Analyze Efect of Employee Integrity, Organizational Commitment, and Work Motivation on Sustainable Employee Performance, with Job Satisfaction as a Mediating Variable among Employees at PKS 4 of PT. Dharma Satya Nusantara Tbk

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Abstract - *This study aims to analyze efect of employee integrity, organizational commitment, and work motivation on sustainable employee performance, with job satisfaction as a mediating variable among employees at PKS 4 of PT. Dharma Satya Nusantara Tbk. A quantitative approach was used, employing a questionnaire distributed to 110 respondents. Data collection measured variables such as employee integrity, organizational commitment, work motivation, job satisfaction, and sustainable employee performance. Data were analyzed using the Structural Equation Modeling-Partial Least Square (SEM-PLS) method. The results indicate that employee integrity, organizational commitment, and work motivation have a positive and significant effect on sustainable employee performance. Furthermore, job satisfaction significantly mediates the effect of employee integrity, organizational commitment, and work motivation on sustainable employee performance. These findings suggest that employee integrity, organizational commitment, and work motivation play an essential role in fostering sustainable employee performance, particularly among the employees of PKS 4 at PT. Dharma Satya Nusantara Tbk.*

Keywords: *Employee Integrity, Organizational Commitment, Work Motivation, Sustainable Employee Performance, Job Satisfaction.*

I.   INTRODUCTION

The palm oil plantation industry plays a significant role in Indonesia's economy by providing employment opportunities and supporting sustainable development. PT. Dharma Satya Nusantara Tbk (DSNG), as one of the leading companies in this sector, faces challenges in maintaining sustainable employee performance amid fluctuations in production caused by both external factors, such as climate, and internal factors, including employee integrity, organizational commitment, and work motivation.

The misalignment between workforce numbers and productivity outcomes illustrates a performance gap. For example, in 2020, Fresh Fruit Bunch (FFB) production decreased by 7.4% compared to 2019, despite a relatively stable number of employees. This indicates that human resource quality, integrity, organizational commitment, and motivation strongly influence the achievement of production targets.

Furthermore, job satisfaction serves as a critical mediating variable linking these factors to employee performance. However, prior studies have shown inconsistent findings (*research gaps*) regarding these relationships. Therefore, this study seeks to fill these gaps and provide practical insights that contribute to achieving Sustainable Development Goals (SDG) 8: Decent Work and Economic Growth.

Table 1. Performance Gap of PKS 4 DSNG Employees (2019–2023)

Year	Number of Employees	FFB Production (Tons)	CPO Production (Tons)	PKO Production (Tons)
2019	119	2,204,000	610,050	31,462
2020	120	2,041,000	636,947	34,049
2021	117	1,944,000	544,280	30,103

Year	Number of Employees	FFB Production (Tons)	CPO Production (Tons)	PKO Production (Tons)
2022	116	2,213,000	639,480	37,970
2023	113	2,271,000	661,892	40,356

Source: Annual Report of PKS 4 PT. Dharma Satya Nusantara Tbk (2019–2023)

(Figure adapted from thesis figure 2.2: relationship of integrity, commitment, and motivation → job satisfaction → sustainable employee performance).
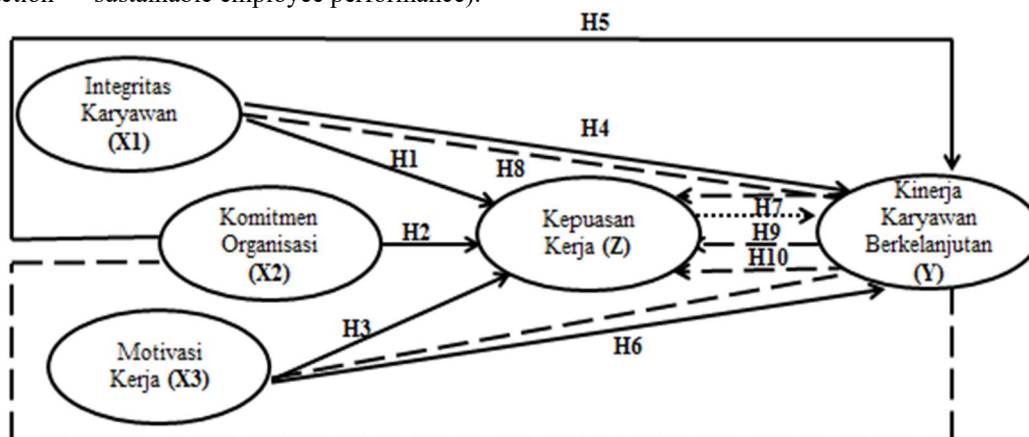

Figure 1. Research Framework

II.   METHOD

This study employed a quantitative approach with an explanatory research design, aiming to examine the effect of integrity, organizational commitment, and motivation on sustainable employee performance with job satisfaction as a mediating variable.

Population and Sample

The population consists of all employees of Palm Oil Mill 4 (PKS 4) PT. Dharma Satya Nusantara Tbk, totaling 110 employees. The sampling technique applied was a census method (saturated sample)**,** where all employees were included as respondents.

Instrument and Measurement

The research instrument was a questionnaire using a 5-point Likert scale. The study variables were:
- Employee Integrity (X1)
- Organizational Commitment (X2)
- Work Motivation (X3)
- Job Satisfaction (Z)
- Sustainable Employee Performance (Y)

Data Analysis Technique

Data were analyzed using Partial Least Square – Structural Equation Modeling (PLS-SEM) with SmartPLS 4.0. The analysis consisted of two stages:
1. Outer Model (Measurement Model): Convergent validity, discriminant validity, and reliability testing.
2. Inner Model (Structural Model): Path coefficient testing, R² values, and both direct and indirect effects among variables.

