ANALYSIS OF THE INFLUENCE OF SELECTION QUALITY ON COMPETENCE: INTRINSIC MOTIVATION AND INTEGRITY AS MEDIATION

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Abstract

This study aims to analyze the influence of selection quality on employee competencies with intrinsic motivation and integrity as mediating variables. This research method was carried out at the Yogyakarta Police with a sample of 148 respondents, using a questionnaire prepared on a Likert scale of 1 to 5, to measure how much the causality relationship between selection quality variables, integrity, intrinsic motivation, and competence was analyzed using AMOS SEM. The results of the study show that the quality of selection has a positive and significant effect on the integrity and intrinsic motivation of employees in the DIY Police. Integrity and intrinsic motivation have been shown to play a role as mediators in the relationship between selection quality and competence. Specifically, the quality of good selection increases integrity and intrinsic motivation, which in turn contributes to the improvement of employee competence. However, the quality of selection does not have a direct effect on competence, but through an indirect influence through these mediation variables. These findings confirm the importance of proper selection in improving employee competencies through increased integrity and intrinsic motivation. The conclusion of this study is that the quality of selection has a positive effect on integrity and intrinsic motivation, which in turn improves employee competence. The influence of selection quality on competence occurs indirectly through the mediation of integrity and intrinsic motivation.

Keywords: Selection Quality; Employee Competence; Integrity; Intrinsic Motivation; AMOS SEM

INTRODUCTION

In the era of globalization and the Industrial Revolution 4.0, organizations face increasingly complex challenges due to technological advancements, changing market needs, and increasing expectations for fast and innovative services, so adaptation is a must (Fajriyani et al., 2023). In this context, human resource (HR) competencies play a central role in ensuring the success of the organization, where the ability of individuals to understand and apply technology, manage change, and create knowledge-based innovations are the main factors that determine the competitiveness of the organization

(Anggriawan et al., 2023). In addition, changes in work patterns and the emergence of new professions that require special skills further emphasize the importance of human

resource development as the main strategy in creating an adaptive and innovative workforce (Agustín et al., 2023).

As an institution responsible for security stability and order, the Yogyakarta Police is required to have competent, integrity, and professional personnel in dealing with evolving social, technological, and legal dynamics. For this reason, strict, transparent, and meritocracy-based personnel selection is a crucial initial stage in determining the quality of human resources in this institution (Inaya et al., 2024). Quality selection is not just an administrative process, but is the main foundation in building personnel who have leadership, ethics, and technical competencies that are relevant to the demands of their duties (Halisa, 2020). In this regard, previous research has shown that the selection method based on cognitive ability tests has a high correlation with job performance (Schmidt & Hunter, 1998), while work simulation-based selection can predict adaptability and innovation in a dynamic environment (Charbonnier-Voirin & Roussel, 2012).

Although studies have addressed the importance of selection in determining individual competencies, there is still a research gap in understanding how elements of modern selection, such as competency-based interviews and artificial intelligence, contribute to long-term competency development (Setiyawan et al., 2018). In addition, the synergy between intrinsic motivation and integrity as a mediator in the influence of organizational factors on competence has not been widely explored (Krug et al., 2020). Therefore, this study aims to fill this gap by analyzing the influence of selection quality on human resource competence in the context of public organizations, especially the police, and exploring the mediating role of intrinsic motivation and integrity in these relationships (Fahlevi Si & Satrya, 2020). It is hoped that the results of this research can provide a more contextual and applicative perspective in developing effective selection strategies to improve the competence of personnel in the public sector.

METHODS

This study uses a quantitative method with a survey approach to collect data from selected respondents. The main instrument in this study is a questionnaire designed using a Likert scale of 1 to 5, where this scale allows respondents to express their level of agreement with various statements related to the variables studied.

In terms of data analysis techniques, this study adopts the Structural Equation Modeling (SEM) approach with AMOS software. This approach was chosen for its ability to analyze the complex causal relationships between latent variables, as well as in testing conceptual models developed based on the underlying theory. With SEM AMOS, this study can test the validity and reliability of research instruments, confirm the relationship between variables, and evaluate structural models that describe the dynamics of work motivation, specialist development, career development, and knowledge sharing within police organizations.

