Effects of Integrity and Achievement Motivation on Organizational Commitment and Performance of Employees of the Directorate General of Customs East Java Region I, Indonesia

Egip Nurjaman, Ida Aju Brahmasari, Ida Aju Brahma Ratih

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Keywords: integrity, achievement motivation, organizational commitment, employee performance.

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1. Introduction

The President of the Republic of Indonesia, Joko Widodo, at the time of his inauguration on October 20, 2019, conveyed the mandate that there would be a simplification of the bureaucracy, namely, structural positions that originally had echelon I to echelon II. The Directorate General of Customs and Excise is one of the leading agencies to simplify its bureaucracy. To support the eradication of corruption in Indonesia and achieve the goals of bureaucratic reform, Customs and Excise again participated in the assessment of the integrity zone development program toward a corruption-free area.

Performance management the Directorate General of Customs and Excise has used a performance management system, which is a system that has broad links to all employees at the Ministry of Finance. One of the crucial nodes in the performance management system is the Key Performance Indicators (KPI), where all employees of the Ministry of Finance must prepare their respective KPIs every year and input them into e-performance. A quality KPI has several criteria that must be contained, and the KPI must also be improved yearly.

The DGCE KPI Achievement data for 2019, 2020, and 2021 are already very good (Fig. 1). However, the authors highlight the Key Performance Indicators of the Customer Perspective, Internal Process Perspective and Learning and Growth Perspective, which have fluctuated, as is the case with the Stakeholder Perspective, which always increases.

DJBC’s KPI achievements have experienced ups and downs, as well as the steps taken by the Directorate General of Customs and Excise, who always make innovations to keep up with the times, and make improvisations and continuous improvements toward perfection. Broadly speaking, the author uses variables that are closely related to performance, namely:

1. Integrity (I)
2. Achievement Motivation (AM)
3. Organizational Commitment (OC)
4. Employee Performance (EP)

This study determines the effects of integrity and achievement motivation on organizational commitment and performance of the employee directorate general of customs in East Java region I.

2. Literature Review

2.1. Integrity

Integrity is a personal strength that forms a person who can be trusted by other parties or people so that the individual can achieve the goals set effectively. Integrity is the quality of being honest, trustworthy, sincere, and assertive. Integrity is also a condition that leads to cohesiveness and robust construction that cannot be divided - it is unity.

Integrity is the result of personal discipline, trust, inner self, and the decision to be completely honest in all situations in life. Meanwhile, [17] defines “Integrity as obedience to the values and ethics that a person believes and shapes his behavior as a human being with dignity and dignity.”

2.2. Achievement Motivation

The two-factor motivation theory, otherwise known as Herzberg's motivation-hygiene theory or dual-factor theory, argues that there are separate sets of mutually exclusive factors in the workplace that either cause job satisfaction or dissatisfaction [3] and [4]. [3] approached the question of motivation differently. By asking individuals what satisfies them on the job and what dissatisfies them, Herzberg concluded that aspects of the work environment that satisfies employees are very different from aspects that dissatisfy them [4]. Herzberg labeled factors causing dissatisfaction among workers as "hygiene" factors because they were part of the job's context, as opposed to the job itself. Hygiene factors include company policies, supervision, working conditions, salary, safety, and security on the job.

In contrast, motivators such as achievement, recognition, interesting work, increased responsibilities, advancement, and growth opportunities are intrinsic to the job. According to Herzberg's research, motivators are the conditions that genuinely encourage employees to try harder.

2.3. Organizational Commitment

Definitions of organizational commitment vary in studies. [5] suggested organizational commitment as a multidimensional concept is understood differently.

[1] and [7] developed a three-component model of organizational commitment. The model defines the three types of commitment: Affection for a job (affective commitment). Fear of loss (continuance commitment) and a sense of obligation to stay (normative commitment). This model proposes that the employee experiences organizational commitment as
three simultaneous mindsets encompassing affective, normative, and continuance organizational commitment.

Affective Commitment reflects commitment based on the emotional ties that the employee develops with the organization, primarily via positive work experiences. Normative Commitment reflects commitment based on perceived obligation toward the organization, for example, rooted in the norms of reciprocity. Continuance Commitment reflects commitment based on the perceived economic and social costs of leaving an organization. Researchers have used this model of commitment to predict important employee outcomes, including turnover, citizenship behavior, job performance, absenteeism, and tardiness [7]. [5] provided a comprehensive overview of the theoretical lineage of this model.