Table Operationalization of Variables

Variable	Indicators	Scale
Employee Integrity (X1)	Honesty, Consistency, Responsibility	Likert 1–5
Organizational Commitment (X2)	Affective, Continuance, Normative Commitment	Likert 1–5
Work Motivation (X3)	Physiological needs, Recognition, Self-actualization	Likert 1–5
Job Satisfaction (Z)	Salary satisfaction, Work environment, Interpersonal relations	Likert 1–5
Sustainable Employee Performance (Y)	Productivity, Work quality, Sustainable output	Likert 1–5

III. RESULT AND DISCUSSION

Measurement Model Test (Outer Model)

The Structural Equation Modeling (SEM) method, according to Hair et al. (2021), is an effective tool for conducting path analysis because it allows simultaneous testing of relationships between observed and latent variables. The reflective outer model represents the constructive relationship direction from latent variables to indicators. Indicators are expected to be correlated, and the instrument must demonstrate internal consistency reliability. Meanwhile, the formative outer model represents the causal relationship direction from indicators to latent variables. In this case, indicators are assumed to be uncorrelated (therefore, internal consistency reliability is not required).

In data analysis using SmartPLS 3, there are three criteria used to assess the outer model, namely:

1. **Convergent Validity** – assessed using the loading factor and Average Variance Extracted (AVE). Convergent validity of the outer model with reflective indicators is evaluated based on the correlation between item scores/component scores and construct scores calculated through PLS. Convergent validity testing assesses the validity of each construct indicator. An individual reflective measure is considered high if it correlates above 0.70 with the intended construct (Ghozali & Latan, 2019). In the early stage of scale development, loading values between 0.5 and 0.6 are still considered adequate. Based on these criteria, indicators with a loading factor below 0.50 should be dropped from the model (Ghozali & Latan, 2021).
2. **Discriminant Validity** – assessed using the square root of AVE and correlations between latent constructs.
   One approach to testing discriminant validity for reflective indicators is by examining cross-loadings between indicators and their constructs. Cross-loading factors help determine whether a latent variable has adequate discriminant validity by ensuring that the correlation of an indicator with its associated latent variable is higher than its correlation with other latent variables (Ghozali & Latan, 2021). Another approach compares the square root of AVE for each construct with the inter-construct correlation values. An AVE value greater than 0.50 is recommended, meaning that 50% or more of the indicator variance can be explained.
3. **Reliability Testing** – according to Ghozali & Latan (2021), reliability testing in PLS-SEM measures the consistency and accuracy of instruments used in research. Reliability can be assessed using Composite Reliability (CR) and Cronbach's Alpha. Cronbach's Alpha measures the internal consistency of a set of indicators for a latent construct. A good Cronbach's Alpha value is greater than 0.70, indicating sufficient reliability. Composite Reliability (CR) is considered a better measure than Cronbach's Alpha because it accounts for varying indicator loadings. A CR value above 0.70 indicates adequate reliability. Ensuring reliability is essential to confirm that the model can produce consistent and dependable results.

Structural Model Test (Inner Model)

The next step after the outer model is the evaluation of the structural inner model. Structural testing aims to analyze the relationships between exogenous and endogenous variables as described in the conceptual framework. This evaluation consists of two stages: testing the Coefficient of Determination (R^2) and hypothesis testing. R^2 indicates the contribution of independent variables to dependent variables. This is explained by the coefficient of determination, which predicts the extent of influence of independent variables (X) simultaneously on dependent variables (Y) (Sugiyono, 2023).

Criteria for assessing the inner model include R^2 values and significance. R^2 measures the extent of variance in the dependent variable explained by independent variables (Hartono, 2021). R^2 values of 0.75, 0.50, and 0.25 indicate strong, moderate, and weak models, respectively. Significance levels are evaluated using t-values: 1.65 (10%), 1.96 (5%), and 2.58 (1%).

1. **F-Square (f^2) Test.**

   According to Kenny (2018), F-square measures the effect size of an independent variable on a dependent variable within PLS-SEM. It helps determine the importance of a variable in explaining another variable. Effect size is categorized into three levels: small ($f^2 \geq 0.005$), medium ($f^2 \geq 0.01$), and large ($f^2 \geq 0.025$). Even statistically small effects may have meaningful predictive value in PLS-SEM.

2. **Coefficient of Determination (R^2) Test.**

   The inner model evaluation examines R^2 to determine how well the model explains variance in dependent variables. R^2 values range between 0 and 1, with values closer to 1 indicating stronger explanatory power. Thresholds include small (0.19), moderate (0.33), and large (0.67). According to Ghozali & Latan (2021), the closer a path coefficient is to 1, the stronger the effect of an independent variable on a dependent variable, whereas coefficients approaching –1 indicate strong negative effects.

3. **Q-Square (Predictive Relevance).**

   Q-square measures how well observed values are reconstructed by the model and parameter estimates. It provides insight into the predictive relevance of PLS models.

   - $Q^2 < 0$: the model has worse predictive ability than the baseline model, indicating poor predictive relevance.
   - $Q^2 > 0$: the model performs better than the baseline model, indicating good predictive relevance.

