

Open Access Article



<https://doi.org/10.55463/issn.1674-2974.49.12.25>

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

Management, 17 August 1945 University Surabaya, Indonesia

Received: August 24, 2022 / Revised: October 21, 2022 / Accepted: November 23, 2022 / Published: December 30, 2022

Abstract: This study aims to describe a new influence of integrity and achievement motivation on organizational commitment and employee performance at the Directorate General of Customs and Excise of the East Java Regional Office. The study population was 1,168 non-structural position employees. Using the formula for SEM provisions, the number of samples was 300 respondents. The sampling method used in this study was proportional random sampling. The research design uses an explanatory approach. This study used the Likert scale and data analysis techniques using SEM with the AMOS software for variable measurements. The results showed that integrity and achievement motivation positively and significantly affected organizational commitment. Integrity has a positive and significant effect on employee performance, whereas the influence of achievement motivation is significant. Furthermore, organizational commitment has a positive and significant effect on employee performance. Organizational commitment is the variable that has the greatest impact on improving employee 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%.

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

誠信和成就動機對印度尼西亞東爪哇地區海關總署員工組織承諾和績效的影響

摘要：本研究旨在描述誠信和成就動機對東爪哇地區辦事處海關總署組織承諾和員工績效的新影響。研究人群為1,168名非結構性職位員工。使用掃描電鏡規定的公式，樣本數量為300名受訪者。本研究採用的抽樣方法為比例隨機抽樣。研究設計採用解釋性方法。本研究使用李克特量表和數據分析技術，使用掃描電鏡和阿莫斯軟件進行變量測量。結果表明，誠信和成就動機對組織承諾有積極和顯著的影響。誠信對員工績效有正向顯著影響，而成就動機的影響顯著。此外，組織承諾對員工績效有積極且顯著的影響。組織承諾是對提高員工績效影響最大的變量。誠信、成就動機和組織承諾對海關總署東爪哇I區域辦事處員工績效的影響為50.2%。

关键词：誠信、成就動機、組織承諾、員工績效。



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. Echelon V is simplified into two levels: echelon I and 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.

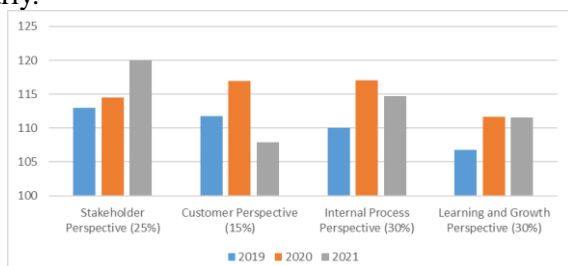


Fig. 1 DGCE KPI achievement data for 2019, 2020, and 2021

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,
 - (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.

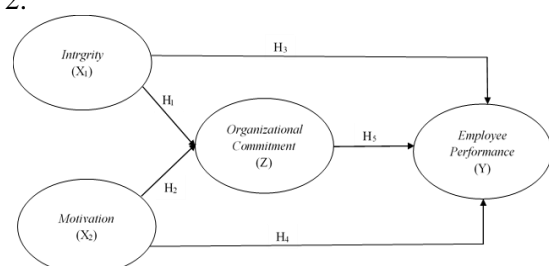


Fig. 2 Research framework

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 1 The respondents' profile

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

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

Variables	Indicators	Factor Loading	Decision
I (X1)	Honesty (X1.1)	0.687	Valid
	Trustworthy (X1.2)	0.762	Valid
	Commitment (X1.3)	0.677	Valid
	Consistency (X1.4)	0.727	Valid
	Loyalty (X1.5)	0.696	Valid
AM (X2)	Needs for Achievements (X2.1)	0.747	Valid
	Needs for Power (X2.2)	0.699	Valid
	Needs for Affiliation (X2.3)	0.752	Valid
OC (Z)	Affective Commitment (Z.1)	0.648	Valid
	Continuance Commitment (Z.2)	0.657	Valid
	Normative Commitment (Z.3)	0.719	Valid
EP (Y)	Quantity of Work (Y.1)	0.688	Valid
	Quality of Work (Y.2)	0.729	Valid
	Job Knowledge (Y.3)	0.655	Valid
	Creativeness (Y.4)	0.776	Valid
	Corporation (Y.5)	0.652	Valid
	Dependability (Y.6)	0.740	Valid
	Initiative (Y.7)	0.523	Valid
	Personal Qualities (Y.8)	0.585	Valid

