The results of this study align with those of Sholahuddin (2019) and Diah and Cici (2020), who examined the same variables organizational culture and work motivation using employee samples and found that organizational culture has a positive and significant effect on work motivation. In contrast, a study by Ilma et al. (2019), which examined the same variables, found that organizational culture had no effect on work motivation.

c. The Effect of Integrity on Employee Performance

Based on the hypothesis testing results from the structural model, it was found that integrity has a positive and significant effect on employee performance; thus, the proposed hypothesis is accepted. These results indicate that the higher an employee's integrity, the higher their performance. Integrity serves as a foundation for employees to carry out their work professionally, responsibly, and in accordance with organizational regulations. Employees with high integrity tend to maintain work quality, complete tasks on time, and fulfill responsibilities consistently. The research findings demonstrate that integrity can enhance employee performance by fostering trustworthy and responsible work behavior. Employees who uphold values of honesty and work principles are more disciplined in performing tasks, minimize errors, and maintain the quality of service provided to customers. This leads to increased work effectiveness and the achievement of organizational targets. These findings also support previous research stating that integrity is a key factor in improving employee performance. The indicators constituting the integrity variable are "principles, values, and beliefs" and "truth." The "principles, values, and beliefs" indicator shows that employees who work based on their convictions regarding principles and values are more consistent in performing tasks, adhering to organizational rules, and maintaining professionalism in their work. Applying these work principles supports the creation of high-quality, accountable work outcomes. The "truth" indicator reflects honest behavior in conveying information, preparing work reports, and performing tasks based on actual conditions. Such honesty helps reduce errors, fosters organizational trust, and facilitates coordination among employees, thereby making performance more effective.

Descriptive analysis results indicate that the indicator with the highest mean score is "truth" (telling the actual facts). This suggests that honesty has become a dominant work behavior among employees, thereby supporting accuracy in task execution, service quality, and organizational trust. The indicator with the lowest mean score is "principles, values, and beliefs" (acting in accordance with principles, values, and

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beliefs). This indicates a need to strengthen consistency in applying work principles and values so that every employee can maintain professionalism and achieve increasingly optimal performance. The results of this study align with those of research conducted by Rahma Sri and Syamsir (2020), Suparjo et al. (2020), and Sujiyanto (2017), which indicate that work integrity has a positive and significant effect on employee performance. In contrast, a study by Nenny and Rojuaniah (2023) which examined the same variables found that the integrity variable had no effect on employee performance.

d. The Effect of Organizational Culture on Employee Performance

Hypothesis testing on the structural model reveals that organizational culture has a positive and significant effect on employee performance; thus, the proposed hypothesis is accepted. These results indicate that the better the organizational culture implemented at Koperasi Bank Perekonomian Rakyat (KBPR) Wedarijaksa Pati, the better the resulting employee performance. Organizational culture shapes work habits that support the achievement of organizational goals through the application of mutually agreed-upon work values. A strong organizational culture provides guidelines for employees in performing their duties and making decisions. Organizational values that are understood and consistently applied foster disciplined work behavior, improve inter-departmental coordination, reduce errors, and accelerate task completion. These conditions lead to improvements in the quality, quantity, effectiveness, and sense of responsibility regarding work. These findings align with previous research stating that organizational culture is a factor capable of enhancing employee performance by fostering positive work behaviors. The indicators constituting the organizational culture variable are stability and results orientation. Stability reflects the organization's ability to maintain consistency in the implementation of policies, work procedures, and task allocation, ensuring that work is carried out in an orderly and controlled manner. This environment helps employees work more effectively, minimize errors, and maintain the quality of work outcomes. Results orientation reflects a work culture that emphasizes target achievement, timely task completion, and the quality of output. A focus on results encourages employees to optimize their use of time, skills, and resources, thereby achieving superior performance.

Descriptive analysis results indicate that results orientation is the indicator with the highest mean score. This suggests that the majority of employees are highly focused on achieving work targets and producing work that meets organizational standards. A results-oriented work culture contributes to increased productivity, effectiveness, and performance quality. Stability is the indicator with the lowest mean score, indicating a

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need to improve consistency in the application of work systems and organizational policies. Suboptimal organizational stability can hinder smooth coordination and the efficiency of work execution. Strengthening stability through the implementation of consistent work procedures and clear task allocation will support sustained improvements in employee performance. These findings align with research conducted by Kardinah and Cahyadi (2019) and Gilang and Elistia (2020), which examined the impact of organizational culture on employee performance and found a positive and significant effect. In contrast, a study by Ilma et al. (2019) examining the same variables found that organizational culture had no effect on employee performance.