2.4. Employee Performance

[8] determines performance as the record of outcome produced on a specified job function or activity during a specified time.

Based on the performance theory of [8, p. 383], a conceptual definition of employee performance is compiled, which is the results achieved by employees on the implementation of the work they are responsible for and can show results and make valuable and efficient contributions to the organization as indicated by the quality of work, job knowledge, creativeness, cooperation, initiative, and personal qualities. The conceptual definition of employee performance is reduced to seven, namely:

1. The quantity of work dimensions is reduced to indicators:
   (a) Work targets,
   (b) Work targets, and
   (c) Work achievements.

2. Dimensions of Quality of work, reduced to indicators:
   (a) Work planning,
   (b) Work implementation, and
   (c) Work evaluation.

3. Job knowledge dimension, reduced to indicators:
   (a) Skills,
   (b) Abilities, and
   (c) Knowledge of work procedures.

4. Dimensions of creativeness, reduced to indicators: (a) Ideas,
   (b) Ideas, and
   (c) Actions.

5. The cooperation dimension is reduced to indicators of
   (a) Work engagement,
   (b) Concern for co-workers, and
   (c) Mutual understanding.

6. Initiative dimension, reduced to indicators:
   (a) Responsibility,
   (b) Morale, and
   (c) Work motivation

7. The dimensions of personal quality were revealed as indicators of
   (a) Friendliness,
   (b) Work behavior, and
   (c) Work discipline.

2.5. Hypotheses

H1: Integrity significantly affects the organizational commitment of the Directorate General of Customs, East Java Region, Indonesia.

H2: Achievement Motivation significantly affects the Organizational Commitment of the Directorate General of Custom, East Java Region, Indonesia.

H3: Integrity has a significant effect on Employee Performance on Employee Performance of the Directorate General of Custom, East Java Region, Indonesia.

H4: Achievement Motivation has a significant effect on Employee Performance of Directorate General of Customs East Java Region, Indonesia.

H5: Organizational Commitment significantly affects Employee Performance of Directorate General of Custom East Java Region, Indonesia.

3. Research Methodology

The research method used in this research is the explanatory method. Explanatory research is research used to obtain data from a specific place. However, the researcher does treatment in data collection, for example, by distributing questionnaires, tests, and interviews.

The population in this study was all non-administrative employees in the Regional Office of the Directorate General of Customs and Excise East Java I in Surabaya, in total 1,249 employees. The selection of this population location is based on the background of the existing problems and the largest performance target charged by the Head Office of the Directorate General of Customs and Excise. The number of samples in this study was set at 300 respondents.

The research model consists of an arrangement of logical constructs that explain the variables' dependencies. This model is formulated to describe the construct of logic flow for systematically examining empirical beliefs. The research model is presented in Fig. 2.

![Fig. 2 Research framework](image-url)
Researchers used SEM (Structural Equation Modeling) with AMOS and SPSS software to perform data processing and analysis. SEM is used in this study because it is considered more accurate, where researchers know the relationship between variables and the components that make up the variables and their magnitude.

Data were collected by distributing questionnaires to employees at the Regional Office of the Directorate General of Customs and Excise, East Java I, the sample size obtained by the researcher was 252 employees. The results of the descriptions of 252 employees by gender, age, and years of service are presented in the following Table 1.

