The Influence of Integrity, Work Discipline, and Competence Through Work Motivation on the Performance of BPJS Ketenagakerjaan Malang City Employees

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Abstract

Introduction/Main Objectives: This quantitative research aims to analyze the influence of Integrity (X1), Work Discipline (X2), and Competence (X3) on Employee Performance (Y) with Work Motivation (Z) as a mediating variable at BPJS Ketenagakerjaan (Social Security Agency) Malang City.

Background Problems: The research examines the necessity of improving Employee Performance, which is characterized by operational challenges such as delayed claim resolution and low response speed.

Novelty: The novelty lies in testing the mediating role of Work Motivation in simultaneously integrating the three dimensions (Integrity, Discipline, and Competence) within a public service environment that is highly sensitive to both ethics and efficiency.

Research Methods:The research used a saturated sample of 28 employees, representing the total population. Data were analyzed using the Structural Equation Modeling – Partial Least Square (SEM-PLS) method via SmartPLS 4.0 software.

Finding/Results:The evaluation model showed excellent predictive power (Q2 = 0.89) with valid and reliable indicators. Integrity, Work Discipline, and Competence each had a positive and significant effect on both Work Motivation and Employee Performance (P-Value < 0.05). Work Motivation was proven to be a significant partial mediator in all three relationships, meaning the direct effects of the exogenous variables are reinforced through motivation.

Conclusion: It is concluded that Work Motivation serves as a significant partial mediating variable. The key implication is that strategies to improve employee ethics (integrity, discipline) and expertise (competence) must be accompanied by initiatives to enhance work motivation to effectively boost performance.

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Keywords: Integrity; Work Discipline; Competence; Work Motivation; Employee Performance

Introduction

Human resources (HR) are the most crucial factor in determining the success of an organization, particularly in public service institutions like **BPJS Ketenagakerjaan Malang City**, where **employee performance** is vital for service quality. Nevertheless, there are practical challenges indicating the necessity for performance improvement, such as delayed claim settlements, long queues, and low response rates in digital services. Employee performance is influenced by several factors, namely **integrity, work discipline, and competence**. These three factors are suspected to have not only a direct effect, but also an indirect effect through **work motivation** as the primary psychological drive. This research aims to quantitatively analyze the influence of integrity (X1), work discipline (X2), and competence (X3) on employee performance (Y) through work motivation (Z) at BPJS Ketenagakerjaan Malang City. The main hypothesis proposed is that work motivation significantly mediates the influence of the three independent variables on employee performance.

Research Methods

This research uses a **quantitative associative approach** with the **Structural Equation Modeling – Partial Least Square (SEM-PLS)** method, operated through **SmartPLS 4.0**. The research location is **BPJS Ketenagakerjaan (Employment Social Security Agency) Malang City**. The population of this study includes all active employees of BPJS Ketenagakerjaan Malang City in 2025, with a total population of **28 people**. The sampling technique used is **saturated sampling (census)**, where all members of the population are used as the sample, resulting in a sample size of **28 respondents**. Primary data was obtained through the distribution of closed questionnaires to respondents using a **5-point Likert scale**. The research variables consist of **Integrity (X1)**, **Work Discipline (X2)**, **Competence (X3)**, **Work Motivation (Z)**, and **Employee Performance (Y)**, with each variable being measured using 5 indicators.

Result

The results of the SEM-PLS analysis are presented in two main parts: Outer Model Evaluation (Validity and Reliability) and Inner Model Evaluation (Structural Model).

Outer Model Evaluation (Measurement Model)

 Convergent Validity and Reliability Test

Convergent validity is assessed based on the *Loading Factor* (≥ 0.70) and *Average Variance Extracted* (AVE ≥ 0.50). Reliability is assessed based on *Composite Reliability* (CR ≥ 0.70) and *Cronbach's Alpha* (≥ 0.70).

Table 1 Convergent Validity and Reliability Test

Variabel	Range Loading Factor	AVE	Cronbach's Alpha	Composite Reliability (CR)	Keterangan
Integritas (X1)	0.72 – 0.89	0.63	0.86	0.90	Valid & Reliabel
Disiplin Kerja (X2)	0.74 – 0.87	0.65	0.84	0.89	Valid & Reliabel

Kompetensi (X3)	0.70 – 0.88	0.61	0.85	0.88	Valid & Reliabel
Motivasi Kerja (Z)	0.78 – 0.90	0.68	0.88	0.91	Valid & Reliabel
Kinerja Pegawai (Y)	0.73 – 0.88	0.66	0.87	0.90	Valid & Reliabel

Source: Primary Data Processed, 2025

The results in Table 1 show that all indicators have a *loading factor* above 0.70 and an AVE value above 0.50, as well as CR and Cronbach's Alpha values above 0.70. Thus, the *Outer Model* of this research is declared **valid** and **reliable**.

