
The Influence of Integrity, Organizational Culture and Employee Engagement on Staff performance And Its Impact on Banda Aceh High Court Jurisdiction Performance

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Abstract

This research aims to examine the integrity, organizational culture, and employee engagement role in staff performance and their impact on the Banda Aceh High Court Jurisdiction performance. The population was all employees of the Banda Aceh High Court Jurisdiction, totaling 22 First Level Courts totaling 579 employees. Sampling used proportional stratified random sampling technique, and the number was determined using the Slovin formula so that a total of 236 people were obtained. Data were collected by distributing questionnaires to all research samples. The research data were analyzed using the SPSS, AMOS and Sobel calculator. The results prove that the conditions of Banda Aceh High Court Jurisdiction performance, Staff performance, Integrity, Organizational Culture, and Employee Engagement at the Banda Aceh High Court Jurisdiction are good; directly Integrity significantly affected staff performance, culture significantly affected staff performance, engagement significantly affected staff performance, integrity did not significantly affect Banda Aceh High Court Jurisdiction performance, culture significantly affected Banda Aceh High Court Jurisdiction performance, attachment did not significantly affect Banda Aceh High Court Jurisdiction performance, staff performance influences Banda Aceh High Court Jurisdiction performance; indirectly Integrity significantly affected Banda Aceh High Court Jurisdiction performance through staff performance as a full mediator, culture significantly affected Banda Aceh High Court Jurisdiction performance through staff performance as a partial mediator, and engagement significantly affected Banda Aceh High Court Jurisdiction performance through staff performance as a full mediator. These findings validate that the model for improving organizational performance at the Banda Aceh High Court Jurisdiction is a function of strengthening integrity, conformity to organizational culture, strengthening engagement, and improving staff performance.

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

1. Introduction

The jurisdiction of the Banda Aceh High Court is a work unit (Satker) under the Supreme Court of the Republic of Indonesia which has the duty and authority to try criminal cases and civil cases at the appellate level, to try at the first and final levels of jurisdiction over disputes

between the District Courts in their jurisdiction. Administratively, the Banda Aceh High Court Jurisdiction oversees 22 (twenty-two) District Courts spread across all districts/cities in Aceh Province. In carrying out his duties and functions as the vanguard of the Supreme Court of the Republic of Indonesia, integrity and trust from his Human Resources are needed in realizing the vision and mission of the High Court. However, it cannot be denied that along with the development of the era, lifestyle also greatly affects the performance and reputation of a person or organization. One of the Human Resources that plays a very important role in carrying out the duties and functions to support the realization of the vision and mission of the Court is the Performance of the Court, both the Court of First Instance and the Court of Appeal. The good or bad performance of the court organization within the jurisdiction of the Banda Aceh High Court can be seen from the value of the performance of each unit.

Table 1. Performance Value of All Work Units in Banda Aceh High Court Jurisdiction

No	Work unit	2021	2020	2019	2018
1	Banda Aceh District Court	73.65	80.39	73.63	80.85
2	Sabang District Court	70	77.47	73.63	77.84
3	Sabang District Court	69.6	79.57	76.7	79.18
4	Bireuen District Court	78	78.79	76.09	76.94
5	Lhok Sukon District Court	67.45	72.06	75.29	80.12
6	Lhokseumawe District Court	73.8	80.62	81.23	80.45
7	Takengon District Court	74.9	80.47	80.58	72.65
8	Langsa District Court	74.5	80.37	80.44	82.06
9	Idi District Court	61.85	79.44	78.79	75.73
10	Kuala Simpang District Court	74.65	70.46	70.62	71.67
11	Blangkajeren District Court	70.35	77.84	78.41	80.23
12	Kutacane District Court	59.65	70.6	52.06	35.24
13	Meulaboh District Court	69.3	70.32	63.84	61.92
14	Calang District Court	75.9	80.81	83.5	87.19
15	Sinabang District Court	69.9	78.07	79	77.66
16	Tapak Tuan District Court	75.6	72.17	76.81	77.24
17	Singkil District Court	70.95	73.94	71.29	63.42
18	Jantho District Court	64.2	72.06	74.93	80.42
19	Blangpidie District Court	69.9	77.16	59.86	
20	Meureudu District Court	60.65	70.61	70.6	
21	Suka Makmue District Court	70.05	74.87	70.69	
22	Simpang Tiga Redelong District Court	76.56	75.1	73.94	80.55