<table>
<thead>
<tr>
<th>The Respondents' Profile</th>
<th>Description</th>
<th>Frequency</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>age</td>
<td>21 - 30 years</td>
<td>180</td>
<td>60.0</td>
</tr>
<tr>
<td></td>
<td>31 - 40 years</td>
<td>80</td>
<td>26.7</td>
</tr>
<tr>
<td></td>
<td>41 - 50 years</td>
<td>32</td>
<td>10.7</td>
</tr>
<tr>
<td></td>
<td>&gt; 50 years</td>
<td>8</td>
<td>2.7</td>
</tr>
<tr>
<td>Office</td>
<td>Regional Office</td>
<td>60</td>
<td>20.0</td>
</tr>
<tr>
<td></td>
<td>KPPBC Juanda</td>
<td>50</td>
<td>16.7</td>
</tr>
<tr>
<td></td>
<td>KPPBC Tanggung Perak</td>
<td>100</td>
<td>33.3</td>
</tr>
<tr>
<td></td>
<td>KPPBC Sidariojo</td>
<td>30</td>
<td>10.0</td>
</tr>
<tr>
<td></td>
<td>KPPBC Gresik</td>
<td>20</td>
<td>6.7</td>
</tr>
<tr>
<td></td>
<td>KPPBC Pasuruan</td>
<td>30</td>
<td>10.0</td>
</tr>
<tr>
<td></td>
<td>KPPBC Bojonegoro</td>
<td>6</td>
<td>2.0</td>
</tr>
<tr>
<td></td>
<td>KPPBC Madura</td>
<td>4</td>
<td>1.3</td>
</tr>
<tr>
<td>Class of employees</td>
<td>Young Registrar - II/a</td>
<td>45</td>
<td>15.0</td>
</tr>
<tr>
<td></td>
<td>Kindergarten Youth</td>
<td>70</td>
<td>23.3</td>
</tr>
<tr>
<td></td>
<td>Organizer. I - II/b</td>
<td>70</td>
<td>23.3</td>
</tr>
<tr>
<td></td>
<td>Regulator - II/c</td>
<td>34</td>
<td>11.3</td>
</tr>
<tr>
<td></td>
<td>Kindergarten manager I - II/d</td>
<td>34</td>
<td>11.3</td>
</tr>
<tr>
<td></td>
<td>Young Stylist - III/a</td>
<td>30</td>
<td>10.0</td>
</tr>
<tr>
<td></td>
<td>TK I - III/b. Young Stylists</td>
<td>23</td>
<td>7.7</td>
</tr>
<tr>
<td></td>
<td>Stylist - III/c</td>
<td>23</td>
<td>7.7</td>
</tr>
<tr>
<td></td>
<td>Kindergarten stylist I - III/d</td>
<td>3</td>
<td>1.0</td>
</tr>
<tr>
<td>Position</td>
<td>TK I - IV/b supervisor</td>
<td>2</td>
<td>0.7</td>
</tr>
<tr>
<td></td>
<td>Examiner</td>
<td>242</td>
<td>80.7</td>
</tr>
<tr>
<td></td>
<td>First Customs and Excise Inspector</td>
<td>44</td>
<td>14.7</td>
</tr>
<tr>
<td></td>
<td>Implementing Customs and Excise Inspector</td>
<td>7</td>
<td>2.3</td>
</tr>
<tr>
<td></td>
<td>Young Customs and Excise Inspector</td>
<td>5</td>
<td>1.7</td>
</tr>
<tr>
<td></td>
<td>Intermediate Customs and Excise Inspector</td>
<td>2</td>
<td>0.7</td>
</tr>
</tbody>
</table>

Table 1 shows that most employees at the Regional Office of the Directorate General of Customs and Excise, East Java I sampled in this study were aged 21–30 years (60 percent), came from the Tanjung Perak KPPBC office (33.3 percent), the employee group was the Kindergarten Young Manager I II/b and Regulating II/c (46.6 percent), and the position as an executor of the examiner (80.7 percent).

4. Results

4.1. Construct Validity

Construct validity is a test to determine how far the indicators measure the construct. In SEM, the construct validity test is performed out through convergent validity, with the rule of thumb that the construct meets convergent validity if the indicator on the construct has a standardized regression weight (factor loading) value above 0.50.