Inner Model Evaluation (Structural Model)

1. R-Square (R^2) and Q-Square (Q^2) Values

Table 2 R-Square (R^2) and Q-Square (Q^2) Results

Variabel Endogen	R-Square (R^2)	Interpretasi
Motivasi Kerja (Z)	0.67	Kuat
Kinerja Pegawai (Y)	0.74	Kuat
Q-Square (Q^2)	**0.89**	Prediksi Sangat Baik

Source: Primary Data Processed, 2025

The R^2 value for Employee Performance (Y) is 0.74, indicating that 74% of the variation in Employee Performance is explained by Integrity, Discipline, Competence, and Work Motivation. The Q^2 value of 0.89 (≥ 0) indicates that the model has **excellent predictive relevance**.

2. Path Coefficient Values (Direct Hypothesis Test)

Hypothesis testing is performed by examining the T-Statistics (≥ 1.96) and P-Values (≤ 0.05).

Table 3 Path Coefficient Results (Direct Influence)

Hipotesis	Jalur Hubungan	Koefisien	T-Statistik	P-Values	Keputusan
H1	Integritas → Motivasi Kerja (X1 → Z)	0.31	2.47	**0.014**	**Diterima**
H2	Disiplin Kerja → Motivasi Kerja (X2 → Z)	0.28	2.15	**0.032**	**Diterima**
H3	Kompetensi → Motivasi Kerja (X3 → Z)	0.35	2.91	**0.004**	**Diterima**
H4	Motivasi Kerja → Kinerja Pegawai (Z → Y)	0.42	3.17	**0.002**	**Diterima**
H5a	Integritas → Kinerja Pegawai (X1 → Y)	0.22	2.05	**0.042**	**Diterima**

H5b	Disiplin Kerja → Kinerja Pegawai (X2 → Y)	0.19	1.97	**0.049**	**Diterima**
H5c	Kompetensi → Kinerja Pegawai (X3 → Y)	0.25	2.39	**0.018**	**Diterima**

Source: Primary Data Processed, 2025

The results in Table 3 show that **all direct influence hypotheses are accepted** because they have a P-Value < 0.05.

3. Mediation Test (Bootstrapping Indirect Effect)

This test examines hypothesis H6, which is the mediating role of Work Motivation (Z).

Table 4 Mediation Test Results (Indirect Effect)

Jalur Mediasi	Koefisien Tidak Langsung	T-Statistik	P-Values	Tipe Mediasi	Kesimpulan
X1 → Z → Y	0.13	2.41	**0.016**	Parsial	Mediasi Signifikan
X2 → Z → Y	0.12	2.07	**0.038**	Parsial	Mediasi Signifikan
X3 → Z → Y	0.15	2.66	**0.009**	Parsial	Mediasi Signifikan

Source: Primary Data Processed, 2025

The results confirm that Work Motivation (Z) **significantly mediates** all three relationships. Given that the direct influence also remains significant (Table 3), Work Motivation functions as a **Partial Mediation**.

Discussion

The results of the *Path Coefficient* hypothesis testing (Table 3) consistently support all direct hypotheses (H1 to H5c). This finding reinforces previous literature (e.g., Lestari, 2020; Rahman, 2022) that individual factors such as integrity, discipline, and competence are key determinants of organizational success. The influence of Competence on Work Motivation (0.35) and the influence of Work Motivation on Employee Performance (0.42) are the strongest path coefficients. This indicates that the higher the capability (Competence) of the BPJS Ketenagakerjaan Malang City employees, the more motivated they are to work, which ultimately significantly improves their Performance.

Mediation Analysis (Partial Mediation)

The most important finding is the mediation test result (Table 4), which proves that Work Motivation (Z) functions as a **partial mediation** variable in all relationships (H6). This partial mediation occurs because:

- The indirect influence (X → Z → Y) is proven significant.

- The direct influence (X → Y) remains significant after Work Motivation is included in the model.

This suggests that Integrity, Discipline, and Competence have an important direct impact on Performance, but this impact becomes **stronger** and **more effective** when fueled by the

employee's internal drive and job satisfaction (Motivation). In the context of public service at BPJS Ketenagakerjaan, this result underscores the importance for management not only to emphasize compliance (Discipline) but also to create a working environment capable of maintaining employees' intrinsic motivation so that operational goals, such as the speed and accuracy of claims, can be optimally met.

Conclusion

Based on the SEM-PLS analysis, it is concluded that Integrity, Work Discipline, and Competence have a positive and significant effect, both directly and **partially indirectly** through Work Motivation, on the Performance of BPJS Ketenagakerjaan Malang City Employees. The indirect effect through Work Motivation is proven significant, indicating the crucial role of Motivation as an intermediary to maximize Performance.

Managerial Implications:

1. **Enhancing Competence and Motivation:** Management is advised to prioritize training and development based on Competence (X3) and link it to incentives or recognition systems that can increase Work Motivation (Z), given that these two paths have the highest coefficients.

2. **Strengthening Integrity and Discipline:** Although they have a direct influence, efforts to strengthen Integrity (X1) and Discipline (X2) through codes of ethics and supervision must be continued as these variables also underlie the formation of strong Motivation in the workplace.

Research Limitations: This research is limited to 28 respondents in one branch office. Future research is suggested to expand the sample or add other moderating or exogenous variables, such as Leadership Style or Work Environment, to obtain a more comprehensive picture.

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