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

Constructs	Construct reliability	AVE	Decision
Integrity (X1)	0.836	0.505	Reliable
Achievement Motivation (X2)	0.777	0.537	Reliable
Organizational Commitment (Z)	0.715	0.506	Reliable
Employee Performance (Y)	0.867	0.503	Reliable

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 (R^2)

The results of the calculation coefficient of determination (R^2) of the influence of variables in this study are presented in Table 4.

Table 4 Coefficient of determination (R²)

Effect between variables	R ²
X1, X2 → Z	R _Z ² = 0.365
X1, X2, Z → Y	R _Y ² = 0.502

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

Table 4 shows that the value of R_Z² 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 R_Y² 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.

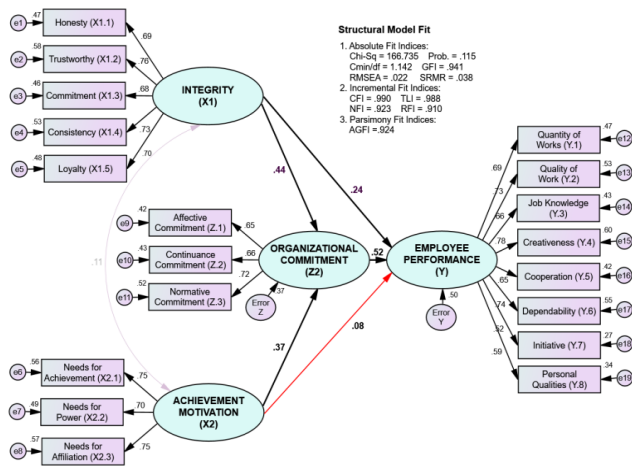


Fig. 3 Structural model evaluation

Table 5 Testing of the direct effect

Direct effects	Std. estimate	CR	P	Decision
I (X ₁) → OC (Z)	0.440	5.626	0.000*	H ₁ accepted
AM (X ₂) → OC (Z)	0.369	4.805	0.000*	H ₂ accepted
I (X ₁) → EP (Y)	0.241	3.321	0.000*	H ₃ accepted
AM (X ₂) → EP (Y)	0.082	1.188	0.235 ^{ns}	H ₄ rejected
OC (Z) → EP (Y)	0.525	5.252	0.000*	H ₅ accepted

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

Indirect Effect	Specific indirect effects (Bias-corrected percentile method)		
	Estimate	P-value	The type of mediation
Integrity → Organizational Commitment → Employee Performance	0.231	0.004*	Partial mediation
Achievement Motivation → Organizational Commitment → Employee Performance	0.194	0.016*	Fully mediation

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

Predictor variable	Analysis of total effect		
	Total effect	P-value	Rank
1. Integrity (X1)	0.472	0.013*	2
2. Achievement Motivation (X2)	0.275	0.021*	3
3. Organizational Commitment (Z)	0.525	0.009*	1

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 (affective) 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 theory of [17] 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 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.

