



High Work Motivation with Low Corruption: Building Integrity Through Employee Engagement in PT. KAI

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Abstract

This study aims to analyze the effect of work motivation on employee engagement with integrity as a mediating variable, as well as to examine its implications for the development of an anti-corruption culture among permanent employees of PT. KAI. The study employs a quantitative approach using a survey method. Data were collected through questionnaires distributed to 224 permanent KAI employees. The data were analyzed using Structural Equation Modeling (SEM) with the assistance of LISREL software. The results indicate that the structural model with integrity as a mediator meets the goodness-of-fit criteria. Work motivation does not have a direct effect on employee engagement, but it requires integrity as an ethical foundation. Furthermore, work motivation has a positive influence on integrity, which in turn strengthens employees' attachment to their work. However, integrity alone does not have a direct impact on employee engagement and requires the support of motivational and organizational factors. These findings suggest that motivation without integrity may lead to opportunistic behavior. The combination of motivation and integrity fosters stronger, more productive, and ethically grounded employee engagement. Practically, this study highlights the importance of strengthening work motivation framed by integrity to build a sustainable anti-corruption culture within state-owned enterprises.

Keywords *Employee Engagement; Integrity; State-Owned Enterprises (SOEs); Work Motivation*

INTRODUCTION

Industry and organizations, both in the public and private sectors, must prioritize the development of human resources. In reality, the growth of these organizations is often driven by profit, and by the individual capabilities of those in managerial, executive, and operational positions. However, the presence of individuals in high-ranking roles can also give rise to the abuse of power, such as corrupt practices among certain department heads. This reflects a failure in human resource development to ensure that individuals are truly competent in their roles.

In many cases, executing a specific project requires special funds and informal approaches to secure the work, which undermines the importance of evaluating the final outcomes in terms of both quality and quantity. [Abidin \(2015\)](#) defines corruption as the abuse of authority for personal or group gain, constituting a violation of law, norms, or morals. Such behaviors often occur in governmental institutions or corporate organizations.

[Suwatno and Donni \(2011\)](#) state that the purpose of human resource management is to plan, organize, direct, and control the processes of recruitment, development, compensation, integration, and termination of employees, to achieve a decent level of employee welfare. [Dessler \(2011\)](#) further emphasizes that human resource management involves policies and practices necessary for individuals to effectively fulfill managerial roles.

[Armstrong \(2013\)](#) highlights that, in state-owned enterprises (SOEs) in the transportation sector, instances of top leadership engagement have been misused for corrupt behaviour. Based on the 2024 Corruption Perception Index (CPI), Indonesia's score improved slightly from 34 to 37. In this index, a higher score indicates a perception of reduced corruption. Globally, Indonesia climbed to 99th place out of 180 countries, up from 115th. Within ASEAN, Indonesia ranks below Singapore (84), Malaysia (50), Timor-Leste (44), and Vietnam (40), but above Thailand (34), the Philippines

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(33), and Myanmar (16). While the score shows modest improvement, it also reveals that Indonesia continues to face serious challenges in eradicating corruption and requires a stronger commitment from all stakeholders.

Given the extent to which employees are involved in these practices and the strength of their commitment to their work or institution, employee engagement has become a critical area of concern. Employees who are engaged and committed to their organizations tend to demonstrate higher productivity, provide better service to the organization, and contribute to lower turnover rates (Raymond and Joh, (2017)

Employee engagement involves deep physical, cognitive, and emotional involvement from employees. Employees who actively engage are not merely enjoying their work, but also possess a strong belief in the meaning and purpose behind their tasks, which contributes to improved performance. One key factor in enhancing employee engagement lies in the belief that such involvement brings tangible benefits, and job characteristics and access to adequate resources often influence this.

Finney (2010), corruption-related behaviour, or what can be narrated as a corruption culture, is being driven by emotional states. He highlights the role of pleasure and positive emotions associated with happiness, which may expand an individual's openness to engage in such behaviors. On the contrary, negative emotions tend to narrow an employee's thought process, pushing them to distance themselves from the organization or even engage in unethical conduct, such as corruption or nepotism, by exploiting others' enjoyment or weaknesses. Schaufeli and Baker (2004) define employee engagement as a positive state and enthusiasm derived from work itself. This state includes difficulty detaching from work and the sense that the job provides sufficient financial rewards, reinforcing one's personal and professional satisfaction.

Rothbard (2001) notes that absorption in a role becomes a form of psychological existence within one's activity. This absorption includes two important components: the individual's capacity to focus their thoughts on the role, and the depth of involvement, which reflects how intensely and attentively the individual performs the task over a given period.

State-owned enterprises (SOEs) in the transportation sector are business entities established and operated within a nation to meet mobility needs and boost the national economy. These companies can be structured as corporations or wholly owned subsidiaries by citizens. However, corruption remains prevalent, particularly in the form of inflating prices during procurement processes. Interestingly, many employees within these organizations tend to overlook such misconduct due to mutually beneficial negotiations, project-based compensation to vendors, and preselected vendor winners.

Minimal oversight, combined with negative motivation and poor performance evaluations, often leads to structured and systematic corruption. Wu and Huang (2011) organizational climates can influence employee behavior, particularly when employees are incentivized through rewards. Sanyal (2005) that commercial benefits may be gained when companies exert influence through bribery or rewards. These practices often exploit regulatory loopholes and are supported by financial contributions or informal payments.

Wu and Huang (2011) that when bribery becomes widespread and organizational regulations are applied ambiguously, the incidence of employees engaging in bribery increases. This behavior becomes normalized as a common and accepted part of business transactions when the majority of employees participate in it. When law enforcement is perceived as weak, bribery tends to become pervasive. Cuervo (2008) adds that such practices are perpetuated when both parties share a similar perception regarding the fairness of the exchange.

Brand and Slater (2003), work motivation is related to affiliation and power motives, which directly influence such behaviors when mediated by opportunity. Chan et.al. (2008) found that

affiliation motives influence whether employees behave ethically or unethically toward their organizations. Friendship ties and the desire to avoid conflict often lead to mutual agreements. Organizational success can sometimes be achieved through unethical means.

[Abidin and Siswandi \(2015\)](#) high work motivation among individuals engaged in corrupt behavior is often rooted in power motives, which are closely affiliated with achievement motives. The strongest of these motives tends to be the power motive, particularly among employees holding higher ranking positions. In the context of state-owned enterprises (SOEs) in the transportation sector, individuals driven by such motives seek social status, recognition, and acknowledgment from others. Unfortunately, these needs often serve personal interests, such as acquiring luxury properties and vehicles.

