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The Effect of Integrity and Work Discipline on Employee Engagement: Motivation as an Intervening Variable

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Abstract

The development of the business world in the era of globalization has made the business competition map more competitive. The company generally aims to earn operating profit and seeks to maintain and develop the viability of the business itself and find solutions because the Plastic Woven Packaging Manufacturing Company in Gresik, has problems with a decrease in employee performance, This study aims to analyze the effect of employee integrity and discipline in improving their performance through their work motivation. And the following research applies quantitative methods using a population of employees of the Plastic Woven Packaging Manufacturing Company in Gresik which uses a sample of 100 employees from the production department. The results of the following study provide evidence that the effect of (1) work integrity has a significant direct effect on performance (2) work discipline also has a significant direct influence on performance (3) work integrity has a significant direct effect on work motivation and (4) work discipline also affects significantly directly on work motivation while (5) work motivation has a significant direct effect on performance,and for the results of the indirect effect through the mediating variable of work motivation that (6) Integrity has a significant direct effect and can improve employee performance although not through work motivation as a mediating variable while (7) Work discipline has no significant effect and can improve employee performance directly even though not through work motivation as a mediating variable.

Keywords
work integrity; work discipline; work motivation; employee performance

I. Introduction

Human Resources (HR) has a major role in every operational activity of a company. Wirawan (2018: 242) conveys one of several factors that support success, the existence of a development or the absence of a development from a company when making efforts to achieve the desired goals, it takes an effort from the HR owned by the company, because the problem itself in the field of human resources is one of several important aspects or supports for a company organization and also conveyed by Mangkunegara (2017: 1) that HR is very important and valuable to control and manage in order to achieve company goals. Organization must have a goal to be achieved by the organizational members (Niati et al., 2021). Development is a change towards improvement. Changes towards improvement require the mobilization of all human resources and reason to realize what is aspired (Shah *et al*, 2020). The development of human resources is a process of changing the human resources who belong to an organization, from one situation to another, which is

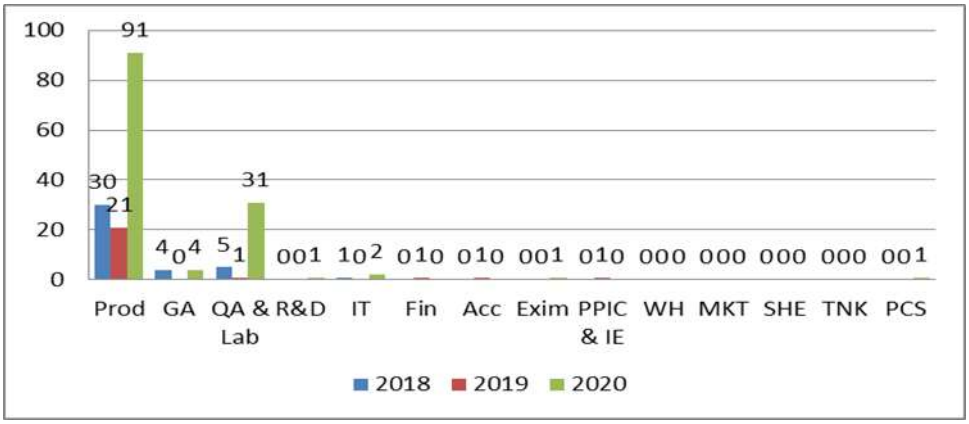
better to prepare a future responsibility in achieving organizational goals (Werdhiastutie *et al*, 2020).

The Plastic Woven Packaging Manufacturing Company in Gresik, has a problem with a decline in the performance of its employees, and it can be seen in its productivity results, which in the last 3 years have decreased, from 2018 to 2020 and can be seen in graph 1 below:

Figure 1. *Total Production*

From the results of the data above, it seems that it is still far from what is expected, so this condition is thought to affect employee performance. From observations and interviews with management, it is clear that there has been a decline in employee performance results, and it is suspected that the integrity and discipline of employees are also starting to decline.

In terms of employee integrity and discipline, it can be seen in the data submitted by the HRD dept that there are still employees who lack discipline by looking at the results of attendance data and violations that have been committed by employees as follows;



Source: HR Department Data

Figure 2. *Employee Violation Diagram*

Based on the employee violation diagram in graph 2, the Production Department ranks first to get the most violations in three consecutive years. In 2018 there were 30 violations, in 2019 there were 21 violations and in 2021 there were 91 violations.