Table 2 Construct validity

<table>
<thead>
<tr>
<th>Variables</th>
<th>Indicators</th>
<th>Factor Loading</th>
<th>Decision</th>
</tr>
</thead>
<tbody>
<tr>
<td>I (X1)</td>
<td>Honesty (X1.1)</td>
<td>0.687</td>
<td>Valid</td>
</tr>
<tr>
<td></td>
<td>Trustworthy (X1.2)</td>
<td>0.762</td>
<td>Valid</td>
</tr>
<tr>
<td></td>
<td>Commitment (X1.3)</td>
<td>0.677</td>
<td>Valid</td>
</tr>
<tr>
<td></td>
<td>Consistency (X1.4)</td>
<td>0.727</td>
<td>Valid</td>
</tr>
<tr>
<td></td>
<td>Loyalty (X1.5)</td>
<td>0.696</td>
<td>Valid</td>
</tr>
<tr>
<td>AM (X2)</td>
<td>Needs for Achievements (X2.1)</td>
<td>0.747</td>
<td>Valid</td>
</tr>
<tr>
<td></td>
<td>Needs for Power (X2.2)</td>
<td>0.699</td>
<td>Valid</td>
</tr>
<tr>
<td></td>
<td>Needs for Affiliation (X2.3)</td>
<td>0.752</td>
<td>Valid</td>
</tr>
<tr>
<td>OC (Z)</td>
<td>Affective Commitment (Z.1)</td>
<td>0.648</td>
<td>Valid</td>
</tr>
<tr>
<td></td>
<td>Continuance Commitment (Z.2)</td>
<td>0.657</td>
<td>Valid</td>
</tr>
<tr>
<td>EP (Y)</td>
<td>Quantity of Work (Y.1)</td>
<td>0.688</td>
<td>Valid</td>
</tr>
<tr>
<td></td>
<td>Quality of Work (Y.2)</td>
<td>0.729</td>
<td>Valid</td>
</tr>
<tr>
<td></td>
<td>Job Knowledge (Y.3)</td>
<td>0.655</td>
<td>Valid</td>
</tr>
<tr>
<td></td>
<td>Creativeness (Y.4)</td>
<td>0.776</td>
<td>Valid</td>
</tr>
<tr>
<td></td>
<td>Corporation (Y.5)</td>
<td>0.652</td>
<td>Valid</td>
</tr>
<tr>
<td></td>
<td>Dependability (Y.6)</td>
<td>0.740</td>
<td>Valid</td>
</tr>
<tr>
<td></td>
<td>Initiative (Y.7)</td>
<td>0.523</td>
<td>Valid</td>
</tr>
<tr>
<td></td>
<td>Personal Qualities (Y.8)</td>
<td>0.585</td>
<td>Valid</td>
</tr>
</tbody>
</table>

The results of the evaluation of construct validity for each construct in Table 2 show that in the measurement model, each indicator produces a factor loading value greater than 0.50; so, these indicators are valid in forming the constructs of integrity, achievement motivation, organizational commitment, and employee performance, so that meet convergent validity.

4.2. Reliability Test

The results of the evaluation of construct reliability for each construct can be seen in Table 3.

Table 3 Construct reliability

<table>
<thead>
<tr>
<th>Constructs</th>
<th>Construct reliability</th>
<th>AVE</th>
<th>Decision</th>
</tr>
</thead>
<tbody>
<tr>
<td>Integrity (X1)</td>
<td>0.836</td>
<td>0.505</td>
<td>Reliable</td>
</tr>
<tr>
<td>Achievement Motivation (X2)</td>
<td>0.777</td>
<td>0.537</td>
<td>Reliable</td>
</tr>
<tr>
<td>Organizational Commitment (Z)</td>
<td>0.715</td>
<td>0.506</td>
<td>Reliable</td>
</tr>
<tr>
<td>Employee Performance (Y)</td>
<td>0.867</td>
<td>0.503</td>
<td>Reliable</td>
</tr>
</tbody>
</table>

Table 3 shows that each variable produces a construct reliability value greater than 0.70, so it can be concluded that these indicators are reliable in reflecting the constructs of integrity, achievement motivation, organizational commitment, and employee performance.

4.3. Coefficient of Determination (R²)

The results of the calculation coefficient of determination (R²) of the influence of variables in this study are presented in Table 4.
Table 4 Coefficient of determination (R²)

<table>
<thead>
<tr>
<th>Effect between variables</th>
<th>R²</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>X1, X2 → Z</td>
<td>R₂ = 0.365</td>
<td></td>
</tr>
<tr>
<td>X1, X2, Z → Y</td>
<td>R₂ = 0.502</td>
<td></td>
</tr>
</tbody>
</table>

Note: X1 – integrity; Z - organizational commitment; X2 - achievement motivation; Y - employee performance

Table 4 shows that the value of R² is 0.365, meaning that the percentage of the influence of integrity and achievement motivation on organizational commitment to employees of the Regional Office of the Directorate General of Customs and Excise East Java I is 36.5%, while other variables influence remaining 63.5%. The value of R² is 0.502, meaning that the percentage of the influence of integrity, achievement motivation, and organizational commitment on the performance of the employees of the Regional Office of the Directorate General of Customs and Excise, East Java I, is 50.2%. In comparison, other variables influenced remaining 49.8%.