[McClelland \(1985\)](#), identifies three fundamental types of motivation: the need for achievement, affiliation, and power. The need for achievement involves striving to surpass a standard; the need for affiliation centers on the desire to build close relationships and work cooperatively; and the need for power involves influencing others, gaining prestige, and feeling superior. Employees in SOEs within the transportation sector are valuable organizational assets. Organizations aim to optimize the use of human resources and ensure they remain aligned with their competencies ([Muchtar, 2016](#)). However, many employees remain in these companies due to specific projects, despite the decline in bonuses and incentives. This occurs because most employees seek to personally benefit from organizational resources, using their skills to manage small- to large-scale projects for their own gain. This behavior often stems from a lack of empathy and recognition for diligent employees, leading to the erosion of engagement and eventual turnover. In some cases, employees' resort to unethical behavior to meet basic needs and increase personal gains.

Amidst the organizational complexities and challenges, some units are required to contribute annual or project-based financial deposits. Interestingly, 87% of employees in such companies report accepting or even enjoying this dysfunctional environment. This is largely driven by pressing financial needs that compel individuals to remain despite the poor working conditions. In addition, employees often believe they possess specialized skills that may not be easily transferable or valued elsewhere, making them reluctant to seek employment outside the organization. Fear of rejection, professional transition uncertainty, and concerns about discriminatory recruitment practices such as those based on age, gender, or qualifications also contribute to their decision to stay.

Discriminatory factors such as age, gender, competence, and organizational readiness for change all shape the employee experience. Thus, organizations must not focus solely on output but also prioritize employee well-being to foster a more positive and inclusive work environment. Newspaper [Kompasiana \(2014\)](#), work motivation is critical, particularly for employees experiencing a motivational crisis due to poor organizational conditions or perceived injustices regarding employee welfare. In such cases, external motivation is necessary to reignite their drive. [Handoko \(2002\)](#) that low work motivation is often reflected in behaviors such as frequent absenteeism, disregard for work rules, and increased boldness in violating organizational policies. Employees who feel disconnected from their peers may act out, for example, by profiting personally from project tenders, resisting leadership, and contributing to workplace tension.

Integrity is a fundamental value that underpins the development of a healthy and sustainable work motivation within PT. Kereta Api Indonesia (PT. KAI). As one of Indonesia's strategic State-Owned Enterprises (SOEs) in the transportation sector, PT. KAI is expected not only to provide excellent public services but also to uphold public trust and stakeholder confidence through clean, transparent, and integrity-based governance.

Integrity serves as a cornerstone in fostering strong and sustainable work motivation,

especially within SOEs. In the spirit of reform and institutional transformation, the Ministry of SOEs has introduced core values under the acronym AKHLAK, which stands for: Trustworthy, Competent, Harmonious, Loyal, Adaptive, and Collaborative. The value of trustworthiness, representing integrity, emphasizes honesty, trustworthiness, and accountability in carrying out duties and responsibilities ([Ministry of State-Owned Enterprises, 2020](#)).

Integrity embedded through the AKHLAK values is not merely a slogan; it must be reflected in daily work practices from front-line staff to top management. Employees who uphold integrity are less likely to engage in bribery, data manipulation, or abuse of authority. Integrity is also closely linked to employee engagement, where employees who feel emotionally and cognitively connected to their organization tend to demonstrate high loyalty and are less likely to engage in deviant behaviors ([Schaufeli and Bakker, 2004](#); [Saks, 2006](#)).

[Lencioni \(2002\)](#), integrity is not just about avoiding wrongdoing, but also about having the courage to speak the truth and reject compromises that violate one's core values. In SOEs, particularly within subsidiaries of PT. KAI, anti-corruption efforts must begin with individual awareness that organizational success depends heavily on honesty and collective responsibility. PT. KAI, integrity is manifested through the strengthening of whistleblowing systems, transparency in procurement processes, and the implementation of ethics and anti-corruption training. Furthermore, leadership plays a critical role as a role model in demonstrating integrity. When leaders consistently align their words with actions, employees feel inspired and develop stronger psychological bonds with the organization.

Employee engagement rooted in integrity has a direct impact on performance improvement, quality public service delivery, and a reduction in ethical violations. Therefore, cultivating integrity is not only a moral obligation but also a strategic approach to building a resilient, adaptive, and trusted organization.

Furthermore, they may lose seriousness in fulfilling their responsibilities, leading to substandard performance. These behaviors not only challenge the individual but also undermine organizational effectiveness. In many cases, employees remain in their jobs not by choice but due to a lack of alternatives. While many wish to pursue better-paying and more comfortable jobs, they are constrained by limited education, outdated skills, age, and other factors that hinder their employability.

LITERATURE REVIEW

Employee Engagement

[Macey and Schneider \(2008\)](#) state that engagement is often associated with the psychological states of employees, such as mood, commitment, and similar factors. They categorize engagement into three distinct dimensions: 1) Trait Engagement, refers to relatively stable personality characteristics of an individual, such as enthusiasm, mental resilience, optimism, and personal values toward work. In the context of an anti-corruption culture, trait engagement plays a crucial role as a moral and ethical foundation. Individuals with high integrity and a strong personal commitment to honest work values are more resistant to unethical behavior even within systems that are permissive of corruption. 2) State Engagement represents a temporary psychological condition influenced by the work environment, social relationships, leadership, and clarity of work goals. This form of engagement emerges when employees feel valued, supported, and find meaning in their work. It is nurtured through exemplary leadership, a fair reward system, and effective communication of organizational values. A positive work environment fosters emotional involvement, which discourages actions that may damage the collective ethical standards. 3) Behavioral Engagement refers to the tangible manifestations of work engagement, such as active participation in tasks, contributions to process improvement, and willingness to assist colleagues.

It serves as concrete evidence of internalized ethical values. Behaviorally engaged employees tend to report misconduct, reject gratuities, and act as agents of change, promoting transparency and accountability in the workplace.

[Robinson et. al., \(2004\)](#) employee engagement as a positive attitude held by employees toward the organization and its values, where employees are aware of the business context and strive to improve both their work and organizational effectiveness.

[Saks \(2006\)](#) defines employee engagement as a mutual effort between employees and the organization to fully invest themselves in their roles at work. [Schaufeli and Bakker \(2004\)](#) define employee engagement as a positive mental state characterized by vigor, dedication, and absorption in work. Based on these definitions, the author adopts [Schaufeli and Bakker \(2004\)](#) three core aspects of engagement: Vigor is reflected in behavior marked by high levels of mental resilience while facing challenges at work. Dedication, refers to a condition where employees are deeply involved in their work, characterized by feelings of significance, enthusiasm, and the belief that their job provides inspiration, challenge, and personal pride. Absorption is a state in which employees feel fully concentrated, happy, and immersed in their tasks, often losing track of time and finding it difficult to detach from their work.