4. **Goodness of Fit (GoF) Index.**

   The purpose of the Goodness of Fit Index (GoF) test is to validate the combined performance of the measurement model (outer model) and the structural model (inner model), which is obtained through the following calculation:

   $$GoF = \sqrt{AVE \; x \; R2}$$

Model Goodness of Fit is also measured using the R-square of the dependent latent variable, with the same interpretation as for regression. The criteria for GoF values are 0.10 (small GoF), 0.25 (medium GoF), and 0.36 (large GoF).

Results of Outer Model Analysis

Convergent validity testing revealed that all indicators had loading factor values > 0.70, fulfilling validity requirements. AVE values > 0.50 for all constructs indicate that each variable explained more than 50% of the variance in its indicators. Construct reliability was also confirmed with Composite Reliability (CR) > 0.70.

Table. Results of Cross-Loading Testing

Indicator	Employee Integrity (X1)	Job Satisfaction (Z)	Sustainable Employee Performance (Y)	Organizational Commitment (X2)	Work Motivation (X3)	Remark
IK1	0.823	0.661	0.648	0.561	0.646	Valid
IK10	0.748	0.659	0.597	0.590	0.591	Valid
IK11	0.791	0.679	0.630	0.600	0.624	Valid
IK12	0.802	0.669	0.651	0.636	0.630	Valid
IK2	0.826	0.683	0.696	0.677	0.669	Valid
IK3	0.848	0.635	0.649	0.632	0.607	Valid
IK4	0.820	0.651	0.667	0.668	0.631	Valid
IK5	0.839	0.690	0.734	0.706	0.695	Valid
IK6	0.825	0.721	0.692	0.641	0.676	Valid
IK7	0.796	0.560	0.591	0.577	0.543	Valid
IK8	0.806	0.583	0.561	0.527	0.537	Valid
IK9	0.801	0.644	0.637	0.636	0.623	Valid
KK1	0.662	0.784	0.885	0.839	0.772	Valid
KK10	0.740	0.796	0.837	0.889	0.727	Valid
KK11	0.687	0.808	0.840	0.856	0.748	Valid
KK12	0.683	0.785	0.884	0.853	0.777	Valid
KK13	0.611	0.722	0.821	0.785	0.719	Valid
KK14	0.610	0.728	0.855	0.788	0.729	Valid
KK3	0.685	0.815	0.884	0.874	0.789	Valid
KK4	0.641	0.818	0.833	0.675	0.837	Valid
KK5	0.647	0.805	0.824	0.660	0.837	Valid
KK6	0.736	0.851	0.858	0.743	0.866	Valid
KK7	0.697	0.871	0.839	0.743	0.867	Valid
KK8	0.675	0.820	0.797	0.669	0.800	Valid
KK9	0.747	0.823	0.805	0.695	0.820	Valid
KO1	0.725	0.809	0.816	0.942	0.764	Valid
KO10	0.734	0.809	0.849	0.907	0.816	Valid
KO11	0.663	0.805	0.830	0.895	0.823	Valid
KO12	0.695	0.771	0.815	0.899	0.751	Valid
KO2	0.704	0.846	0.849	0.929	0.815	Valid
KO3	0.699	0.832	0.879	0.928	0.819	Valid
KO4	0.688	0.815	0.866	0.924	0.800	Valid
KO5	0.699	0.845	0.878	0.947	0.822	Stulid
KO6	0.723	0.843	0.864	0.931	0.824	Valid

KO7	0.747	0.823	0.824	0.922	0.801	Valid
KO8	0.742	0.835	0.870	0.956	0.823	Valid
KO9	0.710	0.813	0.817	0.913	0.782	Valid
KPK1	0.698	0.848	0.854	0.870	0.781	Valid
KPK2	0.651	0.845	0.803	0.676	0.825	Valid
KPK3	0.610	0.848	0.788	0.648	0.829	Valid
KPK4	0.713	0.872	0.812	0.716	0.861	Valid
KPK5	0.692	0.886	0.795	0.715	0.855	Valid
KPK6	0.676	0.846	0.778	0.684	0.836	Valid
KPK7	0.734	0.866	0.777	0.677	0.836	Valid
KPK8	0.726	0.821	0.822	0.923	0.752	Valid
KPK9	0.705	0.848	0.856	0.914	0.801	Valid
MK1	0.735	0.872	0.833	0.773	0.923	Valid
MK10	0.737	0.865	0.808	0.746	0.887	Valid
MK11	0.672	0.813	0.849	0.886	0.804	Valid
MK12	0.693	0.820	0.892	0.906	0.827	Valid
MK2	0.620	0.840	0.838	0.744	0.906	Valid
MK3	0.654	0.855	0.814	0.726	0.918	Valid
MK4	0.739	0.866	0.843	0.794	0.918	Valid
MK5	0.626	0.838	0.823	0.703	0.882	Valid
MK6	0.646	0.850	0.831	0.712	0.901	Valid
MK7	0.711	0.867	0.852	0.777	0.912	Valid
MK8	0.699	0.872	0.820	0.758	0.897	Valid
MK9	0.683	0.866	0.804	0.735	0.880	Valid

Source: Data Processing Results using SmartPLS 4 (2025)

Discriminant Validity Test

Based on the table above, the cross-loading values indicate good discriminant validity because the correlation of each indicator with its construct is higher than its correlation with other constructs. For illustration, the loading factor of KO.8 (an indicator item for Organizational Commitment, X2) is 0.956, which is higher than its loading on other constructs, namely X1 (0.848), X3 (0.918), Z (0.886), and Y (0.885). Thus, it can be concluded that the research model and the studied variables are valid.