Source: Program Plan and Budget Section of Banda Aceh High Court Jurisdiction (2023)

Table 1 above shows the average performance of all work units at the Banda Aceh High Court Jurisdiction decreased in 2021. This shows that the organization's performance is not optimal. one of the factors that led to the decline in organizational performance is staff performance (Fachreza, Musnadi, & Shabri, 2018). This will have a very significant impact on the success of an organization. The current condition of the Supreme Court is being scrutinized by the

many OTT (Catching Operations) that have taken place. This causes the level of public trust in the judiciary to decrease. Therefore, the OTT incident is "homework" for the Supreme Court and the judiciary under it to be able to restore public trust. To gain the public's trust, the steps taken to gain the public's trust are by improving the quality of service and changing the mindset of the court apparatus. Some of the breakthroughs echoed by the Supreme Court and the Judicial Bodies under it, such as Quality Assurance Accreditation are not just about obtaining certificates or recognition, the development of One Stop Services (PTSP), electronic-based courts (e-court), is a real step in improving the quality of service.

However, it cannot be denied that the rise of OTT that has occurred in officials and apparatus in government agencies, including the Supreme Court, has greatly disrupted organizational reputation and public trust. It can also be seen that at this time the state apparatus is showing a lifestyle that looks hedonic. The Supreme Court of the Republic of Indonesia is currently incessantly promoting integrity in the organizational structure. Some things that can affect organizational performance are integrity and culture. Integrity is very important and instilled in the individual. What's more, for the culture internalization process, if employees feel part of the organization and accept the culture, they will feel more connected, and easier to work well. This results in attachment between employees and their organization. These engagements also influence how the organization performs. When employees feel happy and enthusiastic at work, it can be called part of the success in growing employee engagement. Highly enthusiastic workers tend to do well because they are happy and do not feel forced. This will help the organization perform better.

2. Literature

Organizational Performance

Organizational performance is the totality of work results achieved by an organization. The performance can be seen from the extent to which the organization can achieve goals based on predetermined goals (Surjadi, 2009). Organizational performance is the achievement of the goals of the organization concerned (Thoha, 2012). The Organizational Performance Level illustrates how far a private or business organization is, so determining indicators that are built is relatively easier than public organizations because business organizations usually aim to get the maximum profit. Performance is the level of implementation to realize the target to meet public needs. In this article, the performance of the organization will also often be referred to as the Performance of the Banda Aceh High Court Jurisdiction to represent the subject where research is carried out. The mention of "organizational" will be general and "Banda Aceh High Court Jurisdiction" will be specific to the cases in this article.

Employee/Staff performance

Every employee/staff in the organization is required to make a positive contribution through good performance (Gibson et al., 2012). Performance is an organizational behavior that is directly related to the production of goods or the delivery of services (Admin_prokomsetda, 2019). (Kustini, Utami, Sunarsi, & Nurjaya, 2021), (Putri, 2020) and (Lilyana, Yusa, & Yatami, 2021) have the same opinion which states that performance is the result of work that has been achieved by completing the tasks and responsibilities that have been given within a certain

period. (Aziz & Fauzah, 2018), (Farisi, Irnawati, & Fahmi, 2020) and (Arisanti, Santoso, & Wahyuni, 2019) states that performance is the willingness of a person or a group to carry out activities and perfectly them following their responsibilities with the expected results. Analysis from (Prawirosentono, 2010), (Edison et al., 2016), and (Idowu, 2017), argues that the performance appraisal system is quite effective in offering a comprehensive analysis of Staff performance. Performance is the success of a person as a whole during a certain period (Zainal, Hadad, & Ramly, 2019).