Work Motivation

[Lie \(2018\)](#) explains that work motivation is a process that describes how and why employees direct their efforts toward achieving specific goals within the work context. [Luthan \(2015\)](#) defines work motivation as the initial step in which employees take action in response to physical or psychological deficiencies; in other words, a drive that compels them to fulfil certain objectives. It acts as a force that influences employees to perform their duties and responsibilities.

[Winardi \(2001\)](#) views work motivation as the result of a series of processes that are either internal or external to the individual. [Suwatno \(2020\)](#) defines work motivation as a set of forces, both intrinsic and extrinsic, that stimulate employees to behave in a certain direction, with a specific intensity and duration, over time.

[Mangkunegara \(2013\)](#) outlines key aspects of work motivation that the author adopts in this study, including Affiliation: the desire to build and maintain warm and friendly relationships with colleagues. This need for affiliation reflects the individual's drive to interact, enjoy working with others, and avoid actions that may harm or disadvantage others. Power: the need for power reflects a desire to supervise, control, and influence the behavior or responsibilities of others. This need is not focused on dominance for its own sake, but rather on having the ability and authority to influence others positively. Achievement: the need for achievement is a drive that involves taking responsibility in problem-solving, showing initiative, and having the courage to take calculated risks.

Integrity

Integrity is a reflection of the Ber-AKHLAK values that have been established as the core values of civil servants since 2021. These values are no longer merely slogans but serve as behavioral guidelines that shape the work culture of public officials. In this study, integrity is understood as a central concept in ethics and organizational behavior.

[Simon \(2002\)](#) defines integrity as the perceived alignment between a person's words and actions, where consistency between promises and deeds forms the basis of trust. Furthermore, [Simon et. al. \(2013\)](#) emphasizes that integrity is closely related to trust in leadership, with honesty and consistency as the key factors. [Fiorito and Ehrenhard \(2019\)](#) highlight organizational integrity as the congruence between stated values and enacted practices, while rejecting opportunistic behavior. The [OECD \(2009\)](#) expands this understanding by defining integrity as a set of systems

and processes designed to encourage behaviour in line with moral and legal standards, while simultaneously preventing corruption.

In this study, the researcher focuses on one essential aspect of integrity, namely trustworthiness. Within the Ber-AKHLAK framework, trustworthiness represents a fundamental value that underpins the conduct of civil servants. In the context of bureaucracy and public service, trustworthiness refers to the ability to carry out duties, responsibilities, and authority with honesty, accountability, and a strong orientation toward the public interest. It is not only an individual ethical matter but also a moral foundation that strengthens the accountability of performance.

In business practice, integrity is often described as doing the right thing even when no one is watching, upholding honesty, accountability, and transparency. Similarly, trustworthiness functions as a safeguard against corrupt practices. When civil servants recognize their position as a trust, decision-making is guided by the interests of the public rather than personal gain. Thus, trustworthiness plays a strategic role in fostering an anti-corruption culture within the bureaucracy.

Trustworthiness is also closely linked to work motivation and employee engagement. Civil servants who internalize trustworthiness tend to possess strong intrinsic motivation, as their work is viewed not only as a formal obligation but as a form of public service and devotion. This perspective strengthens their emotional attachment to their work, their organization, and the broader society they serve.

Research Framework

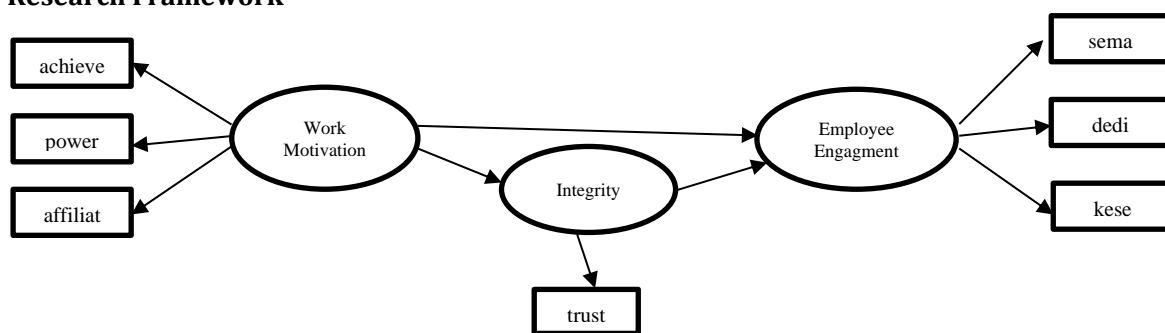


Figure 1. research framework

Note

Achieve : Need for Achievement

Power : Need for Power

Affiliate : Need for Affiliation

Trust : Trustworthiness

Sema : Vigor

Dedi : Dedication

Kese : Absorption

Hypothesis

H1 : The Influence Work Motivation on Employee Engagement With Integrity as a Mediator

H2 : Impact of Work Motivation on Employee Engagement

H3 : Impact of Work Motivation on Integrity

H4 : Impact of Integrity on Employee Engagement

RESEARCH METHOD

The research employed a quantitative descriptive design using a cross-sectional approach.

Data were analyzed through Structural Equation Modeling (SEM) in two stages: first, Confirmatory Factor Analysis (CFA), followed by structural model testing. This methodological choice was made to examine and validate the relationships among variables, particularly to assess the contribution of work motivation to employee engagement, with integrity (trustworthiness) serving as a mediating factor.

The research population refers to a group of objects or subjects that possess specific characteristics and a defined number, as determined by the researcher, which serves as the basis for study and conclusion. In this study, the population consisted of permanent employees of the state-owned transportation company, PT. KAI. The criteria included both male and female employees with educational backgrounds ranging from diploma to master's degree (Strata 2). The sampling technique applied in this study was accidental sampling. Initially, the researcher collected 250 responses; however, 26 responses contained missing data regarding characteristics and questionnaire completion. As a result, only 224 valid responses were processed for analysis. These respondents were drawn from five cities included in the study: DKI Jakarta, Yogyakarta, Medan, Lampung, and Surabaya.