The sampling method in this study applies the Stratified Random Sampling technique, which allows the selection of samples based on certain characteristics in the population that has been proportionally grouped. The research population includes all Yogyakarta Police personnel totaling 10,977 personnel, with samples taken by nonprobability sampling to ensure that the selected subjects have high relevance to the variables being studied.

Data Collection, and Data Testing

This study uses quantitative data obtained through observation and closed questionnaires. Observation is carried out by directly observing behavior, work processes, and phenomena that occur in the research environment. Meanwhile, the questionnaire used in this study consisted of closed-ended questions arranged on the basis of a Likert scale with five levels of answers, so that respondents could easily choose the appropriate answers.

After the data is collected, the instrument is tested through validity and reliability tests. The validity test aims to assess whether the instrument used is able to accurately measure the variables being studied. The test was performed using SPSS with a significance level of 0.05, where the statement is considered valid if the r-count is greater than the r-table. Furthermore, reliability tests are carried out to ensure that the research instrument produces consistent data. This test uses Cronbach's Alpha method, where a statement is considered reliable if Cronbach's Alpha value is more than 0.60.

RESULT AND DISCUSSION

This study uses an analysis technique with Structural Equation Modelling (SEM) in the form of AMOS Version 22.0/Amos Graph to determine the Influence of Selection Quality on Competency: Intrinsic Motivation and Integrity as Mediation. After primary data is collected through the distribution of the questionnaire, the validity and reliability stages of the research variables are thoroughly analyzed to ensure that each indicator used meets the measurement standards that have been set. This process includes verification of the internal consistency of the research instrument as well as testing the validity of the construct to ensure that the data obtained is able to accurately represent the research variables.

Table 1: Data Validity and Reliability

Items	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted	Information
IM1	.478	.940	Valid and Reliable
IM2	.851	.888	Valid and Reliable
IM3	.824	.892	Valid and Reliable
IM4	.850	.889	Valid and Reliable
IM5	.810	.895	Valid and Reliable

Items	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted	Information
IM6	.796	.897	Valid and Reliable
QS1	.628	.937	Valid and Reliable
QS2	.630	.937	Valid and Reliable
QS3	.859	.916	Valid and Reliable
QS4	.831	.919	Valid and Reliable
QS5	.882	.914	Valid and Reliable
QS6	.835	.919	Valid and Reliable
QS7	.836	.919	Valid and Reliable
IN1	.656	.918	Valid and Reliable
IN2	.648	.919	Valid and Reliable
IN3	.885	.894	Valid and Reliable
IN4	.829	.900	Valid and Reliable
IN5	.790	.904	Valid and Reliable
IN6	.766	.907	Valid and Reliable
IN7	.704	.913	Valid and Reliable
COM5	.751	.571	Valid and Reliable
COM1	.715	.587	Valid and Reliable
COM2	.721	.579	Valid and Reliable
COM3	.163	.778	Invalid

Items	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted	Information
COM4	.129	.787	Invalid

Corrected Item-Total Correlation shows the relationship of each item to the scale total, where a value of < 0.3 indicates an invalid item. Most items have values above 0.3, with the exception of COM3 (0.163) and COM4 (0.129), which are considered invalid and need to be revised or removed.

Cronbach's Alpha measures the reliability of the scale, with a value of < 0.6 considered unreliable. Most items show good internal consistency, but the COM scale has a lower Cronbach's Alpha value (0.571 – 0.787). If Cronbach's Alpha's overall value for COM is below 0.6, this scale needs to be corrected by revision or removal of invalid items.

STATISTICS DESCRIPTIF

The demographic profile of the respondents is a crucial element in a study, as it provides a comprehensive insight into the backgrounds of the participants involved. Variables such as age, gender, and education level can affect how individuals respond to questions, form preferences, and influence the answer patterns given. Analysis of demographic aspects not only allows for a deeper understanding of the diversity of respondents, but also helps in identifying specific trends or patterns that can contribute to the interpretation of research results. Therefore, demographic characteristics play an essential role in ensuring the validity as well as relevance of research findings in a broader context. Here is a table summarizing the demographic characteristics of respondents:

Table 2: Demographic Characteristics of Respondents

Category	Code	Frequency	Percent	Valid Percent	Cumulative Percent
Gender	1 (Male)	113	76.4	76.4	76.
	2 (Female)	35	23.6	23.6	100.
Age	1 (<25 years)	34	23.0	23.0	23.
	2 (25-34 years old)	38	25.7	25.7	48.
	3 (35-44 years old)	37	25.0	25.0	73.
	4 (≥45 years)	39	26.4	26.4	100.
Education	1 (SMA)	78	52.7	52.7	52.
	2 (Bachelor's)	62	41.9	41.9	94.
	3 (Postgraduate)	8	5.4	5.4	100.
Total	-	148	100.0	100.0	-