4.4. Hypothesis Testing Result

In structural testing relationships, hypothesis testing is carried out to test the significance of the influence between variables, using the critical ratio (CR) and probability values (p-value). Whether or not there is a significant effect between variables using the provisions if the CR value is 1.96 or the p-value is 5% significance level, then it is decided that there is a significant effect between these variables; on the contrast, if the CR value < 1.96 or p-value > level 5%, it was decided that there was no significant effect between these variables.

![Structural model evaluation](image)

**Table 5 Testing of the direct effect**

<table>
<thead>
<tr>
<th>Direct effects</th>
<th>Std. estimate</th>
<th>CR</th>
<th>P</th>
<th>Decision</th>
</tr>
</thead>
<tbody>
<tr>
<td>I (X₁) → OC (Z)</td>
<td>0.440</td>
<td>5.626</td>
<td>0.000*</td>
<td>H₁ accepted</td>
</tr>
<tr>
<td>AM (X₂) → OC (Z)</td>
<td>0.369</td>
<td>4.805</td>
<td>0.000*</td>
<td>H₂ accepted</td>
</tr>
<tr>
<td>I (X₁) → EP (Y)</td>
<td>0.241</td>
<td>3.321</td>
<td>0.000*</td>
<td>H₃ accepted</td>
</tr>
<tr>
<td>AM (X₂) → EP (Y)</td>
<td>0.082</td>
<td>1.188</td>
<td>0.235*</td>
<td>H₄ rejected</td>
</tr>
<tr>
<td>OC (Z) → EP (Y)</td>
<td>0.525</td>
<td>5.252</td>
<td>0.000*</td>
<td>H₅ accepted</td>
</tr>
</tbody>
</table>

Notes: * Significant at the 0.05 level; ns - not significant

The following are the results of the path analysis of the indirect effect of integrity and achievement motivation on employee performance through organizational commitment mediation.

**Table 6 Testing of the indirect effect**

<table>
<thead>
<tr>
<th>Indirect Effect</th>
<th>Specific indirect effects (Bias-corrected percentile method)</th>
<th>Estimate</th>
<th>P-value</th>
<th>The type of mediation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Integrity → Organization Commitment → Employee Performance</td>
<td>0.231</td>
<td>0.004*</td>
<td>Partial mediation</td>
<td></td>
</tr>
<tr>
<td>Achievement Motivation → Organization Commitment → Employee Performance</td>
<td>0.194</td>
<td>0.016*</td>
<td>Fully mediation</td>
<td></td>
</tr>
</tbody>
</table>

Notes: * Significant at the 0.05 level; ns - not significant

Table 6 shows that organizational commitment can mediate the effect of integrity and achievement motivation on employee performance. This can happen because, empirically, the path through organizational commitment is significant. Organizational commitment partially mediates the influence of integrity on performance, meaning that building employees with integrity is already effective in improving performance. However, if it is accompanied by strengthening organizational commitment, employee performance will increase even more. Furthermore, organizational commitment fully mediates the effect of achievement motivation on employee performance, meaning that increasing employee motivation for achievement alone is still less effective in improving performance but must be accompanied by strengthening employee organizational commitment.

After analyzing the mediation effect or indirect effect, the total effect will be analyzed. The following results from calculating the total effect of integrity, achievement motivation, and organizational commitment on employee performance.

**Table 7 Testing of the total effect**

<table>
<thead>
<tr>
<th>Predictor variable</th>
<th>Analysis of total effect</th>
<th>Total effect</th>
<th>P-value</th>
<th>Rank</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Integrity (X₁)</td>
<td>0.472</td>
<td>0.013*</td>
<td>2</td>
<td></td>
</tr>
<tr>
<td>2. Achievement Motivation (X₂)</td>
<td>0.275</td>
<td>0.021*</td>
<td>3</td>
<td></td>
</tr>
<tr>
<td>3. Organizational Commitment (Z)</td>
<td>0.525</td>
<td>0.009*</td>
<td>1</td>
<td></td>
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The results of the comparison of the total effect value and the average value conclude that to improve employee performance, the priorities from the highest to the lowest are organizational commitment, integrity, and achievement motivation.