The research instrument in this study was developed based on the measurable aspects proposed by [Suyasa and Fransisca \(2005\)](#) to assess consumptive behaviour among civil servants. The dimensions include preference for branded products, interest in new products, shopping as a form of entertainment, and impulsive buying behavior. In addition, the measurement of hedonistic lifestyle followed the framework [Sholeh \(2017\)](#), which consists of interests, activities, and opinions. A Likert scale was employed, with response options ranging from 1 (strongly disagree) to 5 (strongly agree). This instrument has been widely applied to evaluate individual perspectives in consuming specific goods and services. The data analysis technique in this study was analyzed using Structural Equation Modelling (SEM) with the assistance of the LISREL software. SEM was applied to examine the causal relationships among variables, particularly to identify the influence of work motivation on employee engagement, with integrity (trustworthiness) serving as a mediating factor. This method was chosen because of its ability to test complex models and evaluate both direct and indirect effects simultaneously.

FINDINGS AND DISCUSSION

Validity and Reliability

Table 1. Index Validity and Reliability Variable Employee Engagement

No	Statement	Validity	Reliability
1	At work, I feel full of energy	.689	.952
2	In my work, I feel strong and vigorous.	.836	
3	When I wake up in the morning, I feel like going to work.	.737	
4	I can work for long periods of time without feeling tired.	.721	
5	In my work, I am very mentally resilient.	.633	
6	At work, I always persevere even when things do not go well.	.726	
7	At work, I always persevere even when things do not go well.	.798	
8	I find my work full of meaning and purpose.	.811	
9	My job inspires me.	.718	
10	I am proud of the work that I do	.750	
11	For me, my job is a challenge	.744	
12	Time flies when I am working	.584	
13	When I am working, I forget everything else around me	.546	
14	I feel happy when I am working intensely	.835	
15	I am immersed in my work.	.665	
16	I get carried away when I am working	.625	
17	It is difficult to detach myself from my work.	.771	

Based on the results presented in Table 1, the lowest validity score was obtained on item 13, "When I am working, I forget everything else around me," with a value of 0.546. The highest validity score was recorded on item 2 "In my work, I feel strong and vigorous," with a value of 0.835. The reliability analysis yielded a Cronbach's Alpha value of 0.952, indicating an excellent level of internal consistency. These results confirm that all items in the instrument meet the statistical requirements for validity and reliability, ensuring that the constructs are measured accurately and consistently.

Table 2. Index Validity and Reliability Variable Work Motivation

No	Statement	Validity	Reliability
1	I enjoy working in a team and building harmonious relationships with colleagues.	.619	.950
2	I consider it important to maintain good relationships with all employees	.743	
3	I avoid actions that could hurt my colleagues' feelings	.743	
4	I enjoy a work atmosphere filled with togetherness and warmth	.854	
5	I tend to provide emotional support to colleagues who are experiencing difficulties	.756	
6	I have a desire to lead and guide colleagues in achieving common goal	.526	
7	I feel called to take a role in organizing or coordinating teamwork	.630	
8	I want to influence how others work to achieve better results	.793	
9	I feel confident when given the responsibility to manage a task or project	.898	
10	I feel satisfied when my opinions are heard in decision making	.919	
11	I have a strong drive to complete work with the best result	.854	
12	I feel challenged to solve complex problems at work	.837	
13	I take the initiative to take on additional tasks without being asked	.454	
14	I am not afraid to take calculated risks to achieve better result	.749	
15	I feel proud when I complete work in a more effective way than before	.779	

Based on the results table 2, the lowest validity score was obtained on item 13, "I take the initiative to take on additional tasks without being asked"," with a value of 0.454. The highest validity score was recorded on the item 10 "I feel satisfied when my opinions are heard in decision making " with a value of 0.919. The reliability analysis yielded a Cronbach's Alpha value of 0.950, indicating an excellent level of internal consistency. These results confirm that all items in the instrument meet the statistical requirements for validity and reliability, ensuring that the constructs are measured accurately and consistently.

Table 3. Index Validity and Reliability Integrity

No	Statement	Validity	Reliability
1	I always complete my work in accordance with established standards and deadlines.	.736	.956
2	I maintain the trust given by my superiors and colleagues.	.832	
3	I do not misuse authority or office facilities for personal gain.	.845	
4	I refuse gratuities and other forms of rewards that conflict with regulations.	.891	
5	I remain honest and transparent even in difficult or high-risk situations.	.854	

No	Statement	Validity	Reliability
6	I am consistent between my words and actions in carrying out work duties	.767	
7	I take responsibility for the results of my work, whether successes or failures.	.835	
8	I am willing to report any ethical violations I become aware of in the workplace.	.780	
9	I comply with company regulations and do not manipulate data or information.	.775	
10	I uphold the value of honesty in every aspect of my work.	.850	

Based on the results table 3, the lowest validity score was obtained on item 1, " I always complete my work in accordance with established standards and deadlines.," with a value of 0.736. The highest validity score was recorded on the item 4 " I refuse gratuities and other forms of rewards that conflict with regulations " with a value of 0.891. The reliability analysis yielded a Cronbach's Alpha value of 0.956, indicating an excellent level of internal consistency. These results confirm that all items in the instrument meet the statistical requirements for validity and reliability, ensuring that the constructs are measured accurately and consistently.

Demographic Characteristics of Participants

The participants in this study were permanent employees of PT. KAI in the logistics and finance departments across various operational areas, with a total of 224 respondents.

Table 4. Data Characteristic

Characteristic	Frequency (F)	Percentage (%)
Gender		
Male	106	47,3%
Female	118	52,7%
Total	224	100%
Age		
20-30 year	86	38,4%
31-40 year	71	31,7%
41-50 year	53	23,7%
> 51 year	14	6,3%
Total	224	100%
Degree Education		
High school/ Polythechic	56	25%
Bachelor's	123	54,9%
Master's	45	20,1%
Total	224	100%
Length of Service		
< 1 year	28	12,5%
2-5 year	72	32,1%
> 5 year	124	55,4%
Total	224	100%

Based on Table 4, the respondents characteristics indicate that the majority were female, total 118 individuals (52.7%). In terms of age, the 20–30 year age group dominated with 86 individuals (38.4%). Regarding education level, most respondents held a Bachelor's degree (S1), 123 individuals (54.9%). Meanwhile, in terms of length of service, the largest group comprised respondents with more than 5 years of work experience, total 124 individuals (55.4%). The predominance of respondents with more than 5 years of work experience suggests that most participants have had a relatively long tenure. This may indicate that they possess a better

understanding of the organizational culture, work procedures, and prevailing values in the workplace, thereby increasing the likelihood that the responses provided in this study are accurate and relevant to the actual conditions.