Table 1. Employee Attendance

Attendance Criteria	2018	2019	2020
Sick	35	39	50
Permission	6	18	23
Paid leave	14	21	31
Alpha	17	20	21
Number of Days Absent	72	98	125
Number of working days	297	300	299
Percentage	24%	33%	42%

Source: Data Human Resource Department

Based on table 1, it can be seen that the total work absenteeism of employees in 2018 was 24%, in 2019 it was 33% and continued in 2020 by 42%. This shows that the higher the percentage of absenteeism, the lower the performance. In addition to integrity, work discipline is a very important factor to support an employee's performance. As stated by Hasibuan (2019: 193) which states that work discipline is a state of how employees are consciously and willing to obey company rules and established norms. Employees who have a good level of discipline can describe a magnitude of responsibility for the tasks that are being carried out.

Work discipline is also related to employee performance according to what was conveyed in Tyas and Sunuharyo's research (2018), work discipline partially has a significant positive effect on employee performance, this means that the effect of work discipline on employee performance is one-way, if work discipline has increased This causes employee performance to increase, but if employee work discipline decreases, employee performance also decreases.

II. Review of Literature

2.1 Work Integrity

Zahra (2011:123) said that integrity is a commitment to do something right and adjusted with ethics, values, norms, and still have the consistency to continue to do it properly. absencecompulsion to get out of the principle. And it is also strengthened by Rayini (2014:33) who said that work integrity is the way how someone takes action that has consistency in following the company's policies and code of ethics.Integrity It can be seen from someone who has the understanding and will to make adjustments to himself along with the ethics and policies themselves even on reality hard to do.

Work integrity according to Wurangian (2012: 395) is a basic characteristic that is the basis for someone to behave professionally. Integrity requires one to be forthright and honest.

Hendarjatno & Rahardja (2010: 118) argue that these problems have a relationship with actions that are elements of integrity based onview in general:

a. Should have firm principles
b. Have respectable behavior y
   This is through avoiding all fraud and practices that violate the applicable rules and code of ethics.
c. Have honesty.
d. Dare to reveal and take appropriate action required.
e. Act according to beliefs about his science that is not careless.
f. Do not take action based on lust or provide justification for a philosophy by not observing the applicable principles and rules.

Zahra (2011:123) provides an explanation that there are 4 indicators of integrity, namely:

1. Honest
2. Trust
3. Committed
4. Have consistency
5. Have responsibility

2.2 Work Discipline

Hasibuan (2019: 118) says discipline is a key to the success of a company to achieve the goals of the company. Discipline is an important function in an organization because the better the level of discipline from workers, the higher the work performance that can be achieved by workers. On the other hand, in the absence of discipline, it is very difficult for companies or companies to achieve optimal results.

Discipline should be applied to a company because it can have an impact on employee performance, which makes it an impact on the success or success of the company. And strengthened by Faida (2019: 70) who said that work discipline is the level of obedience and obedience to applicable regulations and is also able to get a sanction or punishment for violating the rules determined by the company.

Singodimejo in Sutrisno (2016: 89), the factors that influence the work discipline of workers are:

a. Big or small compensation given by the company
b. How is the leadership role in a company?
c. Definite rules as employee guidelines
d. The courage of the leadership to take action
e. Leadership supervision
f. How to pay attention to workers
g. The creation of habits that support work discipline

2.3 Work Motivation

McClellands quoted by Soelistya (2017: 59-60), stated that: "Motivation is a potential energy reserve possessed by an individual to be used and released which depends on the strength of the drive and the opportunities that exist where the energy itself workers want to use it because of the strength of motives and basic needs, expectations and incentive values.

The types of motivation can be grouped into 2 types based on the statement (Hasibuan: 2016), namely:

1. Positive motivation (positive incentives),
2. Negative motivation (negative incentives),

The application of the two motivations is carried out to whom and at any time so that it can be implemented effectively to stimulate the motivation of workers when carrying out their duties.

McClelland also conveyed the dimensions and indicators of motivation, namely:

a. Achievement Needs (n-ach)
   1) The drive to excel
   2) Develop Creativity
   3) Enthusiasm to produce high achievements
b. Need for affiliation (n-affl)
   1) Aka's needn feeling accepted by others in the environment where he lives and works (needs of belonging)
   2) The need to feel respected *(needs of importance)*
   3) The need for a feeling of progress and not failure (*needs of achievement*)
   4) The need for follow feeling and (needs of participation)
c. Power requirement (n-pow)
   1) Have the best position
   2) Putting your abilities to power

2.4 Performance

Musrifin (2020), performance is the result of the hard work of an individual or a group of peoplegroup of individuals on a organization or in other words are employees, like authority and responsibility each individual is responsible for achieving aim company with legal, do not violate the law and adapted to ethics andmoral. OnrealityNot always the performance of employees or conditions as desired by both the employee and the organization. The number of obstacles affects the performance of both organizational performance and individual performance.