Based on the respondent demographic table, the majority of the study participants were male (76.4%), while women were 23.6%. In terms of age, respondents were fairly evenly distributed, with the age group 45 years and above being the most (26.4%), followed by 25-34 years old (25.7%), 35-44 years old (25.0%), and under 25 years old (23.0%). For the level of education, most respondents had their last education in high school (52.7%), followed by Bachelor's (41.9%), and Postgraduate (5.4%). Overall, the data shows that the majority of respondents are male, in the productive age range, and have secondary to higher education.

REGRESSION ANALYSIS

The Structural Equation Model (SEM) is a statistical method that integrates factor analysis and multiple regression, allowing testing of causal relationships in a single model simultaneously. This technique provides a more comprehensive approach in understanding the relationships between variables, both latent and observed. The following are the results of the analysis obtained using the AMOS SEM software, which provides an estimate of model parameters, tests the goodness *of the model*, and evaluates the causal relationship between the research variables:
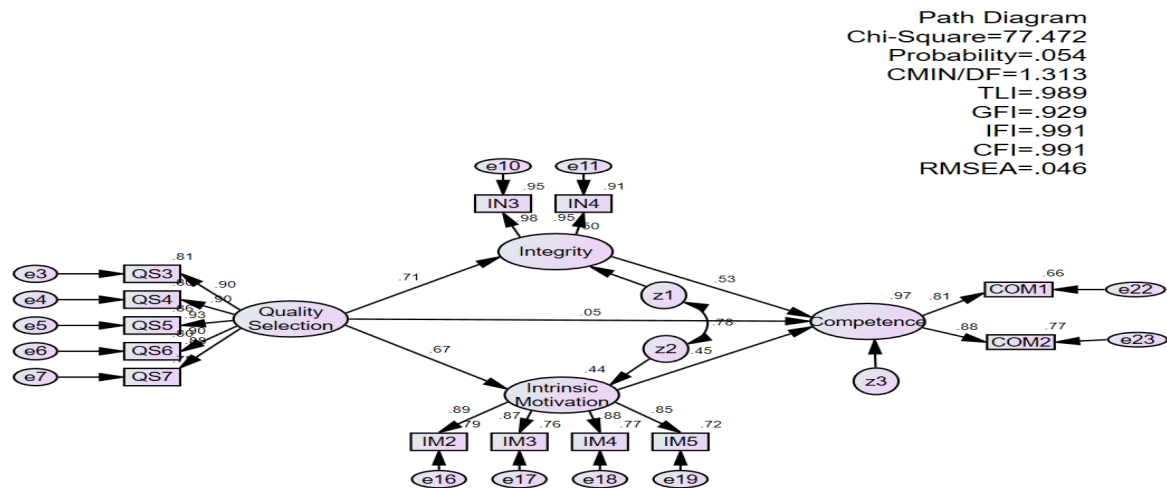
Picture 1: Path Diagram of Empirical Research

Normality

The following table is the result of the assessment of the normality of the data. Using a variety of statistical methods, we evaluated the distribution of the given sample to ensure match with the assumption of normality. These results serve as a reference for validating further analysis that relies on the normality of the data.

Table 3: Assessment of normality

Variable	min	Max	skew	c.r.	kurtosis	c.r.
QS3	1.000	5.000	-.508	-2.524	.192	.476
QS4	1.000	5.000	-.600	-2.981	.238	.591
QS5	1.000	5.000	-.728	-3.617	.514	1.275
QS6	1.000	5.000	-.635	-3.156	.305	.758
QS7	1.000	5.000	-.453	-2.252	-.047	-.116
IM2	1.000	5.000	-.673	-3.344	.683	1.697
IM3	1.000	5.000	-.523	-2.595	.526	1.306
IM4	1.000	5.000	-.362	-1.796	.391	.971
IM5	1.000	5.000	-.712	-3.536	.828	2.055
IN4	1.000	5.000	-.805	-3.999	.842	2.092
IN3	1.000	5.000	-.807	-4.009	.832	2.067
COM2	1.000	5.000	-.551	-2.736	.188	.467
COM1	1.000	5.000	-.766	-3.805	.575	1.427
Multivariate					39.436	12.147

The normality table shows that all variables have negative skewness, indicating a left-skewed distribution of data. Normality was evaluated using the Critical Ratio (C.R.) for skewness and kurtosis. Variables such as QS3 (-2,524), QS7 (-2,252), and IM3 (-2,595) are close to the limits of normality (-2.58 to 2.58), while IN3 (-4,009) and IN4 (-3,999) are outside of those limits.