Result Analysis Data

Confirmatory Factor Analysis (CFA) Employee Engagement

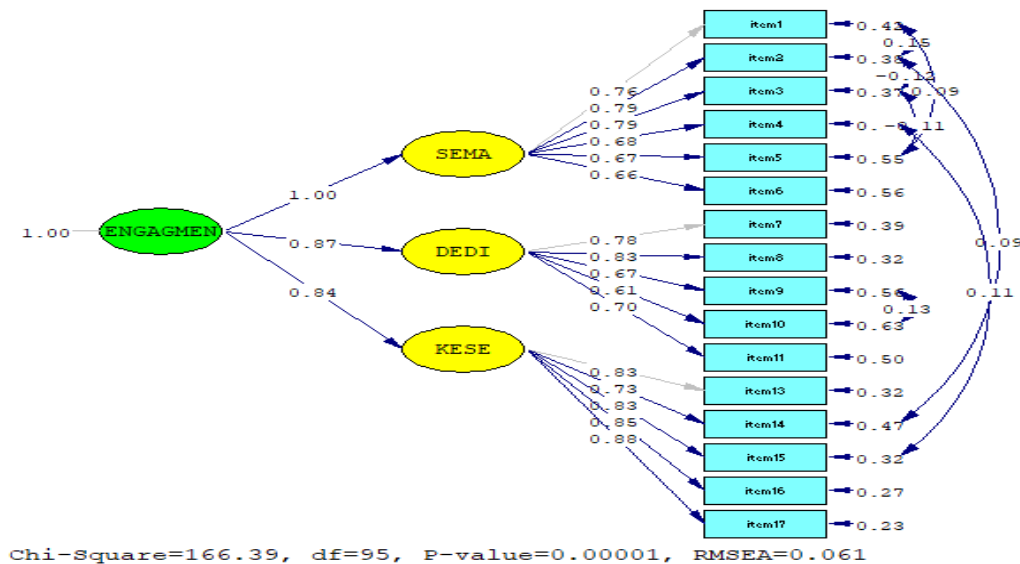


Figure 2. CFA Employee Engagement

Table 5. Goodness-of-Fit (GOF) Indices for the Employee Engagement Variable

Fit Indeks	Fit Criteria	Result	Conclusion
Chi Square	34,62	166,39	
P Value	$\geq 0,05$	0,01	Fit
RMSEA	$\leq 0,08$	0,06	Fit
GFI	$\geq 0,90$	0,91	Fit
AGFI	$\geq 0,90$	0,86	Marginal Fit
NFI	$\geq 0,90$	0,97	Fit
NNFI	$\geq 0,90$	0,99	Fit

Source: Research data processing, 2025

Based on table 5. The goodness-of-fit results indicate that most indices meet the recommended criteria. The Chi-Square value was 166.39 with a significance level (p-value) of 0.001. Although the p-value is below 0.05, which technically suggests a lack of fit, the Chi-Square test is known to be highly sensitive to sample size and often rejects models when the sample is large (Hair et al., 2010). Therefore, alternative fit indices were considered for evaluation. RMSEA value of 0.061 is below the recommended cutoff of 0.08, indicating a good fit (Byrne, 2010). Likewise, the GFI (0.91), NFI (0.97), and NNFI (0.99) all exceeded the minimum threshold of 0.90, confirming that the model fits the data adequately. The AGFI value (0.86) was slightly lower than the suggested criterion of 0.90, indicating a marginal fit. However, considering that the majority of indices fall within the acceptable range, the overall model can be concluded to demonstrate a good fit with the empirical data.

Confirmatory Factor Analysis (CFA) Work Motivation

Table 6. Goodness-of-Fit (GOF) Indices for the Work Motivation Variable

Fit Indeks	Fit Criteria	Result	Conclusion
Chi Square	34,62	46,82	
P Value	$\geq 0,05$	0,02	Marginal Fit

<i>Fit Indeks</i>	<i>Fit Criteria</i>	<i>Result</i>	<i>Conclusion</i>
<i>RMSEA</i>	$\leq 0,08$	0,05	<i>Fit</i>
<i>GFI</i>	$\geq 0,90$	0,96	<i>Fit</i>
<i>AGFI</i>	$\geq 0,90$	0,92	<i>Fit</i>
<i>NFI</i>	$\geq 0,90$	0,95	<i>Fit</i>
<i>NNFI</i>	$\geq 0,90$	0,97	<i>Fit</i>

Source: Research data processing, 2025

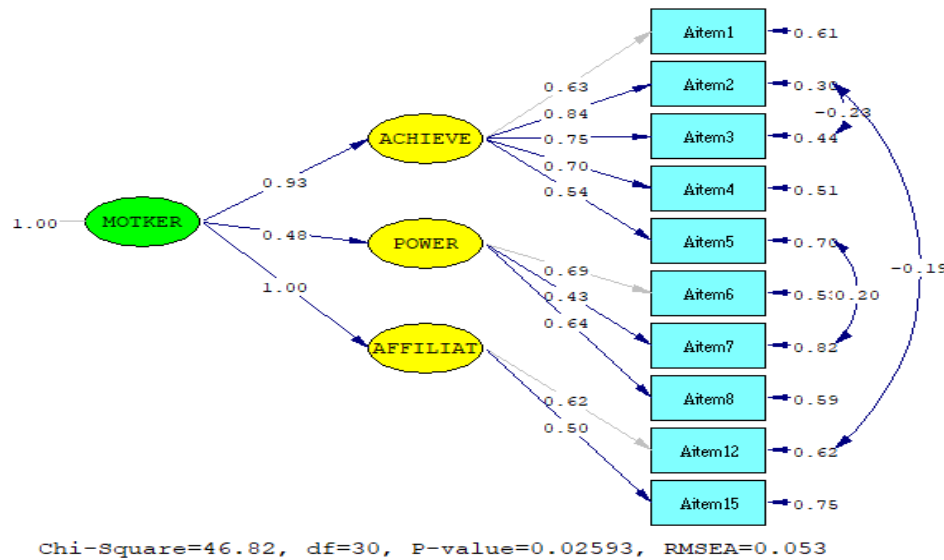


Figure 3. CFA Work Motivation

Based on table 6. The results of the goodness-of-fit (GOF) test for the work motivation variable demonstrate that the measurement model meets the recommended standards. The Chi-Square value was 46.82 with a p-value of 0.025. Although the p-value is slightly below the ideal threshold of ≥ 0.05 , the Chi-Square test is highly sensitive to sample size; therefore, other fit indices were taken into consideration (Hair et. al,2010). The RMSEA value of 0.053 is below the cutoff of 0.08, indicating a good fit (Byrne, 2010). Furthermore, the GFI (0.96), AGFI (0.92), NFI (0.95), and NNFI (0.97) all exceeded the recommended minimum of 0.90, confirming that the model achieves an acceptable level of fit with the data. Overall, the measurement model for the work motivation variable can be considered to have a good fit.