Integrity

(Gea, 2014) stating integrity is something directly related to individuals, not to groups or organizations. A person with integrity is someone who can be relied upon, trusted, or emulated. (Putra, 2021) concluded that integrity has a positive effect on performance. However (Arini, 2010) disclosing integrity has no significant effect partially on performance. According to (Wetik, Dammar, & Tamsah, 2018) Integrity requires an employee to be honest, courageous, wise, and responsible in carrying out his duties and responsibilities. Temporary Mulyadi (2015) defines integrity as an element of character that underlies professional recognition. Integrity is the quality that underlies public trust and is a benchmark and underlies public trust in examining the decisions it makes. From the several definitions of the experts above regarding integrity, it reveals that integrity is an attitude that can underlie public trust in examining decisions taken and is an attitude that underlies a sense of professionalism.

Organizational culture

(Fachreza et al., 2018), organizational culture is increasingly developing in line with the increasing climate dynamics within the organization. (Taurisa & Ratnawati, 2012) defines organizational culture as a system of shared meaning held by members that distinguish the organization from other organizations. Organizational culture represents a common perception of the members of the organization. (Nelfianti, Yuniasih, & Wibowo, 2018) and (Robbins & Judge, 2017) argue that culture is the whole of human life which consists of various equipment and consumer goods, various regulations for public life, ideas and results of human work, beliefs, and humane habits. Culture is an all-encompassing complex combination consisting of knowledge, beliefs, art, morals, law, customs, habits, and various other capabilities as well as any habits acquired by a human being as part of a public. In this article, organizational culture will often be referred to simply as "culture".

Employee Engagement

An understanding explained by (Brunetto, Shacklock, Teo, & Farr-Wharton, 2014) and (David, David, Puspasari, & Puspitasari, 2016) regarding employee engagement, namely the intensity with which individuals who are actively involved in their work identify themselves psychologically towards their work and realize that their work performance is very important for their self-esteem. Employee engagement is the positive attitude that employees have toward business goals to realize good organizational performance which is supported by their performance (Sarangi & Vats, 2015). Another definition that explains employee engagement (Sidhu, 2012) is a process of involving employees at all levels of the organization in decision-making and problem-solving. (Albrecht, 2010), (Field & Buitendach, 2010) and (Risher, 2010)

revealed employee engagement is an idea in organizational behavior that becomes an attraction that arises because it influences the overall organizational performance of the organization. (Macey & Schneider, 2008) and (Thomas, 2012) state employee engagement is in the form of an interaction between an individual and his work environment. In this article, employee engagement will often be referred to simply as "engagement"

Paradigm and Hypothesis

The conceptual framework and the hypothesis of this research are written below.