Sudaryo, et al (2018: 207), said that the elements of the implementation of the work assessed on the list of assessments of the work implementation were of 8 kinds, namely loyalty, work performance, responsibility, obedience, honesty, cooperation, initiative, and leadership.

Kasmir (2016: 208) says that in order to measure performance, indicators can be used, namely:

a. Quality (quality)
b. Quantity (quantity)
c. Time (term)
d. Cost suppression
e. Supervision
f. Relations between employees

III. Research Methods

This study uses a quantitative approach and Sugiyono (2016), provides a definition of quantitative methods, namely a research data in the form of numbers and analyzes data using statistical procedures, while the purpose of the following research is causality research which has the aim of examining the relationship between variables - variables to be studied, as stated by Misbahuddin and Iqbal (2014).

Conceptual Framework and Research Hypotheses

Based on theoretical exposure and relationships variable sub chapter above then formed the framework of thinking in the following research which can be displayed below

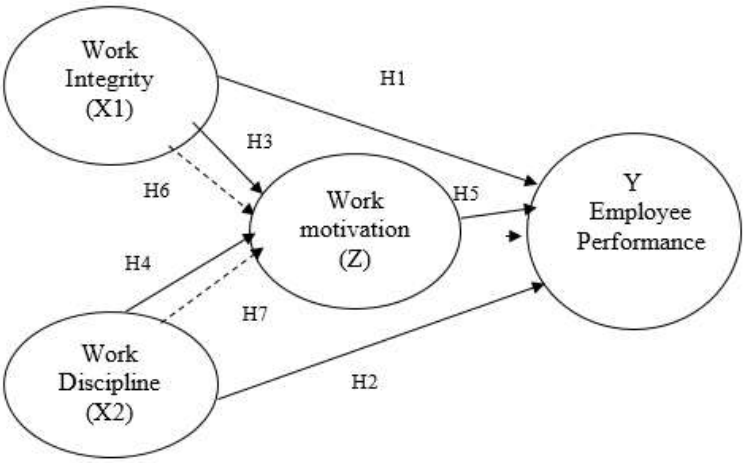


Figure 3. *Conceptual Framework*

The hypotheses created in the following research are:

1. H1: there is a direct effect of work integrity on employee performance
2. H2: Discipline has a direct effect on Employee Performance
3. H3: there is a direct effect of employee integrity on employee motivation
4. H4: there is a direct effect of work discipline on work motivation
5. H5: there is a direct effect of work motivation on employee performance
6. H6: there is an indirect effect of work integrity on employee performance through work motivation as an intervening variable
7. H7: There is an influence from the Civil Servicework employees have an indirect effect on employee performance through work motivation as an intervening variable

The following research population are employees of Packaging Manufacturing Company DepartmentThe production amounted to 945 people, while this researcher used samples to be taken from the population. The sample used must be truly representative (Sugiyono, 2016).The sample based on Istijanto (2005) is partly taken from the population. The method for determining the number of samples uses the formula from Slovin for 100 employees with an error tolerance of 10%.

IV. Results and Discussion

4.1 Results

In the following research, hypothesis testing uses analytical techniques using the Smart Partial Least Square (PLS) 3.0 program, and it can be seen in the PLS 3.0 program model scheme tested in Figure 2:

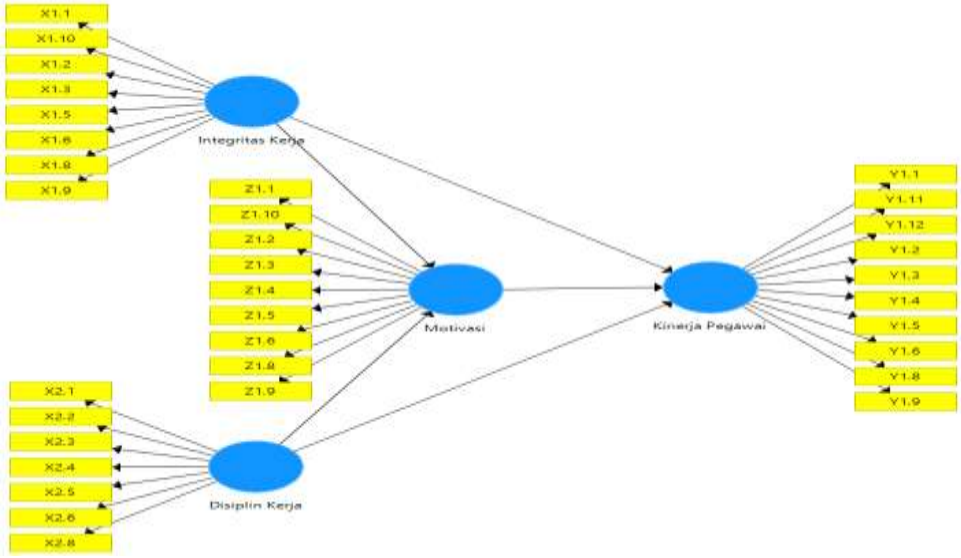


Figure 4. *Smart Partial Least Square (PLS) Model Schematic*

a. Evaluation of Measurement (Outer) Model

Based on the results of the PLS analysis with the PLS Argorithm to test the validity and reliability, the coefficient of model determination and the path coefficient for the equation model, below is the image generated based on the output of the PLS Argorithm SmartPLS, which can be observed in Figure 3 below:

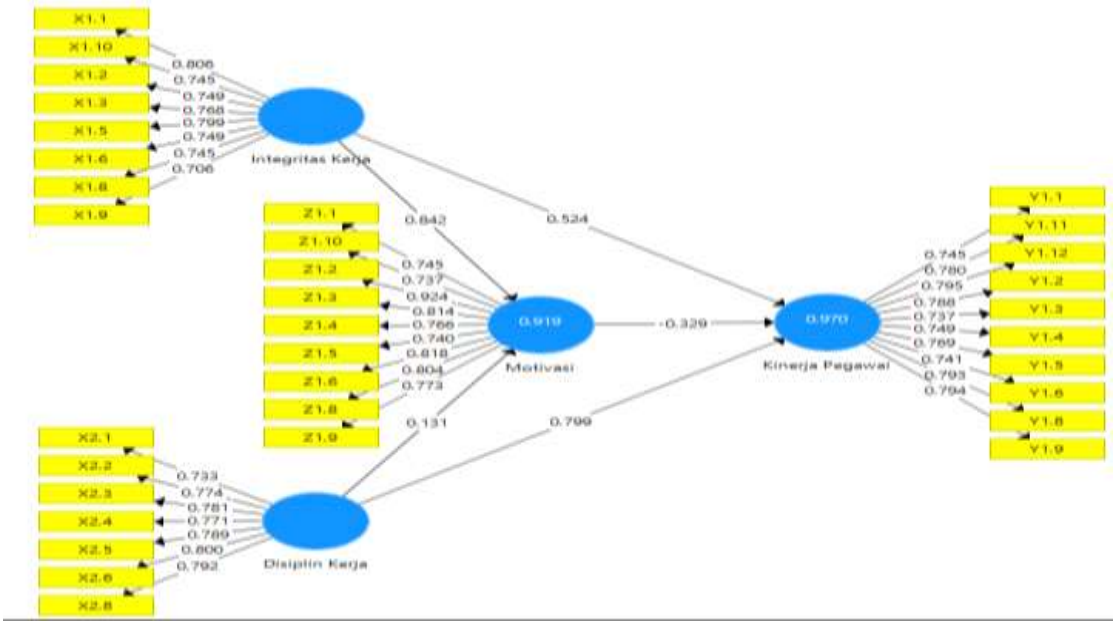


Figure 5. *Evaluation of Measurement (Outer) Model*

1. Convergent Validity

"Convergent validity from the measurement model using reflexive indicators can be observed based on the correlation between the item scores/indicators with the construct scores. Individual reflective measure is declared high if it has a correlation of more than 0.70 using the construct to be measured. However, in the research stage of the scale

development stage, loading 0.50 to 0.70 can still be accepted (Ghozali & Latan, 2015). Below is the value of the outer loading of each indicator to the research variable":