Discriminant validity testing is considered acceptable if the square root of AVE is greater than the correlation of the latent variable with other latent variables (Santosa, 2018). The correlation values for each latent variable from the measurement model test are presented in Table , where the square root of AVE values for each latent variable is highlighted.

Table. Fornell–Larcker Criterion Values for Discriminant Validity

Variable	Employee Integrity	Job Satisfaction	Sustainable Employee Performance	Organizational Commitment	Work Motivation
	X1	**Z**	**Y**	**X2**	**X3**
Employee Integrity (X1)	0.811				

Job Satisfaction (Z)	0.808	**0.854**		
Sustainable Employee Performance (Y)	0.800	0.949	**0.842**	
Organizational Commitment (X2)	0.769	0.890	0.916	**0.925**
Work Motivation (X3)	0.771	0.960	0.939	0.869	**0.889**

Source: Data Processed with SmartPLS 4 (2025)

Based on the table, the discriminant validity results at the variable level using the Fornell–Larcker Criterion show that the square root of AVE for Employee Integrity (0.811), Organizational Commitment (0.925), Work Motivation (0.889), Sustainable Employee Performance (0.842), and Job Satisfaction (0.854) are all greater than the inter-construct correlations. Thus, the discriminant validity based on Fornell–Larcker Criterion is acceptable.

According to Henseler & Sarstedt (2019), simulations comparing three methods of discriminant validity assessment show that the Heterotrait-Monotrait Ratio (HTMT) has higher sensitivity in detecting discriminant validity compared to Fornell–Larcker and cross-loading approaches.

Table. Heterotrait-Monotrait Ratio (HTMT) Results

Variable	Employee Integrity	Job Satisfaction	Sustainable Employee Performance	Organizational Commitment	Work Motivation
	X1	**Z**	**Y**	**X2**	**X3**
Employee Integrity (X1)					
Job Satisfaction (Z)	0.845				
Sustainable Employee Performance (Y)	0.828				
Organizational Commitment (X2)	0.791				
Work Motivation (X3)	0.791			0.887	

Source: Data Processed with SmartPLS 4 (2025)

The table shows that all HTMT values are below 0.90, indicating good discriminant validity. Therefore, using the HTMT approach, all variables demonstrate acceptable discriminant validity. Each construct adequately discriminates itself from others, confirming that the research model fulfills the discriminant validity requirement and is suitable for further analysis.

As a further step, discriminant validity evaluation also involved the Average Variance Extracted (AVE) values. AVE assesses the extent to which a construct explains the variance of its indicators. A construct is said to have good convergent validity if its AVE > 0.50, meaning that it explains at least 50% of the variance of its indicators.

Table. Average Variance Extracted (AVE) Values of Research Constructs

Variable	Average Variance	Cut	Remarks

	Extracted (AVE)	*Off*	
Employee Integrity (X1)	0.657		Valid
Organizational Commitment (X2)	0.855		Valid
Work Motivation (X3)	0.790	> 0.5	Valid
Job Satisfaction (Z)	0.730		Valid
Sustainable Employee Performance (Y)	0.708		Valid

Source: Data Processed with SmartPLS 4 (2025)

The results indicate that all variables meet the AVE threshold (>0.50). Thus, the constructs consistently explain more than 50% of the variance of their indicators, confirming convergent validity. Together, the discriminant and convergent validity tests confirm that the research model is valid and reliable, providing a sound basis for further hypothesis testing.

Inner Model Analysis Results

Variance Inflation Factor (VIF) Test.

The determination coefficient test shows that a tolerance value <0.10 indicates high multicollinearity, while a VIF >10 also suggests serious multicollinearity. Low tolerance and high VIF values are thus indicators of multicollinearity problems in regression, both in SPSS and in PLS approaches.

Table. Variance Inflation Factor (VIF) Test

Path Variable	VIF
Employee Integrity (X1) → Job Satisfaction (Z)	**2.735**
Organizational Commitment (X2) → Job Satisfaction (Z)	**2.991**
Work Motivation (X3) → Job Satisfaction (Z)	**4.578**
Job Satisfaction (Z) → Sustainable Employee Performance (Y)	**6.531**

Source: Data Processed with SmartPLS 4 (2025)

F-Square (f^2) Test

According to Kenny (2018), the F-square measures the effect size of an independent variable on a dependent variable within PLS-SEM. Effect sizes are classified as small ($f^2 \geq 0.005$), medium ($f^2 \geq 0.01$), and large ($f^2 \geq 0.025$).

Table. F-Square Test Results

Variable	KEPUASAN KERJA (Z)	KINERJA KARYAWAN BERKELANJUTAN_(Y)
Employee Integrity (X1)	0.094	0.016
Job Satisfaction (Z)		0.103
Sustainable Employee		

Performance (Y)		
Organizational Commitment (X2)	0.115	0.278
Work Motivation (X3)	1.818	0.107

Source: Datacessed with SmartPLS 4 (2025)

Results show:
- Work Motivation (X3) strongly affects Job Satisfaction ($f^2 = 1.818$).
- Organizational Commitment (X2) strongly influences Sustainable Performance ($f^2 = 0.278$).
- Job Satisfaction (Z) also has a strong influence on Sustainable Performance ($f^2 = 0.103$).
- Employee Integrity (X1) has a moderate influence ($f^2 = 0.016$).