e. The Effect of Work Motivation on Employee Performance

Based on the hypothesis testing results for the structural model, it was found that work motivation has a positive and significant effect on employee performance; thus, the proposed hypothesis is accepted. These results indicate that the higher the employees' work motivation, the higher their performance. Work motivation acts as a driving force for employees to perform tasks optimally, meet established targets, and make their best contributions to the organization. Work motivation plays a crucial role in enhancing employee performance by fostering enthusiasm, perseverance, and commitment to completing tasks. Highly motivated employees tend to be more focused on their duties, capable of overcoming various work-related challenges, and committed to maintaining the quality of their output. This drive leads to increased work effectiveness and productivity, thereby facilitating the better achievement of organizational goals. These findings align with previous studies indicating that work motivation is a key factor influencing improved employee performance. The indicators constituting the employee performance variable are responsibility and discipline. Responsibility reflects an employee's earnestness in executing tasks in accordance with the authority and obligations assigned by the organization. Employees with a strong sense of responsibility strive to complete work on time, maintain quality standards, and take accountability for their assigned duties. Discipline refers to employee adherence to the organization's rules, work procedures, and established regulations. Good discipline fosters orderliness in work execution, minimizes errors, and supports more effective and efficient performance.

Descriptive analysis results reveal that discipline is the indicator with the highest mean score. This indicates that the majority of employees comply with organizational rules, maintain punctuality, and follow established procedures, thereby supporting performance improvement. Responsibility is the indicator with the lowest mean score,

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suggesting a need to improve consistency among some employees regarding task completion and accountability. Strengthening the sense of responsibility through guidance, performance evaluation, and the delegation of greater trust is expected to sustainably enhance employee performance. The results of this study align with those of Ahmad and Yuwinta (2018), who examined the variable of work motivation in relation to employee performance and found that work motivation has a positive and significant effect on employee performance. In contrast, a study by Dwi et al. (2019) examining the same variable found that work motivation had no effect on employee performance.

f. The Effect of Integrity on Employee Performance with Work Motivation as a Mediator

The research results indicate that work motivation mediates the impact of integrity on employee performance. This suggests that higher levels of employee integrity manifested through consistency in upholding principles, honesty, responsibility, and commitment lead to increased work motivation. This heightened motivation drives employees to work more optimally, thereby resulting in improved performance. Analysis of the direct and indirect effects reveals that the indirect impact of integrity on employee performance via work motivation is smaller than its direct impact. These findings indicate that work motivation acts as a partial mediator. Integrity remains the primary factor directly contributing to enhanced employee performance, while work motivation serves as a mechanism that reinforces this relationship. Improving employee performance at the Wedarijaksa Pati People's Economy Bank Cooperative (Koperasi BPR) requires not only efforts to boost work motivation but also a foundation of strengthened integrity, achieved by embedding values such as honesty, consistency, responsibility, commitment, and work ethics into the execution of every task.

g. The Effect of Organizational Culture on Employee Performance with Work Motivation as a Mediator

The research results indicate that work motivation does not mediate the influence of organizational culture on employee performance. This is because organizational culture does not significantly affect work motivation; consequently, an improvement in organizational culture is not necessarily accompanied by an increase in employee work motivation. Work motivation cannot serve as a mechanism bridging the relationship between organizational culture and employee performance. These findings suggest that organizational culture plays a greater role in directly enhancing employee performance rather than doing so through work motivation. Based on the analysis of direct and indirect effects, the indirect influence of organizational culture on employee performance via

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work motivation is found to be smaller than its direct influence. This indicates that work motivation is not an intervening variable in the relationship between organizational culture and employee performance. Improving employee performance at Koperasi Bank Perekonomian Rakyat Wedarijaksa Pati is more effectively achieved by strengthening organizational culture such as by enhancing understanding of the organization's vision and mission, fostering an orientation toward results, innovation, and precision in work, and creating a work environment that supports the achievement of organizational goals.

CONCLUSION

Based on the results and discussion of this study, the following conclusions can be drawn: 1) Integrity has a positive and significant effect on employee work motivation at Koperasi Bank Perekonomian Rakyat Wedarijaksa Pati. This indicates that higher levels of employee integrity lead to higher levels of work motivation. 2) Organizational culture does not affect employee work motivation at Koperasi Bank Perekonomian Rakyat Wedarijaksa Pati. This indicates that organizational culture cannot enhance employee work motivation. 3) Integrity has a positive and significant effect on employee performance at Koperasi Bank Perekonomian Rakyat Wedarijaksa Pati. This indicates that higher levels of integrity lead to better employee performance. 4) Organizational culture has a positive and significant effect on employee performance at Koperasi Bank Perekonomian Rakyat Wedarijaksa Pati. This indicates that a stronger organizational culture leads to better employee performance. 5) Work motivation has a positive and significant effect on employee performance at Koperasi Bank Perekonomian Rakyat Wedarijaksa Pati. This indicates that higher work motivation leads to better employee performance. 6) Work motivation can serve as an intervening variable between integrity and employee performance at Koperasi Bank Perekonomian Rakyat Wedarijaksa Pati. 7) Work motivation cannot serve as an intervening variable between organizational culture and employee performance at Koperasi Bank Perekonomian Rakyat Wedarijaksa Pati. This may occur because organizational culture can directly influence employee performance without passing through work motivation.

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