Confirmatory Factor Analysis (CFA) Integrity

Table 7. Goodness-of-Fit (GOF) Indices for the Integrity Variable

<i>Fit Indeks</i>	<i>Fit Criteria</i>	<i>Result</i>	<i>Conclusion</i>
<i>Chi Square</i>	34,62	62,62	
<i>P Value</i>	$\geq 0,05$	0,09	<i>Fit</i>
<i>RMSEA</i>	$\leq 0,08$	0,06	<i>Fit</i>
<i>GFI</i>	$\geq 0,90$	0,94	<i>Fit</i>
<i>AGFI</i>	$\geq 0,90$	0,90	<i>Fit</i>
<i>NFI</i>	$\geq 0,90$	0,99	<i>Fit</i>
<i>NNFI</i>	$\geq 0,90$	0,99	<i>Fit</i>

Source: Research data processing, 2025

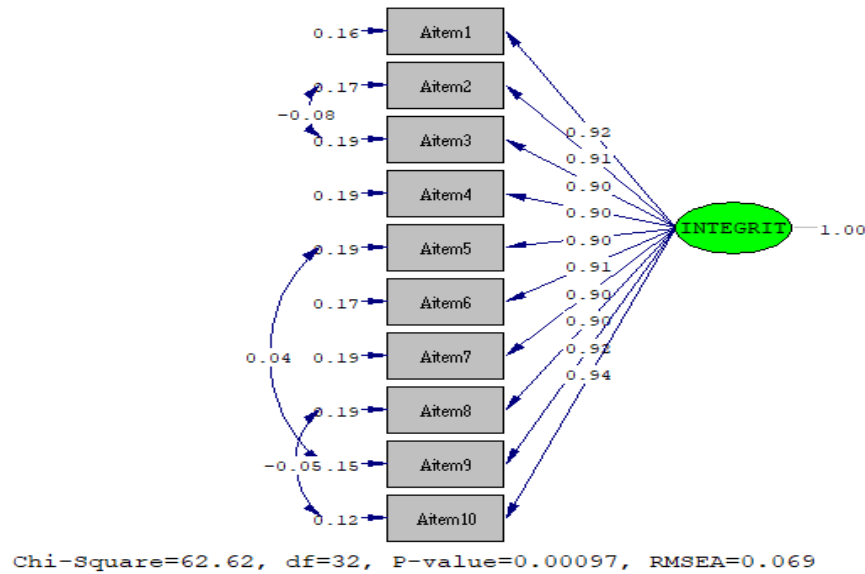


Figure 4. CFA Integrity

Based on table 7. The results of the goodness-of-fit (GOF) analysis for the integrity variable indicate that the measurement model demonstrates an acceptable fit with the data. The Chi-Square value of 62.62 with a p-value of 0.009 is statistically significant; however, [Hair et al., \(2010\)](#), the Chi-Square test is sensitive to sample size and should be interpreted alongside other fit indices. The RMSEA value of 0.069 is below the recommended threshold of 0.08, confirming an adequate model fit ([Byrne, 2010](#)). Additionally, the GFI (0.94), AGFI (0.90), NFI (0.99), and NNFI (0.99) all exceed the minimum acceptable value of 0.90, further supporting the conclusion that the model good fit. Therefore, the integrity measurement model can be considered valid and reliable for further analysis.

Structural Equation Model (SEM)

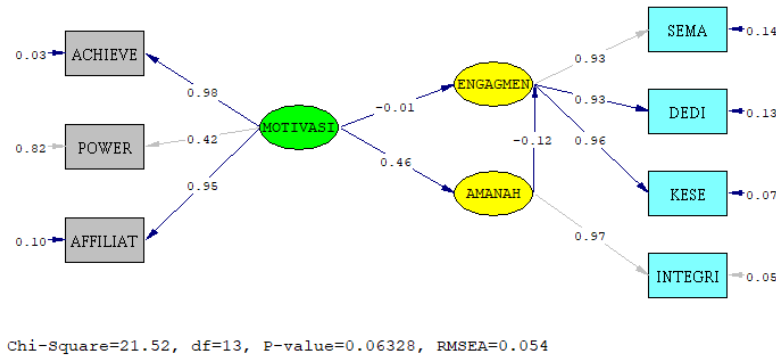


Figure 5. Structural Equation Model Standard Solution

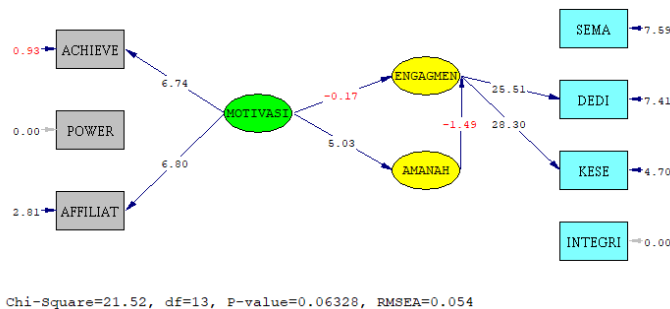


Figure 6. Structural Equation Model T-Value

Table 8. Goodness-of-Fit (GOF) Indices for SEM Mediator

<i>Fit Indeks</i>	<i>Fit Criteria</i>	Result	Conclusion
<i>Chi Square</i>	34,62	21,52	
<i>P Value</i>	$\geq 0,05$	0,06	<i>Fit</i>
<i>RMSEA</i>	$\leq 0,08$	0,05	<i>Fit</i>
<i>GFI</i>	$\geq 0,90$	0,97	<i>Fit</i>
<i>AGFI</i>	$\geq 0,90$	0,94	<i>Fit</i>
<i>NFI</i>	$\geq 0,90$	0,97	<i>Fit</i>
<i>NNFI</i>	$\geq 0,90$	0,98	<i>Fit</i>

Source: Research data processing, 2025

Based on table 8. The goodness-of-fit (GOF) indices for the SEM mediator model indicate that the measurement model achieves an acceptable level of fit. The Chi-Square value of 21.52 with a p-value of $0.06 \geq 0.05$. Similarly, the RMSEA value of 0.05 is within the acceptable limit of ≤ 0.08 , also indicating a fit (Hair et al., 2010). Meanwhile, the other fit indices, including GFI (0.97), AGFI (0.94), NFI (0.97), and NNFI (0.98), all exceed the recommended minimum threshold of 0.90. These results collectively demonstrate that the SEM mediator model is adequately specified and can be considered suitable for hypothesis testing.