1) Organizational commitment is the variable that has the most significant impact on improving employee performance. Even though it is considered good, with an average of 4.13, strengthening organizational commitment will improve employee performance.

2) Integrity is the variable that has the second most significant impact on improving employee performance. Even though it is currently rated
excellent, with an average of 4.41, increasing employee integrity will improve employee performance.

3) Achievement motivation in total, still affects increasing performance. Currently, achievement motivation is still considered the lowest, with an average value of 3.99, so employee achievement motivation needs further improvement.

Through a simple simulation, if the organization has a target of increasing employee integrity to an average score of 4.66, increasing employee motivation to excel to an average score of 4.19, and strengthening employee organizational commitment to an average score of 4.43, employee performance will increase by 0.33 points. Currently, employee performance is worth an average of 4.39, so it will increase to an average of 4.72.

5. Discussion
The perceived integrity indicator with the highest level of approval is (honesty) with an average value of 4.70 (very high), meaning that employees at the Regional Office of the Directorate General of Customs and Excise East Java I have outstanding honesty behavior in conducting their work, and have excellent honesty in dealing with oneself, friends, and leaders. Furthermore, the perceived integrity indicator with the lowest level of approval is (commitment) with an average value of 4.26 (still in the very high category), which is about the commitment to work effectively in every work activity and the commitment to consider every problem rose. Happening in the organization becomes a problem as well.

The perceived organizational commitment indicator with the highest level of approval is (affection) with an average value of 4.48 (compelling), meaning that employees at the Regional Office of the Directorate General of Customs and Excise East Java I already feel very comfortable in the organization and feel very proud to be part of the organization. Furthermore, the perceived organizational commitment indicator with the lowest level of approval is (continuous) with an average value of 3.79 (still in the high category), which is about the desire to stay because of the need for income and still have a strong desire to continue working at this organization, because of the profits.

The perceived motivation indicator with the highest level of approval is (achievement need) with an average value of 4.30 (very high), meaning that employees at the Regional Office of the Directorate General of Customs and Excise East Java I have tried earnestly improving their performance and can be excited about enjoy the complex challenges at work. Furthermore, the perceived motivation indicator the lowest level of approval is (the need for power) an average value of 3.82 (still in the high category), which is about the feeling of enjoying the competition and winning and enjoying responsibility at work.

The perceived performance indicator with the highest level of approval is (initiative) with an average value of 4.66 (very high), meaning that employees at the Regional Office of the Directorate General of Customs and Excise East Java I have a very high sense of responsibility in conducting their duties and assigned job. Furthermore, the perceived performance indicator with the lowest level of approval is (creative) with an average value of 3.91 (still in the high category), namely, regarding new ideas to complete tasks more effectively and productively, as well as the willingness to provide creative ideas in organizations related to the implementation of tasks.

The parameter estimation results of the effect of integrity on organizational commitment show a significant effect with a CR value of 5.626 (greater than 1.96) and a significance value (p-value) of 0.000 (smaller than the 5% significance level). The resulting coefficient of influence is 0.440 (positive), meaning that the higher the employee's integrity, the stronger the organizational commitment. Thus, the first hypothesis, which states that integrity significantly affects organizational commitment to employees of the Regional Office of the Directorate General of Customs and Excise, East Java I, can be accepted (H1 is accepted). The results of this study are the same as those of the research [6] and [11] whose research results show that the integrity variable partially affects organizational commitment.

The results of the parameter estimation of the effect of achievement motivation on organizational commitment also show a significant effect with a CR value of 4.805 (greater than 1.96) and a significance value (p-value) of 0.000 (smaller than 5% significance level). The resulting coefficient of influence is 0.369 (positive), meaning that the higher the employee's motivation to excel, the stronger the organizational commitment. Thus, the second hypothesis, which states that achievement motivation significantly affects organizational commitment to employees of the Regional Office of the Directorate General of Customs and Excise, East Java I, is also acceptable (H2 is accepted). The results of this study are the same as those of research [2], which shows a significant effect of front-line employee work motivation on organizational commitment. However, this study's results differ from the results of [15], which prove that work motivation has no significant effect on employee organizational commitment.