R-Square (R²) Test

R^2 indicates how much variance in endogenous variables is explained by exogenous variables. Values ≥0.75 are strong, around 0.50 are moderate, and 0.25 are weak (Ghozali & Latan, 2021).

Table. R-Square (R²) Test Results

Construct	R-Square (R²)
Job Satisfaction	0,987
Sustainable Employee Performance	0,926

Source: Data Processed with SmartPLS 4 (2025)

Based on the table above, the results of the coefficient of determination (R-Square) test show that the job satisfaction variable has an R² value of 0.987, indicating that 98.7% of this value is included in the strong category. Meanwhile, the sustainable employee performance variable has an R² value of 0.926, meaning that 92.6% of this value is included in the strong category. Thus, it can be concluded that the research model has excellent predictive ability, especially in explaining the job satisfaction variable, and is adequate in explaining the sustainable employee performance variable.

Q-Square (Q²) Test

Q^2 values greater than zero indicate predictive relevance. Thresholds: weak (0.02), moderate (0.15), strong (0.35).

Table. Q-Square (Q²) Values

Construct	Q-Square (Q²)
Job Satisfaction	0,677
Sustainable Employee Performance	0,653

Source: Data Processed with SmartPLS 4 (2025)

Based on the table above, the results of data processing using SmartPLS 4 show that the Q² value for the Job Satisfaction construct (Z) is 0.677 and for the Sustainable Employee Performance construct (Y) is 0.653. Both values are greater than zero ($Q^2 > 0$), indicating that the model has good predictive power for the endogenous variables studied. Referring to the classification of Ghozali and Latan (2021), a Q² value of 0.677 indicates moderate predictive relevance for Job Satisfaction, while a Q² value of 0.653 approaches the strong predictive relevance category for Sustainable Employee Performance. Thus, this model is considered quite capable of explaining and predicting the studied variables accurately.

Goodness of Fit (GoF) Index.

The Goodness of Fit Index (GoF) calculation results showed a value of 0.7024. According to Ghozali and Latan (2021), the Goodness of Fit Index (GoF) for small = 0.1, medium = 0.25, and large = 0.36. Based on these results, it can be concluded that the combined performance of the measurement model

(outer model) and the structural model (inner model) is good overall because the Goodness of Fit Index (GoF) value is > 0.36.

$$\text{GoF} = \sqrt{AVE\ rata-rata\ x\ R^2\ rata-rata}$$

$$\textbf{AVE rata}-\textbf{rata} = \frac{0.675+0.855+0.790+0.729+0.709}{5} = \frac{3.759}{5} = 0.7516$$

$$R^2\ \textbf{rata-rata} = \frac{0.987+0.926}{2} = \frac{1.913}{2} = 0.9565$$

$$\textbf{GoF} = \sqrt{0.7516\ X\ 0.9565} = \sqrt{0.4934} = 0.7024$$

The Goodness of Fit Index (GoF) calculation results showed a value of 0.7024. According to Ghozali and Latan (2021), the Goodness of Fit Index (GoF) for small = 0.1, medium = 0.25, and large = 0.36. Based on these results, it can be concluded that the combined performance of the measurement model (outer model) and the structural model (inner model) is good overall because the Goodness of Fit Index (GoF) value is > 0.36.

Hypothesis Testing.

Based on this research, the results of the path coefficient test and hypothesis testing conducted by the researcher will be explained. Hypothesis testing in this study was conducted to evaluate the influence between exogenous variables on endogenous variables. The inter-construct testing process was carried out using the bootstrapping method using SmartPLS 4 software, with a significance level set at 5%. Interpretation of the test results is based on several key indicators, including: the path coefficient value representing the direction and strength of the relationship between variables, the p-value used to identify the presence of a significant influence, and the t-statistic value indicating the level of significance of the relationship. Meanwhile, the magnitude of the influence of exogenous variables on endogenous variables is indicated by the value in the original sample.

The t-statistic test can be performed either manually using a formula or through the output of SmartPLS 4. The calculated t-value obtained is then compared with the t-table value, which is calculated based on the degrees of freedom using the formula DF = n – k, where n is the total number of samples and k is the number of variables, both independent and dependent. Based on the data in this study, the degrees of freedom obtained are DF = 110 – 5 = 105.

Hypothesis testing was conducted using the bootstrapping method in SmartPLS 4 with a 5% significance level. Evaluation indicators include path coefficients, p-values, and t-statistics. For $\alpha = 0.05$, the critical t-value is 1.96. Decision rules:

- If p-value > 0.05 or t-statistic < t-table → H_0 accepted, H_a rejected.
- If p-value < 0.05 or t-statistic > t-table → H_0 rejected, H_a accepted.