Table 2. Outer Loading Convergent Validity

Indicator	Work Discipline	Work Integrity	Employee performance	Work motivation
X1.1		0.806		
X1.10		0.745		
X1.2		0.749		
X1.3		0.768		
X1.5		0.745		
X1.6		0.706		
X1.8		0.745		
X1.9		0.706		
X2.1	0.733			
X2.2	0.774			
X2.3	0.781			
X2.4	0.771			
X2.5	0.789			
X2.6	0.800			
X2.8	0.792			
Y1.1			0.745	
Y1.11			0.780	
Y1.12			0.795	
Y1.2			0.788	
Y1.3			0.737	
Y1.4			0.749	
Y1.5			0.769	
Y1.6			0.741	
Y1.8			0.793	
Y1.9			0.794	
Z1.1				0.745
Z1.10				0.737
Z1.2				0.924
Z1.3				0.814
Z1.4				0.766
Z1.5				0.740
Z1.6				0.818
Z1.8				0.804
Z1.9				0.773

Source: Processed Data 2020

Based on the presentation of the data in table 2 above, it is known that each indicator of the dominant research variable has an outer loading value of > 0.7.

2. Discriminant Validity

"Discriminant validity indicators can be observed in the cross loading between indicators and constructs. If the correlation between the constructs and indicators is higher, a comparison of the correlation between indicators and other constructs is carried out, so that the problem itself shows that latent constructs predict indicators in their blocks, it is

better to compare them with indicators in other blocks. The table below is the cross loading value of each indicator":

Table 3. Cross Loading Discriminant Validity

Indicator	Work Discipline	Work Integrity	Employee performance	Work motivation
X1.1	0.651	0.806	0.688	0.766
X1.10	0.675	0.745	0.737	0.641
X1.2	0.710	0.749	0.685	0.740
X1.3	0.597	0.768	0.582	0.818
X1.5	0.647	0.799	0.650	0.804
X1.6	0.674	0.749	0.662	0.773
X1.8	0.673	0.745	0.745	0.660
X1.9	0.704	0.706	0.788	0.597
X2.1	0.733	0.663	0.749	0.605
X2.2	0.774	0.669	0.769	0.659
X2.3	0.781	0.628	0.741	0.627
X2.4	0.771	0.636	0.662	0.688
X2.5	0.789	0.774	0.793	0.780
X2.6	0.800	0.745	0.745	0.660
X2.8	0.792	0.644	0.780	0.628
Y1.1	0.673	0.745	0.745	0.660
Y1.11	0.641	0.737	0.745	0.675
Y1.12	0.731	0.794	0.745	0.800
Y1.2	0.704	0.706	0.788	0.597
Y1.3	0.675	0.745	0.737	0.641
Y1.4	0.733	0.663	0.749	0.605
Y1.5	0.774	0.669	0.769	0.659
Y1.6	0.781	0.628	0.741	0.627
Y1.8	0.789	0.774	0.793	0.780
Y1.9	0.800	0.745	0.794	0.731
Z1.1	0.758	0.691	0.795	0.745
Z1.10	0.664	0.620	0.11	0.737
Z1.2	0.830	0.907	0.854	0.924
Z1.3	0.645	0.699	0.617	0.814
Z1.4	0.651	0.806	0.688	0.766
Z1.5	0.710	0.749	0.685	0.740
Z1.6	0.597	0.768	0.582	0.818
Z1.8	0.647	0.749	0.662	0.773
Z1.9	0.674	0.749	0.662	0.773

Source: Processed Data 2020

According to the presentation of the data in table 3, it can be observed "that each indicator in the research variable has the largest cross loading value in the formed variable, a comparison is made with the cross loading value for other variables. Based on the results obtained, it can be said that the indicators used in the following research already have good discriminant validity when compiling each variable."

Besides looking "From the cross loading value, discriminant validity can also be obtained by other methods, namely by observing the average variant extracted (AVE) value (Fornell & Larcker, 1981 in Ghozali, 2011). In Ghozali & Latan (2015) provides an explanation that other tests are carried out to assess the validity of the construct by

observing the average variant extracted value. The model is declared as good if the average variant extracted for each construct has a value of more than 0.50 or above 0.50."

Table 4. Average Variant Extracted (AVE)

Variable	Average Variance Extracted (AVE)
Work Discipline	0.604
Work Integrity	0.576
Employee performance	0.592
Motivation Work	0.629

Source: Processed Data 2020

"According to the data presented in table 4, it can be observed that each research variable has an average variant extracted (AVE) value greater than 0.5. Through this, it can be said that each variable already has good discriminant validity."