The result of the parameter estimation of the effect of integrity on employee performance shows a significant effect with a CR value of 3.321 (greater than 1.96) and a significance value (p-value) of 0.000 (smaller than the 5% significance level). The resulting coefficient of influence is 0.241 (positive), meaning that the higher the integrity of the employee, the higher the performance. Thus, the third hypothesis, which
states that integrity significantly affects employee performance at the Regional Office of the Directorate General of Customs and Excise, East Java I, can be accepted (H3 is accepted). The results of this study are the same as those of research [16].

The results of the parameter estimation of the effect of achievement motivation on employee performance showed an insignificant effect, with a CR value of 1.188 (smaller than 1.96) and a significance value (p-value) of 0.235 (greater than the 5% significance level). The resulting coefficient of influence is only 0.082, meaning that the higher the employee's motivation to excel has yet to have a tangible impact on improving their performance. Thus, the fourth hypothesis, which states that achievement motivation significantly affects employee performance at the Regional Office of the Directorate General of Customs and Excise, East Java I, cannot be accepted (H4 is rejected). The results of this study are the same as those of [9], which proves that work motivation has no significant and negative effect on employee performance.

The estimation results of the parameter of organizational commitment on employee performance showed a significant effect with a CR value of 5.252 (greater than 1.96) and a significance value (p-value) of 0.000 (smaller than 5% significance level). The resulting coefficient of influence is 0.525 (positive), meaning that the stronger the employee's organizational commitment, the higher the performance. Thus, the fifth hypothesis, which states that organizational commitment significantly affects employee performance at the Regional Office of the Directorate General of Customs and Excise East Java I, can be accepted (H5 is accepted). The results of this study are the same as those of research [18], proving that organizational commitment directly affects performance. However, the results of this study differ from the research [14], which proves that there is a negative effect of organizational commitment on employee performance.

6. Conclusion and Suggestions

Integrity has a significant and positive effect on the organizational commitment of employees of the Regional Office of the Directorate General of Customs and Excise, East Java I. This study's results support the research results of [12].

Motivation has a significant and positive effect on the Organizational Commitment of Regional Office employees of the Directorate General of Customs and Excise East Java I. The results confirm the theory by [2] and support the research [2].

Integrity has a significant and positive effect on the performance of employees of the Regional Office of the Directorate General of Customs and Excise, East Java I. The results of the study confirm the theory by [21]. Moreover, it supports the results of research [19].

Motivation has no significant on the performance of employees of Regional Office employees of the Directorate General of Customs and Excise East Java I. The results of this study do not confirm the theory by [13] and do not support the research [10]. This study supports the results of [20].

Organizational Commitment significantly and positively affects employee performance at the Regional Office of the Directorate General of Customs and Excise, East Java I. The results confirm some theories and support the results of several studies.

Organizational commitment is the variable that has the greatest impact on improving employee performance. Even though it is currently considered good, strengthening employee organizational commitment will improve employee performance even better.

Organizational commitment might moderate the impact of integrity and achievement motivation on employee performance. This is feasible given how important the journey through organizational commitment is from an empirical perspective. Building employees with integrity is already successful in enhancing performance because organizational commitment partially mediates the impact of integrity on performance.

The effect of integrity, achievement motivation, and organizational commitment on the performance of employees of the Regional Office of the Directorate General of Customs and Excise East Java I was 50.2%, while other variables influenced the remaining 49.8%.

The leadership of the East Java I DJBC Regional Office as the primary mover of the organization has the sincerity to practice integrity through various opportunities, including the implementation of an integrity zone toward a Corruption-free Area (WBK) and a Clean and Serving Bureaucratic Area (WBBM), to prevent corruption within the bureaucracy. Through various designs and public policies that are oriented toward its prevention.

The leadership of the East Java I DJBC Regional Office should always motivate to increase employee confidence, enthusiasm, and optimism to build organizational commitment and achieve job satisfaction, which will increase employee performance. As the Head of the Regional Office of DJBC East Java I should evaluate the KPI prepared to get an accurate and relevant description of the performance to avoid demotivation for employees holding KPIs.

The findings obtained in this study can be used as input and consideration for developing the following research so that the development of science, especially human resource science, develops according to the development of time and era.
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