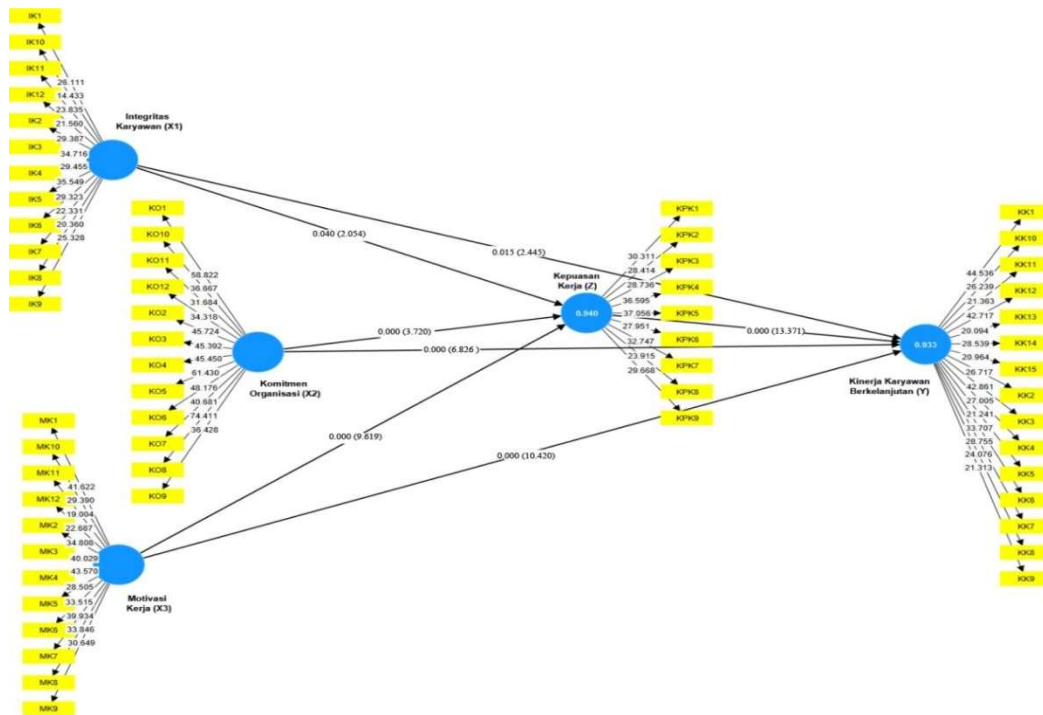The output of path coefficient testing and t-values is presented in the subsequent tables.

Figure 4.3 (Bootstrapping)
Source: Data Processing Results with SmartPLS 4 (2025)

Table 4.20. Path Coefficient, T-statistics, and P-values

Variabll	Original Sampel O	Sample Mean M	Standard Deviation (STDEV)	T Statistic (IO/STDEVI)	P Values	Remarks
			Pengaruh Langsung			
Employee Integrity (X1) → Job Satisfaction (Z)	0.042	0.042	0.017	2.445	0.015	Positive Significant
Organizational Commitment (X2) → Job Satisfaction (Z)	-0.179	-0.183	0.048	3.720	0.000	Positive Significant
Work Motivation (X3) → Job Satisfaction (Z)	0.487	0.489	0.051	9.619	0.000	Positive Significant
Job Satisfaction (Z) Sustainable → Employee Performance (Y	0.879	0.883	0.066	13.371	0.000	Positive Significant
Employee Integrity (X1) → Sustainable	0.099	0.099	0.048	2.054	0.040	Positive Significant

Employee Performance (Y)						
Organizational Commitment (X2) → Sustainable Employee Performance (Y)	0.357	0.356	0.052	6.826	0.000	Positive Significant
Work Motivation (X3) → Sustainable Employee Performance (Y)	0.554	0.555	0.053	10.420	0.000	Positive Significant
Pengaruh Tidak Langsung						
Employee Integrity (X1) → Job Satisfaction (Z)→ Sustainable Employee Performance (Y)	0.087	0.087	0.042	2.049	0.041	Positive Significant
Organizational Commitment (X2) → Job Satisfaction (Z)→ Sustainable Employee Performance (Y)	0.314	0.316	0.059	5.323	0.000	Positive Significant
Work Motivation (X2) → Job Satisfaction (Z)→ Sustainable Employee Performance	0.487	0.489	0.051	9.619	0.000	Positive Significant

Source: Data Processed with SmartPLS 4 (2025)

Hypothesis Testing Results

Based on Table 4.20, which presents the data processing results of hypothesis testing, the following interpretations can be drawn:

1. (H1): Employee Integrity (X1) → Job Satisfaction (Z).

The results in Table 4.20 show that the t-statistic > t-table ($2.445 > 1.96$) and the p-value < significance level ($0.019 < 0.05$). This indicates that employee integrity has a positive and significant effect

on job satisfaction, thus H1 is accepted. In other words, higher employee integrity leads to higher levels of job satisfaction.

2. (H2): Organizational Commitment (X2) → Job Satisfaction (Z).

The results show t-statistic > t-table (3.720 > 1.96) and p-value < 0.05 (0.000 < 0.05), meaning organizational commitment positively and significantly affects job satisfaction. Hence, H2 is accepted. Stronger organizational commitment increases job satisfaction as employees feel more supported, committed, and aligned with organizational goals.

3. (H3): Work Motivation (X3) → Job Satisfaction (Z).

The test results indicate t-statistic > t-table (9.619 > 1.96) and p-value < 0.05 (0.000 < 0.05). This confirms that work motivation positively and significantly influences job satisfaction, thus H3 is accepted. Employees with higher work motivation tend to be more satisfied, driven by achievement, learning, and personal growth.

4. (H4): Employee Integrity (X1) → Sustainable Employee Performance (Y).

The results show t-statistic > t-table (2.054 > 1.96) and p-value < 0.05 (0.040 < 0.05). Hence, employee integrity significantly and positively affects sustainable employee performance, and H4 is accepted. Employees with higher integrity demonstrate more consistent and responsible long-term performance.

5. (H5): Organizational Commitment (X2) → Sustainable Employee Performance (Y).