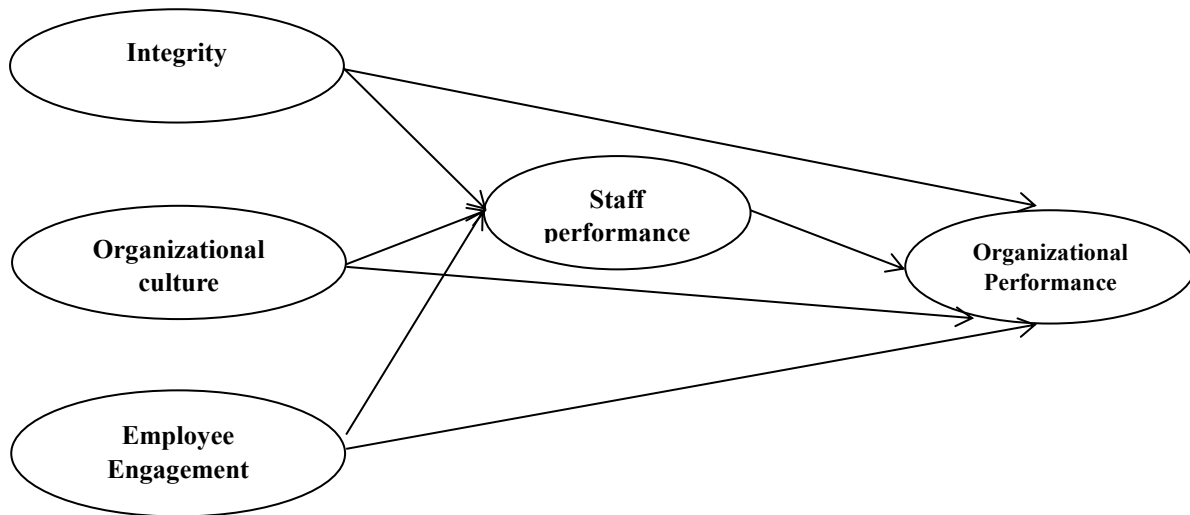


Figure 1. Research Framework

H1: Integrity, Organizational Culture, Engagement, Staff performance, and Banda Aceh High Court Jurisdiction Performance are good.

H2: Integrity significantly affected staff performance.

H3: Organizational Culture significantly affected Staff Performance

H4: Employee Engagement significantly affected Staff performance.

H5: Integrity significantly affected Banda Aceh High Court Jurisdiction Performance.

H6: Organizational Culture significantly affected Banda Aceh High Court Jurisdiction Performance.

H7: Employee Engagement significantly affected Banda Aceh High Court Jurisdiction Performance.

H8: Staff performance significantly affected Banda Aceh High Court Jurisdiction Performance.

H9: Integrity significantly affected Banda Aceh High Court Jurisdiction Performance through Staff performance.

H10: Organizational Culture significantly affected Banda Aceh High Court Jurisdiction Performance through Staff performance.

H11: Employee Engagement significantly affected Banda Aceh High Court Jurisdiction Performance through Staff performance

Novelty

In this research, the subject was all work units within the jurisdiction of the Banda Aceh High Court and used SEM-AMOS to test the 236 respondents, while previously (Warsa, 2020) the subject was the Directorate of General Criminal Investigation of the Central Java Regional Police, and used PLS to analyze a sample of 96 employees. Therefore, in this article, researchers feel the need to add independent variables such as Integrity, Organizational Culture, and Employee Engagement and put Staff performance as an intervening variable to see the impact on Organizational Performance. The researcher is interested in examining all of these variables because these variables are very often related to where the researcher works, namely the Banda Aceh High Court Jurisdiction which is the front guard of the Indonesian Supreme Court.

3. Method

This study was done in the Banda Aceh High Court Jurisdiction, which totals 22 Courts of First Instance. The objects are integrity, organizational culture, employee engagement, staff performance, and organizational performance. The population was all employees of the Banda Aceh High Court Jurisdiction, totaling 22 Courts of First Instance totaling 579 employees. Sampling used proportional stratified random sampling technique, the number was determined using the Slovin formula so that a total of 236 people were obtained, as shown below.

Table 2. Sample

No	Unit	Population	Number of Samples	Percentage
1	Banda Aceh District Court	69	28	11.86
2	Bireuen District Court	26	11	4.66
3	Blangkejeren District Court	23	9	3.81
4	Blangpidie District Court	24	10	4.24
5	Calang District Court	21	8	3.39
6	Idi District Court	25	10	4.24
7	Jantho District Court	31	13	5.51
8	Kuala Simpang District Court	26	11	4.66
9	Kutacane District Court	26	11	4.66
10	Langsa District Court	24	10	4.24
11	Lhokseumawe District Court	27	11	4.66
12	Lhoksukon District Court	31	13	5.51
13	Meulaboh District Court	25	10	4.24
14	Meureudu District Court	21	8	3.39
15	Sabang District Court	24	10	4.24
16	Sigli District Court	27	11	4.66
17	Simpang Tiga Redelong District Court	20	8	3.39
18	Sinabang District Court	20	8	3.39
19	Singkil District Court	21	8	3.39
20	Suka Makmue District Court	22	9	3.81