The value of the kurtosis varied, with IN4 (2,092) and IN3 (2,067) approaching the critical limit. Meanwhile, a multivariate C.R. of 12,147 indicates that the data as a whole does not meet the assumption of multivariate normality. Therefore, if normality is required, it is recommended to perform data transformations or non-parametric methods.

Loading Factor

In the analysis of AMOS SEM (Structural Equation Modeling), in addition to ensuring the normality of the data, the loading factor plays an important role in measuring the strength of the relationship between the indicator and the latent construct. The high loading factor indicates the significant contribution of the indicator to the latent variable, ensuring the convergent validity and accuracy of the causality analysis. Therefore, in addition to the near-normal distribution of data, loading factor evaluation is needed to improve the accuracy of model interpretation and the validity of statistical inference.

Tabel 4 Standardized Regression Weights

Observation Variables			Estimate
IN3	<---	Int	.977
IN4	<---	Int	.952
IM5	<---	IN	.846
IM4	<---	IN	.880
IM3	<---	IN	.872
IM2	<---	IN	.889
QS6	<---	QS	.896
QS5	<---	QS	.930
QS4	<---	QS	.896
QS3	<---	QS	.902
COM1	<---	Comm	.813
QS7	<---	QS	.881
COM2	<---	Comm	.880

Goodness Of Fit

The following is a Goodness of Fit table that presents various indicators of model fit based on information obtained from the path diagram. This table is used to assess the extent to which the tested model corresponds to the existing empirical data. Various Goodness of Fit indices, such as Chi-Square, GFI (Goodness of Fit Index), AGFI (Adjusted Goodness of Fit Index), CFI (Comparative Fit Index), RMSEA (Root Mean Square Error of Approximation), and others, will be displayed to provide an overview of the quality and validity of the structural model used in the analysis. The values in this

table are the basis for determining whether the model is acceptable or needs further modification to improve its match with the data.

Tabel *5*: Goodness Of Fit

Model	CMIN	DF	P	CMIN/DF	GFI	AGFI	YOUTH	TLI	CFI	FMIN	RMSEA
Default model	77.472	59	0.054	1.313		0.929	0.891	0.991		0.989	0.991	0.527	0.046

This table shows the results of the Goodness of Fit test for statistical models. The Chi-Square value (CMIN) is 77.472 with a degree of freedom of 59 and a pvalue of 0.054, which indicates that the model is not too bad because the p value is greater than 0.05. The CMIN/DF ratio is 1.313, which indicates a good model fit, since this value is less than 2. The Goodness of Fit Index (GFI) of 0.929 and the Adjusted Goodness of Fit Index (AGFI) of 0.891 indicate that the model matches the data, with values above 0.90 and 0.80 considered good. In addition, the Incremental Fit Index (IFI) of 0.991, the Tucker-Lewis Index (TLI) of 0.989, and the Comparative Fit Index (CFI) of 0.991 all show excellent matches, as those values are above 0.90. A Minimum Fit Function (FMIN) value of 0.527 indicates that the model has a good fit. Finally, the Root Mean Square Error of Approximation (RMSEA) of 0.046, which is below 0.05, suggests that the model approaches the data very well. Overall, the model shows an excellent match with the existing data.