The test yields t-statistic > t-table (6.826 > 1.96) and p-value < 0.05 (0.000 < 0.05). Therefore, organizational commitment significantly influences sustainable employee performance, and H5 is accepted. Strong organizational commitment enhances employees' ability to remain consistent, productive, and loyal over time.

6. (H6): Work Motivation (X3) → Sustainable Employee Performance (Y).

The results indicate t-statistic > t-table (10.420 > 1.96) and p-value < 0.05 (0.000 < 0.05). Thus, work motivation significantly and positively affects sustainable employee performance, and H6 is accepted. Motivated employees show greater responsibility, productivity, and willingness to continuously improve.

7. (H7): Job Satisfaction (Z) → Sustainable Employee Performance (Y).

The test shows t-statistic > t-table (13.371 > 1.96) and p-value < 0.05 (0.000 < 0.05). Therefore, job satisfaction significantly and positively influences sustainable employee performance, and H7 is accepted. Higher job satisfaction directly improves consistent and sustainable performance.

8. (H8): Employee Integrity (X1) → Job Satisfaction (Z) → Sustainable Employee Performance (Y).

The indirect effect test shows t-statistic > t-table (2.049 > 1.96) and p-value < 0.05 (0.041 < 0.05). Hence, employee integrity has a positive and significant effect on sustainable performance through job satisfaction, supporting H8. Employees with strong integrity tend to feel more satisfied and demonstrate long-term productivity.

9. (H9): Organizational Commitment (X2) → Job Satisfaction (Z) → Sustainable Employee Performance (Y)

The results show t-statistic > t-table (5.323 > 1.96) and p-value < 0.05 (0.000 < 0.05). Thus, organizational commitment significantly affects sustainable employee performance through job satisfaction,

confirming H9. Employees in supportive and goal-oriented organizations show greater job satisfaction and sustained performance.

10. (H10): Work Motivation (X3) → Job Satisfaction (Z) → Sustainable Employee Performance (Y).
The indirect test reveals t-statistic > t-table (9.619 > 1.96) and p-value < 0.05 (0.000 < 0.05). Hence, work motivation positively and significantly affects sustainable performance via job satisfaction, supporting H10. Highly motivated employees experience greater satisfaction, leading to improved and consistent long-term performance.

DISCUSSION

Based on the research results, a discussion of each hypothesis is presented in detail as follows:

Effect of Employee Integrity on Job Satisfaction.

The findings show that employee integrity significantly influences job satisfaction at PKS 4 (PT Dharma Satya Nusantara Tbk). This aligns with Putri & Syamsir (2020), who found that employee integrity strongly predicts satisfaction, as integrity reflects responsibility and professionalism. Ardiansyah (2020) also confirms that higher integrity enhances job satisfaction because it builds trust and recognition from superiors.

Effect of Organizational Commitment on Job Satisfaction.

The study confirms a significant positive effect of organizational commitment on job satisfaction. Nurhayati (2024) defines organizational commitment as loyalty and alignment with organizational goals, while Setiawan (2020) found that higher commitment enhances satisfaction and overall employee performance.

Effect of Work Motivation on Job Satisfaction.

Work motivation significantly increases job satisfaction, consistent with Prayudi & Effendi (2021), who emphasized that motivation is crucial for higher satisfaction across industries, especially in plantations. Anwar (2024) further shows that recognition, career development, and incentives strongly improve motivation and satisfaction.

Effect of Employee Integrity on Sustainable Employee Performance.

Results reveal a significant impact of integrity on sustainable performance. Harianja (2021) argues that integrity reinforces commitment to work optimally, while Lira et al. (2023) emphasize its importance in meeting corporate quality standards.

Effect of Organizational Commitment on Sustainable Employee Performance.

Organizational commitment positively influences sustainable performance. Maranata et al. (2023) describe it as loyalty and dedication, while Angraini et al. (2021) confirm that high commitment leads to consistent and improved performance over time.

Effect of Work Motivation on Sustainable Employee Performance.

Work motivation has a strong positive effect on sustainable performance. Subiyanti et al. (2022) found that motivated employees maintain productivity when supported by management, a conclusion reinforced by Paparang et al. (2021).

Effect of Job Satisfaction on Sustainable Employee Performance.

Job satisfaction significantly impacts sustainable performance. Rachel (2020) states that satisfaction

stems from positive job evaluation, while Kuruway (2021) confirms its strong positive effect on sustainable performance.

Effect of Employee Integrity on Sustainable Employee Performance through Job Satisfaction

Research findings indicate that job satisfaction acts as a positive and significant mediator in the relationship between employee integrity and sustainable employee performance. Paparang et al. (2021) also confirms that employee integrity directly impacts sustainable employee performance through job satisfaction. This finding is relevant for companies oriented towards high operational standards, such as PKS 4 at PT Dharma Satya Nusantara Tbk. Subiyanti & Trisnadi (2022) further confirm that employee integrity significantly influences sustainable employee performance through job satisfaction.

Effect of Organizational Commitment on Sustainable Employee Performance through Job Satisfaction

Research findings indicate that job satisfaction acts as a positive and significant mediator in the relationship between organizational commitment and employee performance. According to Rosid & Darojat (2022), organizational commitment influences sustainable employee performance through job satisfaction, indicating that higher job satisfaction leads to higher sustainable employee performance, resulting from highly committed employees. This finding is supported by Febriyanti & Suryalena (2023). Another study highlighted that organizational commitment, along with personal involvement in work, also contributes to optimal outcomes in organizations with diverse work environments.