References

- [1] ALLEN N.J., and MEYER J.P. The measurement and antecedents of affective, continuance, and normative commitment to the organization. *Journal of Occupational Psychology*, 1990, 63(1): 1-18.
- [2] AL-MADI F.N., HUSAM A.L., FAIZ S., and DIA Z. *The Impact of Employee Motivation on Organizational Commitment. European Journal of Business and Management*, 2017, 9(15).
- [3] HERZBERG F.I. *Work and the nature of man*. World Publishing, New York, 1966.
- [4] HERZBERG F., MAUSNER B., and SNYDERMAN B. *The motivation to work*. (2nd ed.). John Wiley, 1959.
- [5] MEYER J.P., and ALLEN N.J. (1997) *Commitment in the workplace: Theory, research and application*. Thousand Oaks, CA: Sage.
- [6] CHALISTYA Y.A., SUPADI S. and PUTRAWAN I.M. The Effect of Personality and Integrity to Affective Organizational Commitment. *International Journal of Engineering Technologies and Management Research*, 2020, 6(1): 84-93.
DOI:10.29121/ijetmr.v6.i1.2019.348
- [7] MEYER J.P., STANLEY D.J., HERSCOVITCH L., and TOPOLNYTSKY L. Affective, continuance, and normative commitment to the organization: A metaanalysis of antecedents, correlates and consequences. *Journal of Vocational Behavior*, 2002, 61: 20-52.
- [8] BERNARDIN H., and RUSSEL J. *Human Resource Management and Experimental approach*. McGraw Hill, Singapore, 2013.
- [9] LUHUR R.Y. The Influence of Leadership, Work Motivation and Work Environment on Employee Performance at the Supervision and Examination Bureau of PT Bank Panin TBK. *Journal of Applied Industrial Engineering*, 2014, 6(3): 327-344.
- [10] ASTUTI W.S., SJAHRUDDIN H., and PURNOMO S. Effect of Reward and Punishment on employee performance. *Journal of Organization and Management*, 2018, 1(1): 31-46.
- [11] FERDELI Z., WAGIARTO H., and LUKMAN H. Effect of Employee Empowerment and Integrity on Company Performance through Organizational Commitments as Mediation. *IAR Journal of Humanities and Social Science*, 2020, 1(3).
DOI: 10.47310/iarjhss.2020.v01i03.004
- [12] GEA A. (2016) Personal Integrity and Leadership. *Journal Humaniora*, 2016, 7(3).
- [13] MANGKUNEGARA A.P. *Company Human Resources*. Rosdakarya Youth, Bandung, 2017.
- [14] MEKTA Q.H and SISWANTO. The Effect of Job Satisfaction and Organizational Commitment on Employee Performance at PT Indra Kelana Yogyakarta. *Profita Journal*, 2017, 2.
- [15] PURNAMA I., ASMARA N., and KOMARA H. The Influence of Leadership Style, Work Motivation, and work Environment on job Satisfaction and Employee Organizational Commitment in Pelita Indonesia Pekanbaru College. *Procuratio: Scientific Journal of Management*, 2019, 7(2): 222-237.
- [16] RAHIM N.A.A., OMAR K., and KAMARUDDIN S.N.A.A. Integrity and Employee Job Performance. *Journal of Critical Reviews*, 2020, 7(16): 517-521.
- [17] RIVAI V., RAMLY M., MUTIS T., and ARAFAH W. *Human resource management for companies from theory to practice*. PT Raja Grafindo Persada, Jakarta, 2016.
- [18] SUHARTO S., and HENDRI N. The Impact of Organizational Commitment on Job Performance. *International Journal of Economics and Business Administration*, 2019, 7(2): 189-206.
- [19] SUKMANA D.T., and INDARTO. The Influence of Leadership and Integrity on the Performance of Police Members through Job Satisfaction as Intervening Variables. *Journal of Economics and Business Research*, 2018, 11(2): 128-141. DOI: 10.26623/jreb.v11i2.1081
- [20] SALAWANGI G.E., KOLIBU F.K., and WOWOR R. The Relationship between Work Motivation and Nurse Performance at the Liun Kendage Tahuna Hospital Inpatient Installation, Sangihe Regency. *Journal of Health*, 2018, 7(5): 1-9.
- [21] YENDRAWATI R., and NARASTUTI N.R. (2014) The Influence of Integrity, Objectivity, Confidentiality, and Competence on Government Auditor Performance. *Journal of Accounting and Investment*, 15(1): 28-35.
<https://journal.umy.ac.id/index.php/ai/article/view/1313>

參考文:

- [1] ALLEN N.J. 和 MEYER J.P. 對組織的情感、持續性和規範性承諾的測量和前因。職業心理學雜誌, 1990, 63(1): 1-18.
- [2] AL-MADI F.N., HUSAM A.L., FAIZ S. 和 DIA Z. 員工激勵對組織承諾的影響。歐洲商業與管理雜誌2017, 9(15).
- [3] HERZBERG F.I. 工作與人的本性。世界出版社, 紐約, 1966年。
- [4] HERZBERG F., MAUSNER B. 和 SNYDERMAN B. 工作動機。(第2版)。約翰·威利, 1959年。
- [5] MEYER J.P. 和 ALLEN N.J. (1997) 工作場所的承諾: 理論、研究和應用。加利福尼亞州千橡市: 智者。
- [6] CHALISTYA Y.A., SUPADI S. 和 PUTRAWAN I.M. 人格和誠信對情感組織承諾的影響。國際工程技術與管理研究雜誌, 2020, 6(1): 84-93.
DOI:10.29121/ijetmr.v6.i1.2019.348
- [7] MEYER J.P., STANLEY D.J., HERSCOVITCH L. 和 TOPOLNYTSKY L. 對組織的情感、延續和規範承諾: 對前因、關聯和後果的薈萃分析。職業行為雜誌, 2002, 61: 20-52.
- [8] BERNARDIN H. 和 RUSSEL J. 人力資源管理和實驗方法。麥格勞希爾, 新加坡, 2013年。
- [9] LUHUR R.Y. 領導力、工作動機和工作環境對有限公司泛寧銀行TBK 監督檢查局員工績效的影響。應用工業工程學報, 2014, 6(3): 327-344.
- [10] ASTUTI W.S., SJAHRUDDIN H. 和 PURNOMO S. 獎懲對員工績效的影響。組織與管理學報, 2018, 1(1): 31-46.
- [11] FERDELI Z., WAGIARTO H. 和 LUKMAN H. 通過組織承諾作為中介, 員工授權和誠信對公司績效的影響。投資回報率人文社會科學雜誌, 2020, 1(3). DOI:

10.47310/iarjhss.2020.v01i03.004

[12] GEA A. (2016) 個人誠信和領導力。人文雜誌, 2016, 7(3).

[13] MANGKUNEGARA A.P. 公司人力資源。羅斯達卡里亞青年, 萬隆, 2017年。

[14] MEKTA Q.H 和 SISWANTO. 工作滿意度和組織承諾對有限公司因陀羅克拉那日惹員工績效的影響。利潤雜誌, 2017, 2.

[15] PURNAMA I、ASMARA N. 和 KOMARA H. 領導風格、工作動機和工作環境對印尼燈北乾巴魯學院工作滿意度和員工組織承諾的影響。管理：管理科學雜誌, 2019, 7(2): 222-237.

[16] RAHIM N.A.A.、OMAR K. 和 KAMARUDDIN S.N.A.A.

誠信和員工工作績效。批判性評論雜誌, 2020年, 7(16) : 517-521。

[17] RIVAI V.、RAMLY M.、MUTIS T. 和 ARAFAH W. 公司人力資源管理從理論到實踐。有限公司格拉芬多佩薩達國王, 雅加達, 2016年。

[18] SUHARTO S. 和 HENDRI N. 組織承諾對工作績效的影響。國際經濟與工商管理雜誌, 2019, 7(2): 189-206.

[19] SUKMANA D.T. 和 INDARTO. 通過工作滿意度作為乾預變量, 領導力和誠信對警察績效的影響。經濟與商業研究雜誌, 2018年, 11(2) : 128-141. DOI: 10.26623/jreb.v11i2.1081

[20] SALAWANGI G.E.、KOLIBU F.K. 和 WOWOR R. 三義河縣獅子塔胡納劍術醫院住院部工作動機與護士績效之間的關係。健康雜誌, 2018, 7(5): 1-9.

[21] YENDRAWATI R. 和 NARASTUTI N.R. (2014) 誠信、客觀、保密和能力對政府審計員績效的影響。會計與投資雜誌, 15(1): 28-35.

<https://journal.umy.ac.id/index.php/ai/article/view/1313>