No	Unit	Population	Number of Samples	Percentage
21	Takengon District Court	22	9	3.81
22	Tapaktuan District Court	24	10	4.24
Total		579	236	100

Questionnaires were used to collect the data and were tested using SEM-AMOS and Sobel test thru the Sobel calculator. The measurement basis used was:

- a. To measure the performance of the high court using indicators (Ismanto, 2014) namely (1) productivity, (2) service quality, (3) responsiveness, (4) accountability.
- b. To measure staff performance, indicators are used as stated in PP No. 46 of 2011, namely (1) quality, (2) quantity, (3) time, (4) cost, (5) service orientation, (6) integrity, (7) commitment, (8) discipline, (9) cooperation, (10) leadership
- c. To measure integrity using indicators (Agoes, 2019) namely (1) honesty, (2) courage, (3) having a wise attitude, (4) being responsible
- d. To measure culture using indicators (Robbins & Judge, 2017) namely (1) innovation and courage to take risks, (2) attention to detail, (3) result orientation, (4) people orientation, (5) team orientation, (6) aggressiveness, (7) stability
- e. To measure engagement using indicators (Handoyo & Setiawan, 2017) namely (1) work environment, (2) leadership, (3) team and relations with colleagues, (4) training and career development, (5) compensation, (6) organizational policies, (7) work welfare

4. Result

Descriptive Hypothesis

Descriptive hypothesis testing with a total of 236 employees.

Table 3. Descriptive

No	Variable	Average
1	integrity	4.25
2	Organizational culture	4.01
3	Employee Engagement	4.22
4	Staff performance	4.10
5	Performance of the High Court	4,24
		4.16

The analysis shown above, all resulted in an average value > 3.41. The results show that integrity, organizational culture, engagement, staff performance, and high court performance have been going well. Thus, accepting H1.

Direct Hypothesis

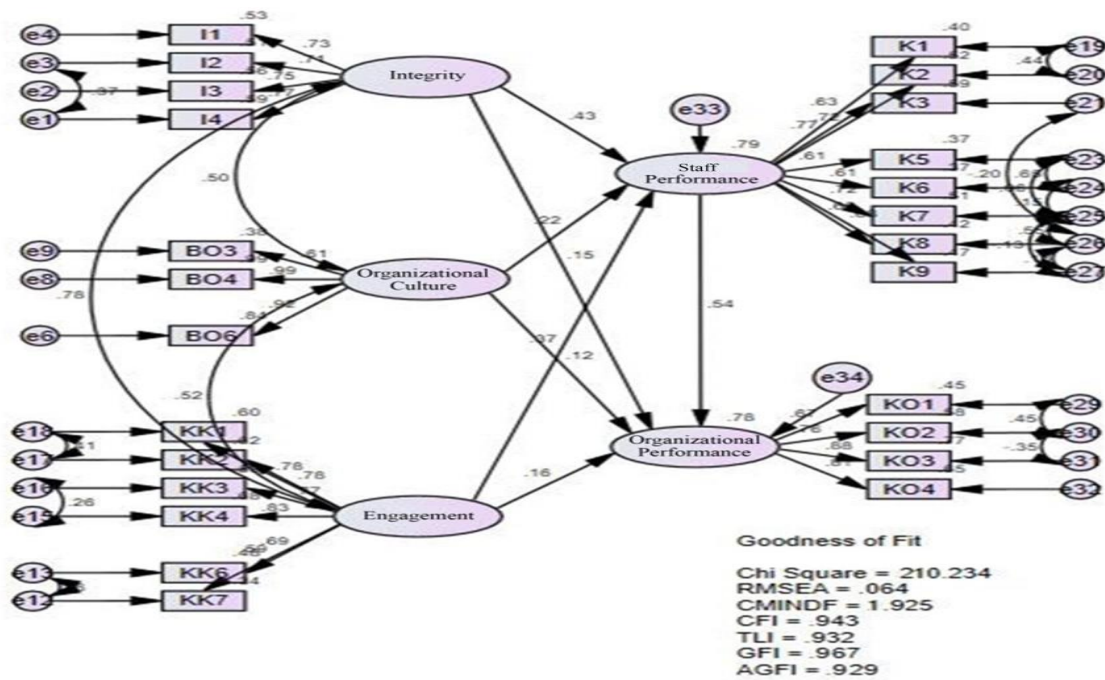


Figure 2. Structural Model

The testing for structural model above was done after measurement model test, providing the result below.