Effect of Work Motivation on Sustainable Employee Performance through Job Satisfaction

Research findings indicate that job satisfaction can act as a positive and significant mediator in the relationship between work motivation and sustainable employee performance. According to (Budiman et al., 2024), motivation significantly influences sustainable employee performance through job satisfaction, with motivation contributing significantly to both aspects. Employee motivation is directly proportional to levels of satisfaction and performance when employees believe their efforts will yield commensurate results. This research is supported by (Anwar, 2023) who found that work motivation significantly influences sustainable employee performance through job satisfaction.

IV. CONCLUSION

Based on data processing, research findings, and conclusions derived from hypothesis testing using bootstrapping, as well as theoretical and empirical discussions related to *"The Effect of Employee Integrity, Organizational Commitment, and Work Motivation on Sustainable Employee Performance with Job Satisfaction as a Mediating Variable among Employees of Palm Oil Mill 4 (PT. Dharma Satya Nusantara Tbk)"*, the following conclusions are drawn:

1. Employee integrity plays a significant role in enhancing job satisfaction. Employees with high integrity tend to demonstrate consistency between values, words, and actions, which positively impacts their job satisfaction. The higher the level of integrity, the greater the satisfaction experienced by employees.
2. Organizational commitment contributes to increased job satisfaction. The stronger the organizational commitment applied, the higher the level of job satisfaction. Organizational commitment plays a vital role in determining the extent to which employees are willing to support, remain loyal, and contribute to organizational goals.
3. Work motivation enhances job satisfaction. The higher the level of motivation provided, the greater the job satisfaction of employees. Motivation is essential in achieving targets, improving work quality, and fostering continuous learning and development.
4. Employee integrity contributes to sustainable employee performance. Employees with high integrity tend to deliver consistent, productive, and long-term oriented performance.

5. Organizational commitment improves sustainable performance. When organizations demonstrate strong commitment to their employees—through management support, concern for employee welfare, effective communication, and empowerment—sustainable performance (consistent, productive, and long-term oriented) increases significantly.

6. Work motivation contributes to sustainable performance. High motivation, such as the drive to achieve, a sense of responsibility, and the willingness to grow, encourages employees to carry out tasks with greater satisfaction and persistence.

7. Job satisfaction enhances sustainable employee performance. It serves as a mediating variable that strengthens the relationship between integrity, organizational commitment, and work motivation with sustainable performance. Employees with higher levels of satisfaction are more likely to demonstrate improved, consistent, and long-term performance.

8. Employee integrity significantly influences sustainable performance through job satisfaction as mediation at Palm Oil Mill 4 (PT. Dharma Satya Nusantara Tbk). Integrity not only has a direct effect but also an indirect one, as employees with higher integrity feel more satisfied since they align personal values with workplace expectations and feel appreciated.

9. Organizational commitment significantly enhances sustainable performance through job satisfaction as mediation at Palm Oil Mill 4 (PT. Dharma Satya Nusantara Tbk). When organizations show high levels of commitment through support, clear goals, recognition, and concern for employee well-being, employees report higher job satisfaction and demonstrate consistent, productive, and stable performance over time.

10. Work motivation significantly enhances sustainable performance through job satisfaction as mediation at Palm Oil Mill 4 (PT. Dharma Satya Nusantara Tbk). Employees with high motivation, both internal and external, who work diligently with enthusiasm and result-orientation, demonstrate sustainable performance and, in turn, higher levels of job satisfaction.

Managerial Implications

Employee performance at Palm Oil Mill 4 (PT. Dharma Satya Nusantara Tbk) is already functioning relatively well. This study examines factors influencing performance both directly and indirectly. Within the limitations of this research, several managerial suggestions are provided to optimize employee performance:

1. Prioritize strengthening work motivation. Management is encouraged to implement structured reward programs, offer clear career development opportunities, and create a conducive work environment to maintain employee motivation and productivity.

2. Consistently optimize supporting factors. Although integrity, organizational commitment, job satisfaction, and sustainable performance already show strong contributions, continuous improvements remain necessary. Sustained optimization will ensure a productive, healthy, and long-term performance-oriented work environment.

3. Use findings as a strategic reference. This research may serve as a foundation for designing policies or work programs aligned with organizational needs. By focusing on strengthening organizational commitment and other key factors, management can establish more effective and efficient work systems.

4. Apply an integrated approach to sustainable performance. Organizations should develop a comprehensive and holistic strategy that balances motivation, job satisfaction, commitment, and integrity as interrelated elements that reinforce one another in supporting long-term performance.

Suggestions for Future Research

The researcher acknowledges the limitations of this study but hopes the findings can serve as a reference for future research and development. Several recommendations include:

1. Explore additional variables. Future studies may incorporate external variables such as leadership style, work environment, or organizational culture to enrich the understanding of factors influencing sustainable employee performance.
2. Adopt mixed methods. Beyond the quantitative approach used here, future research is encouraged to use qualitative or mixed-methods approaches to capture psychological factors and employee perceptions that cannot be measured numerically but contribute significantly to commitment and job satisfaction.
3. Expand research scope. This study was limited to a single institution, namely Palm Oil Mill 4 (PT. Dharma Satya Nusantara Tbk). To enhance generalizability, future studies should include other units or different companies to test the consistency of the model in broader organizational contexts. A wider research scope will strengthen the utility of findings and allow for more comprehensive evidence-based policy-making.

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