Table 9. Mediator Matrix

<i>Hypothesis</i>	Impact			Standard Loading/ β	T-Value/Γ	Conclusion
H2	Work	Motivation	on	-0,01	-0,17 < 1,96	No Significant
H3	Employee Engagement	Motivation	on	0.46	5,03 > 1,96	Significant and Positive
H4	Integrity	on	Employee Engagement	-0,12	-1,49 < 1,96	No Significant

Hypothesis Test

H1: The Influence of Work Motivation on Employee Engagment with Integrity as a Mediator. The results show a P-Value of 0.06 (> 0.05), categorized as fit; RMSEA = 0.05 (< 0.08), also fit; GFI = 0.97 (> 0.90), fit; AGFI = 0.94 (> 0.90), fit; NFI = 0.97 (> 0.90), fit; and NNFI = 0.98 (> 0.90), fit. These indices indicate that the overall measurement model aligns well with the empirical data.

H2: The Direct Impact of Work Motivation on Employee Engagement. The analysis produced a standardized loading of -0.01 and a T-Value of -0.17 (< 1.96), showing that work motivation does not have a significant direct effect on employee engagement.

H3: The Direct Impact of Work Motivation on Integrity. The standardized loading was 0.46 with a T-Value of 5.03 (> 1.96), indicating a significant and positive influence of work motivation on integrity.

H4: The Direct Impact of Integrity on Employee Engagement. The standardized loading was -0.12 with a T-Value of -1.49 (< 1.96), demonstrating that integrity does not have a significant direct effect on employee engagement.

Discussion

The Influence of Work Motivation on Employee Engagement with Integrity as a Mediator.

The first hypothesis in this study examined the influence of work motivation on employee engagement with integrity (trustworthiness) as a mediating variable. The test results indicate that

the model criteria of goodness-of-fit, with P-Value = 0.06 (> 0.05), RMSEA = 0.05 (< 0.08), GFI = 0.97 (> 0.90), AGFI = 0.94 (> 0.90), NFI = 0.97 (> 0.90), and NNFI = 0.98 (> 0.90). This demonstrates that the overall measurement model is consistent with the empirical data.

Theoretically, work motivation has a close relationship with employee engagement. [Schaufeli and Bakker, \(2004\)](#), engagement is a positive psychological state characterized by vigor, dedication, and absorption, where one of the main influencing factors is work motivation. Employees with high levels of motivation tend to exhibit stronger emotional and cognitive attachment to their jobs. However, in this study, work motivation was not found to have a direct effect on employee engagement. Instead, the role of integrity (trustworthiness) emerged as a necessary mediator. [Simon \(2002\)](#), defines integrity as the alignment between words and actions, which forms the foundation of trust. Integrity strengthens the relationship between motivation and engagement because motivation framed by moral and ethical values is more likely to foster genuine involvement within the organization.

In line research [Yek and Loo \(2018\)](#), found that perceived integrity in leadership positively influences employee engagement, with job satisfaction serving as a mediator. This finding parallels the results of this study, showing that integrity (trustworthiness) enhances the impact of motivation on engagement. Furthermore, research [Suryanti, et. al, \(2022\)](#), confirmed that integrity has a significant effect on organizational outcomes including employee performance mediated by motivation. This supports the idea that motivation alone is insufficient unless reinforced by moral values such as integrity.

A study conducted in Iraq Organizational Integrity & Leadership Behaviour in 2018, also highlighted that engagement mediates the relationship between organizational integrity and organizational excellence, underscoring the importance of engagement as a psychological and organizational construct driven by both motivation and integrity.

In addition, [Fiortio and Ehrenhard \(2019\)](#), emphasized that organizational integrity represents the consistency between declared values and actual behavior. In a workplace context, when integrity is present, motivation extends beyond being purely instrumental (focused on target achievement) to being intrinsic (rooted in service and responsibility). This resonates with the Ber-AKHLAK values, where trustworthiness is positioned as a core foundation of civil servant behavior.

The Direct Impact of Work Motivation on Employee Engagement

The results of the analysis show that the standardized loading value is -0.01 with a T-Value of -0.17 (< 1.96). This indicates that work motivation does no significant direct effect on employee engagement. Theoretically, this finding is consistent with the view of [Schaufeli and Bakker \(2004\)](#), who describe employee engagement as a positive psychological state characterized by vigor, dedication, and absorption. However, work motivation particularly extrinsic motivation appears insufficient to generate emotional attachment. Without a strong foundation of moral values, motivation tends to drive only administrative compliance rather than full organizational commitment.

Similar findings by [Nurlinda and Hidayat \(2020\)](#), who observed that work motivation does not have a direct influence on engagement, while job satisfaction plays a more dominant role. [Wang and Shakibaei \(2025\)](#), further engagement reinforced this perspective, noting that work motivation affects engagement only through the mediation of job satisfaction. This suggests that an intermediary variable is necessary to bridge the relationship between motivation and employees' psychological attachment.

In the context of building an anti-corruption culture, this condition carries important implications. Work motivation that is not supported by integrity may be fragile and even lead to

dysfunctional behavior. As emphasized by the [OECD \(2009\)](#), integrity serves as a system and process to prevent corruption and promote compliance with ethical norms. In other words, motivation without (trustworthiness) risks shifting into opportunistic behavior, including tendencies toward abuse of authority.

Conversely, when work motivation is framed by integrity, employees' drive is not limited to achieving personal goals but is instead directed toward public service and accountability. This makes employee engagement more resilient against corrupt practices, since every decision is considered in relation to the broader public interest. Thus, integrity becomes the key factor that transforms work motivation from merely individual energy into a driving force for fostering an anti-corruption culture.

The Direct Impact of Work Motivation on Integrity

The results indicate that work motivation has a positive and significant effect on integrity, with a standardized loading of 0.46 and a T-Value of 5.03 (> 1.96). This means that the higher the employees' work motivation, the stronger their tendency to uphold integrity in the workplace. From a theoretical perspective, Self-Determination Theory ([Deci and Ryan, 2000](#)), explains that intrinsic motivation drives individuals to work not merely for material incentives but also because of moral values, meaning, and perceived social contribution. Motivation rooted in moral awareness becomes a strong deterrent against deviant behavior, including corruption.