Table 4. Structural Test Results

		Estimate	S.E.	C.R.	P
Empl.Perform	<--- Integrity	0.426	0.087	4.513	0.000
Empl.Perform	<--- Orgn.Culture	0.222	0.031	4.230	0.000
Empl.Perform	<--- Engagement	0.370	0.106	3.790	0.000
Orgn.Perform	<--- Integrity	0.146	0.079	1.429	0.153
Orgn.Perform	<--- Orgn.Culture	0.122	0.028	2.188	0.029
Orgn.Perform	<--- Engagement	0.164	0.092	1.637	0.102
Orgn.Perform	<--- Empl.Perform	0.536	0.067	3.852	0.000

Source: Processed Data (2023)

Testing the direct hypothesis resulted in explanations as follows

H2: Integrity Contribution to Change Staff Performance

The Integrity test on Staff performance reveals evidence of a significance (p) of 0.000, which means that Integrity significantly affected Staff performance. The effect magnitude is 0.426, meaning that a 1 unit increase in integrity causes a 0.426 units increase in staff performance. This finding explains that the better the integrity, the higher the staff performance will be.

H3: Cultural Contribution to Change Staff Performance

The culture test on staff performance reveals a p 0.000, meaning that culture significantly affected staff performance. The effect magnitude is 0.222, which illustrates that 1 unit of

cultural suitability will increase to 0.222 units in staff performance. The findings of these figures explain that the higher the level of adjustment to culture, the more it will result in high staff performance.

H4: Engagement Contribution to Change Staff Performance

The engagement test on staff performance yields a p 0.000, meaning that engagement significantly affected staff performance. The effect magnitude is 0.370, indicating that a 1 unit increase in engagement reinforcement results in 0.370 units increase in staff performance levels. The findings of these results explain that the stronger the engagement, the higher the staff performance will be.

H5: Integrity Contribution to Change Banda Aceh High Court Jurisdiction Performance

The Integrity test on Banda Aceh High Court Jurisdiction Performance yields a p 0.153, which means that Integrity did not significantly affect Banda Aceh High Court Jurisdiction Performance because the value is > 0.05 . This explains that better integrity, will not result in high Banda Aceh High Court Jurisdiction performance.

H6: Cultural Contribution to Change Banda Aceh High Court Jurisdiction Performance

The culture test on Banda Aceh High Court Jurisdiction performance yields a p 0.029, which means that culture significantly affected Banda Aceh High Court Jurisdiction performance because the p -value is < 0.05 . The effect magnitude is 0.122, explaining 1 unit increase in cultural fit, resulting in 0.122 units increase in Banda Aceh High Court Jurisdiction performance. This means the more appropriate the culture, the higher the Banda Aceh High Court Jurisdiction performance.

H7: Engagement Contribution to Change Banda Aceh High Court Jurisdiction Performance

The engagement test on Banda Aceh High Court Jurisdiction performance reveals a p 0.102, which means engagement has no significant effect on Banda Aceh High Court Jurisdiction performance because the value obtained is > 0.05 . This explains the stronger the attachment, it will not result in high Banda Aceh High Court Jurisdiction performance.

H8: Staff Performance Contribution to Change Banda Aceh High Court Jurisdiction Performance

The Staff performance test on Banda Aceh High Court Jurisdiction Performance obtains a p 0.000, meaning that Staff performance significantly affected Banda Aceh High Court Jurisdiction Performance. The effect magnitude is 0.536, explaining that a 1 unit increase in staff performance results in 0.536 units of increase in Banda Aceh High Court Jurisdiction performance. These findings explain that the higher the Staff performance, the higher the Banda Aceh High Court Jurisdiction performance.