After the quality of the data is tested, the results of regression analysis can be used to draw a conclusion. The following table is the output estimate from the analysis with AMOS SEM

Table 4: Regression Weights

Endogenous		Exogenous	Estimate	S.E.	C.R.	P	Label
Integrity	<---	Quality Selection	.752	.075	10.075	***	Signifikan
Intrinsic Motivation	<---	Quality Selection	.693	.081	8.568	***	Signifikan
Competence	<---	Integrity	.431	.093	4.658	***	Signifikan
Competence	<---	Intrinsic Motivation	.375	.092	4.060	***	Signifikan
Competence	<---	Quality Selection	.042	.053	.794	.427	Insignificant

This Regression *Weights* table shows the causal relationships between endogenous and exogenous variables, as well as the estimated regression weights, standard error (S.E.), C.R. values, and statistical significance of these relationships. Regression analysis showed that Quality Selection had a strong relationship with Integrity ($\beta = 0.752$, C.R. = 10.075, $p < 0.001$), confirming its important role in improving honesty. In addition, its effect on Intrinsic Motivation was also significant ($\beta = 0.693$, C.R. = 8.568, $p < 0.001$), which indicates that Quality Selection contributes positively to Intrinsic

Motivation. Integrity, as another variable in the model, was shown to be strongly related to Competence ($\beta = 0.431$, C.R. $= 4.658$, $p < 0.001$), indicating that increased integrity can improve individual competence. However, the direct relationship between Quality Selection and Competence was not shown to be significant ($\beta = 0.042$, C.R. $= 0.794$, $p = 0.427$). Overall, these findings confirm that Quality Selection indirectly affects competencies through increased integrity and intrinsic motivation

MEDIATION

The mediating role of the variables Integrity and Intrinsic Motivation can be observed through pathway analysis that shows how Quality Selection indirectly affects Competence. The following table presents the results of regression estimation that illustrate the mediation mechanism, clarifying how these two variables are the main link in the model. Thus, the understanding of the hypothetical mindset is increasingly comprehensive, confirming that improving the quality of selection can contribute to strengthening competencies through more complex pathways.

Table 5: The Role of Mediation

No	Exogenous				Endogenous	Significance	Information
1	Quality of Selection		→		Competence	Insignificant	-
2	Quality of Selection	→	Integrity	→	Competence	Signifikan	Full Mediation
3	Quality of Selection	→	Intrinsic Motivation	→	Competence	Signifikan	Full Mediation

The table records the results of regression analysis that investigates the relationship between exogenous and endogenous variables on competence. In the first line, the quality of selection did not show a significant influence on competence, indicating that employee selection factors did not directly affect the observed level of competence. However, in the second and third rows, the quality of selection mediated through integrity and intrinsic motivation significantly affected competence. These results highlight the importance of integrity and intrinsic motivation as full mediators in the relationship between selection quality and employee competence.

DISCUSSION

The regression analysis that has been carried out provides in-depth insights into the relationship between Quality Selection, Integrity, Intrinsic Motivation, and Competence. Theoretically, these results are in line with the concept that the selection of qualified employees can increase integrity and intrinsic motivation, which in turn contributes to improved employee competence.

Positive relationship between Quality Selection and Integrity shows that an effective selection process can select individuals with high values and ethics, which in turn improves their integrity at work. This is in line with research findings that show that good selection can improve employee performance (Andalas, 2019). Quality selection not only selects individuals with the right competencies but also those who have high intrinsic motivation. Intrinsic motivation is related to job satisfaction and employee engagement, which in turn can improve performance

Recent research confirms that intrinsic motivation plays an important role as a mediator in the relationship between job satisfaction and employee performance. Employees who have high intrinsic motivation tend to be more engaged in their work, strive to achieve high standards, and continuously develop skills, all of which contribute to improved competence (K & Ranjit, 2022). In addition, effective employee selection can improve competence through increased integrity and intrinsic motivation. This shows that a good selection process not only selects individuals with the right skills but also those with appropriate values and motivations, which in turn improves their competence.

High integrity creates a positive work environment, encouraging employees to behave according to organizational standards, which in turn improves their competence. Research (Zhang et al., 2016) suggests that the regulation of identification in employee motivation can affect interpersonal and adaptive performance, which is related to competence. Thus, integrity and intrinsic motivation play a role as a mediator that explains how the selection of qualified employees affects competence. Overall, these findings emphasize the importance of a comprehensive selection approach, which assesses not only technical skills but also the values of integrity and intrinsic motivation, in order to effectively improve employee competence.

CONCLUSION

Based on the results of the analysis, Quality Selection is proven to play an important role in increasing Integrity and Intrinsic Motivation, which ultimately has a positive impact on Competence. Although Quality Selection has no direct influence on Competence, the mediating role of Integrity and Intrinsic Motivation is key in explaining the relationship. Thus, a quality selection strategy can indirectly improve employee competence through mechanisms to increase integrity and intrinsic motivation.

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