Empirical evidence supports this finding. [Huberts \(2018\)](#) emphasizes that value-based intrinsic motivation strengthens the integrity of public officials and is inversely related to corrupt tendencies. A study in the public sector [Suryanti et. al., \(2022\)](#), also revealed that employees with high motivation are more capable of resisting corrupt practices because they view their position as a trust (trustworthiness), not merely a means for personal gain.

On the other hand, low work motivation is often linked to opportunistic behavior. [Ariely \(2012\)](#), in his work on dishonesty, found that individuals with weak motivation are more easily tempted to cheat when external monitoring is absent. This highlights that healthy motivation functions not only as a performance driver but also as a psychological safeguard against unethical behavior. Therefore, fostering high work motivation especially intrinsic and value oriented can be considered a preventive strategy against corruption. Motivation framed within the principle of integrity leads employees to prioritize public service and accountability. In this way, motivation is not only an individual source of energy but also a driving force that strengthens an anti corruption culture in organizations.

The Direct Impact of Integrity on Employee Engagement

The results indicate that integrity does not have a direct influence on employee engagement, with a standardized loading of -0.12 and a T-value of -1.49 (< 1.96). This finding suggests that although integrity serves as a crucial moral foundation, on its own it is insufficient to foster the emotional and cognitive attachment of employees to their work.

Theoretically, integrity is often defined as the alignment between values, words, and actions ([Huberts, 2018](#)). In organizational settings, integrity functions as a moral compass that guides employees to act within ethical and regulatory boundaries. However, engagement as described [Schaufeli and Bakker \(2004\)](#), involves psychological energy reflected in vigor, dedication, and absorption, which cannot automatically be generated by integrity alone.

Recent studies reinforce this perspective, [Putra and Nugraha \(2023\)](#), found that integrity contributes positively to job satisfaction and organizational trust, but its influence on engagement appears indirectly through mediating variables such as leadership and motivation. Similarly, [Al-](#)

Halbusi et.al., (2022), demonstrated that organizational integrity fosters employee engagement only when combined with participative management practices and supportive work environments.

Within the context of corruption behavior, this result is particularly significant. Integrity without engagement may lead to mere formal compliance rather than genuine involvement. OEDC (2009), emphasized integrity as a mechanism to prevent corruption, yet without emotional attachment to the organization, employees may exhibit only surface-level compliance. This creates a vulnerability to moral disengagement Bandura (2016), in which individuals appear compliant but may deviate when opportunities for misconduct arise.

Conversely, when integrity is coupled with factors that actively foster engagement such as intrinsic motivation or ethical leadership the risk of corruption is mitigated. This combination ensures that employees are not only “non-corrupt” but also become proactive in cultivating an anti-corruption culture within the organization.

CONCLUSIONS

The findings of this study demonstrate that the structural model, with integrity serving as a mediating variable, meets the criteria for goodness of fit. This highlights the critical role of integrity in strengthening the influence of work motivation on employee engagement.

Furthermore, work motivation was found to have no direct effect on employee engagement. This suggests that motivation, particularly when driven extrinsically, requires a moral foundation to translate into genuine engagement. On the other hand, the results reveal a strong and positive relationship between work motivation and integrity. Employees with higher motivation levels tend to uphold honesty, accountability, and responsibility, indicating that motivation can act as a protective factor against corrupt practices.

The study also reveals that integrity does not have a direct impact on engagement. While integrity is essential in preventing corruption, it requires the support of motivational and organizational factors to foster strong emotional attachment to work. Taken together, work motivation and integrity emerge as two complementary forces in building employee engagement and reinforcing an anti-corruption culture. Motivation without integrity risks devolving into opportunistic behavior, while integrity without motivational reinforcement risks remaining merely symbolic. The integration of both creates civil servants who are not only productive but also ethically grounded, thereby supporting sustainable organizational performance and preventing corrupt practices in public service.

LIMITATION & FURTHER RESEARCH

Despite its contributions, this study has several limitations that should be acknowledged. First, the research focuses on a specific context, namely a State-Owned Enterprise (SOE) in the transportation sector, particularly PT. Kereta Api Indonesia (PT. KAI). While this provides in-depth insights into integrity, work motivation, and employee engagement within a strategic public organization, the findings may not be fully generalizable to private sector organizations or SOEs operating in different industries with distinct governance structures and organizational cultures.

The study relies primarily on self-reported data collected through questionnaires. This approach may be subject to social desirability bias, especially when sensitive issues such as corruption, unethical behavior, and abuse of authority. Respondents may underreport deviant behaviors or overstate their level of integrity, motivation, or engagement to align with perceived organizational expectations.

Cross sectional design of the study limits the ability to draw causal conclusions. Although relationships between work motivation, employee engagement, integrity, and corruption-related behaviour are identified, the temporal dynamics of these variables cannot be fully captured.

Changes in organizational culture, leadership behavior, or policy reforms may influence employee attitudes and behaviors over time, which this study does not observe longitudinally.

This study does not deeply explore external contextual factors such as political pressure, regulatory enforcement strength, or broader socio-economic conditions that may shape corruption practices within SOEs. These macro level influences could interact with individual motivation and engagement in complex ways that remain unexplored in the current analysis.

Furthermore, future studies could incorporate additional variables such as ethical leadership, psychological safety, organizational justice, and whistleblowing effectiveness as mediating or moderating factors. Examining the role of digital governance, transparency technologies, and integrity-based performance management systems may also provide valuable insights for strengthening anti-corruption strategies in SOEs.

Ultimately, continued research in this area is essential to develop more comprehensive and evidence-based approaches to fostering integrity driven employee engagement, sustainable work motivation, and corruption prevention within public sector organizations.

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ETHICAL STATEMENT AND CONFLICT OF INTEREST

This study did not require approval from an ethics committee as it did not involve any medical interventions, biological experiments, or violations of participants' privacy and confidentiality. Nevertheless, the principles of research ethics were upheld through informed and voluntary consent from all participants. The author hereby declares that this research is free from conflicts of interest with any party.

AUTHOR CONTRIBUTIONS

The author's contribution is the author's role in research activities. Conception and design (Tri Panca Titis Arbiansyah and Emha Zainul Mukminin), data collection (Octaviana Tobing), data analysis and interpretation (Tri Panca Titis Arbiansyah), manuscript draft (Emha Zainul Mukminin), critical review of the manuscript (Tri Panca Titis Arbiansyah, Emha Zainul Mukminin), final approval of the manuscript (Tri Panca Titis Arbiansyah, Emha Zainul Mukminin).

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