Indirect Hypothesis

H9: Integrity's Contribution to Changing Banda Aceh High Court Jurisdiction Performance through Staff Performance

Testing the mediating effect on H9 is as follows:

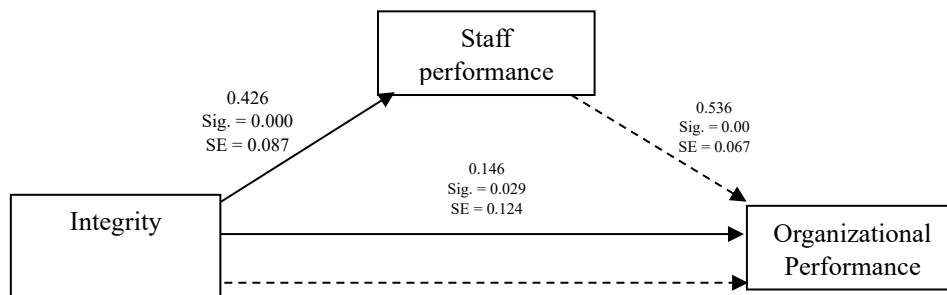


Figure 3. H9 Model

The Sobel result was 4.176 at p 0.000, meaning that staff performance played a significant role as a mediating variable in the Integrity model affecting Banda Aceh High Court Jurisdiction performance. Thus, because Staff performance played a significant role in mediating, but Integrity did not significantly directly influence Banda Aceh High Court Jurisdiction performance, thus the role of Staff performance in the Integrity model influencing Banda Aceh High Court Jurisdiction performance was as a full mediator, which means that Integrity can only significantly influence Banda Aceh High Court Jurisdiction Performance through Staff performance. Based on Figure 3, the result is as follows.

Input:		Test statistic:	Std. Error:	p-value:
a	0.426	Sobel test: 4.17635769	0.05467348	0.00002962
b	0.536	Aroian test: 4.15282242	0.05498333	0.00003284
s _a	0.087	Goodman test: 4.20029769	0.05436186	0.00002666
s _b	0.067	Reset all	Calculate	

Figure 4. Result of Integrity on Banda Aceh High Court Jurisdiction Performance Through Staff performance

H10: Cultural Contribution to Change Banda Aceh High Court Jurisdiction Performance through Staff Performance

The results for the mediating variable model for H10 are shown as follows:

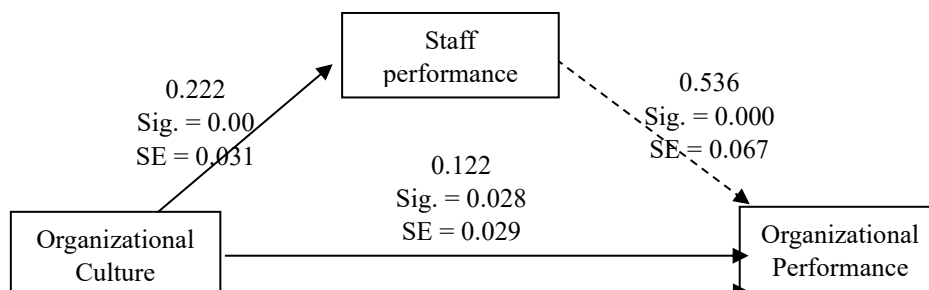


Figure 5. H10 Model

The Sobel result was 5.335 with p 0.000, which means that staff performance played a significant role as a mediating variable in the Culture model influencing Banda Aceh High

Court Jurisdiction performance. So, because Staff performance acted as a mediating variable in the model, and Culture significantly affected Banda Aceh High Court Jurisdiction performance directly, thus the role of Staff performance in mediating the Culture effect on Banda Aceh High Court Jurisdiction performance was a partial mediator, which means Culture can significantly influence Banda Aceh High Court Jurisdiction Performance either directly or through staff performance. Based on Figure 5, the results are as follows:

Input:		Test statistic:		Std. Error:	p-value:
a	0.222	Sobel test:	5.33576385	0.02230084	1e-7
b	0.536	Aroian test:	5.31277151	0.02239735	1.1e-7
s _a	0.031	Goodman test:	5.35905731	0.02220391	8e-8
s _b	0.067	Reset all	Calculate		

Figure 6. Result of Cultural on Banda Aceh High Court Jurisdiction Performance Through Staff performance

H11: Engagement Contribution to Change Banda Aceh High Court Jurisdiction performance through Staff Performance.

The results for H11 explain as follows:

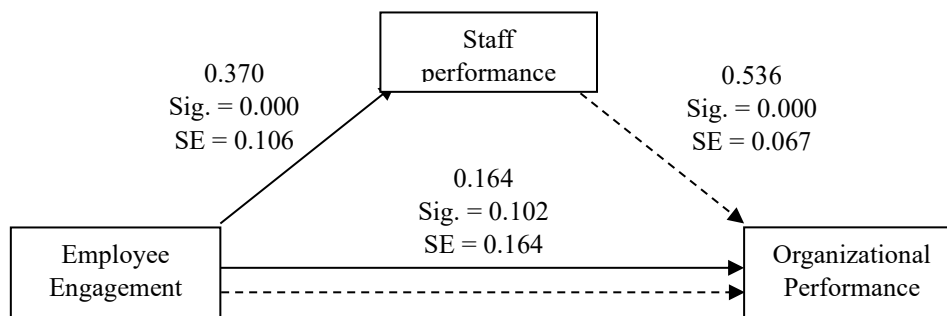


Figure 7. H11 model

The Sobel result was 3.199 at p 0.001. which means significant staff performance acted as a mediating variable in the engagement model affecting Banda Aceh High Court Jurisdiction performance. So, because Staff performance was proven to be a mediating variable in the model, however Engagement was proven not to directly affect Banda Aceh High Court Jurisdiction performance directly, thus the role of Staff performance in mediating Engagement affecting Banda Aceh High Court Jurisdiction performance was as a full mediator, which means Engagement can only significantly influence Banda Aceh High Court Jurisdiction Performance through staff performance. Based on Figure 7, the results are as follows:

Input:		Test statistic:		Std. Error:	p-value:
a	0.370	Sobel test:	3.19929151	0.06198872	0.00137766
b	0.536	Aroian test:	3.17849886	0.06239423	0.0014804
s _a	0.106	Goodman test:	3.22049763	0.06158055	0.00127968
s _b	0.067	Reset all	Calculate		

Figure 8. Result of Engagement on Banda Aceh High Court Jurisdiction Performance Through Staff performance

5. Conclusion

The results prove that the conditions of Organizational Performance, Staff performance, Integrity, Organizational Culture, and Employee Engagement at the Banda Aceh High Court Jurisdiction are good; directly Integrity significantly affected staff performance, culture significantly affected staff performance, engagement significantly affected staff performance, integrity did not significantly affect Banda Aceh High Court Jurisdiction performance, culture significantly affected Banda Aceh High Court Jurisdiction performance, attachment did not significantly affect Banda Aceh High Court Jurisdiction performance, staff performance influences Banda Aceh High Court Jurisdiction performance; indirectly Integrity significantly affected Banda Aceh High Court Jurisdiction performance through staff performance as a full mediator, culture significantly affected Banda Aceh High Court Jurisdiction performance through staff performance as a partial mediator, and engagement significantly affected Banda Aceh High Court Jurisdiction performance through staff performance as a full mediator. These findings validate that the model for improving organizational performance at the Banda Aceh High Court Jurisdiction is a function of strengthening integrity, conformity to organizational culture, strengthening engagement, and improving staff performance. This model is the premise for explaining performance theory and can contribute to future research by identifying it with other predictor variables. The results of these findings can also be used practically, especially by the leadership on the research subject, namely the Banda Aceh High Court Jurisdiction, to formulate important strategies going forward.

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