3. Composite Reliability

"Composite Reliability that is, some of which is used to test the reliability value of several indicators to a variable. A variable can be said to meet composite reliability if it has a composite reliability value> 0.6. Below is the composite reliability value of each variable used in the following research":

Table 5. Composite Reliability

Variable	*Composite Reliability*
Work Discipline	0.914
Work Integrity	0.916
Employee performance	0.935
Motivation Work	0.938

Source: Processed Data 2020

Based on the presentation of the data in table 5, it can be seen that "composite reliability value of all research variables > 0.7. The construct is declared reliable if the composite reliability and Cronbach alpha values are above 0.70 (Ghozali & Latan, 2015). The following results show that each variable has met composite reliability, which makes it possible to conclude that all variables have a high level of reliability."

4. Cronbach Alpha

Test "The reliability with composite reliability can be strengthened through the use of the Cronbach alpha value. A variable can be said to be reliable or meet Cronbach's alpha if it has a Cronbach's alpha value of > 0.7. The table below is the cronbach alpha value of each variable":

Table 6. Cronbach Alpha

Variable	*Cronbach's Alpha*
Work Discipline	0.891
Work Integrity	0.894
Employee performance	0.923
Motivation Work	0.926

Source: Processed Data 2020

Based on the presentation of the data in table 6, it can be seen that "cronbach alpha value of each research variable > 0.7. So based on this, the following research results show that each research variable has met the requirements of the Cronbach alpha value, which makes a conclusion that all variables have a high level of reliability."

b. Structural Model Test or Inner Model

"Path coefficient evaluation is used to show how strong the effect or influence of exogenous variables on endogenous variables is. Meanwhile, the coefficient determination (R-Square) is used to measure how many endogenous variables are influenced by other variables. Chin said that the R2 results of more than 0.83 for the endogenous latent variables in the structural model provide an indication of the effect of exogenous variables (which have an influence) on endogenous variables (which have an influence) belonging to the good category. Meanwhile, if it has a result of 0.33 - 0.67 so it is classified in the medium category, and if it has a result of 0.19 - 0.33 it is classified in the weak category.

Based on the entire inner model scheme that has been shown in Figure 3, an explanation can be given that the path coefficient value is the largest shown with the influence of Work Discipline on Work Motivation, which is 0.799. Furthermore, the second largest influence, namely work integrity on work motivation, is 0.842.

Based on the description of the results itself, it shows that all variables in the following model have a path coefficient using a positive number. The following shows that if the greater the value of the path coefficient in an exogenous variable on an endogenous variable, the greater the value of the path coefficient" the strong influence between exogenous variables on the endogenous variables themselves.

Table 7. Structural Model Test or Inner Model

Construct	*Path Coefficient*	Information
Work Discipline - > Work Motivation	0.799	Well
Work Integrity -> Work Motivation	0.842	Well
Employee Performance -> Motivation	-0.329	Currently

c. Model Goodness Test (Goodness of Fit)

Based on the data processing activities that have been carried out through the use of smart PLS 3.0 software, the R-Square values are obtained as follows:

Table 8. R-Square Value

Variable	R Square
Employee performance	0.969
Work motivation	0.918

Source: Data processed 2020

"Based on the presentation of the data in table 7, it can be seen above that the R-Square value for the work motivation variable is 0.918. The value income itself provides an explanation that a large percentage of work integrity and work discipline can be influenced by work motivation of 91.8%. Furthermore, for the R-Square value, the employee performance variable is 0.969. The value itself provides an explanation that work integrity and work discipline can be explained by employee performance of 96.9%

The goodness of fit assessment is observed from the Q-Square value. The Q-Square value has an equivalent meaning with the coefficient determination (R-Square) in the

regression analysis, where the higher the Q-Square, so the model can be declared better or more fit using the data. The results of the calculation of the value of Q-Square are":

Q-Square = 1 – [(1 – R21) x (1 – R22)]
= 1 – [(1 – 0.918) x (1 – 0.969)]
= 1 – (0.082 x 0.031)
= 1 – 0.00254
= 0.997

Based on "the results of these calculations, obtained a Q-Square value of 0.997. The following problem shows the large diversity of research data that can be influenced by the research model, which is 99.7%. Meanwhile, the remaining 0.3% is explained by other factors that are outside the following research model. Therefore, based on the results, it can be said that the following research model can be said to already have a good and positive goodness of fit."

d. Live Effect Test

"The next test is to observe the significant value of the influence between variables by observing the parameter coefficient values and the statistical significance value of T using the bootstrapping method (Ghozali & Latan, 2015).

In hypothesis testing, it can be observed based on the t-statistical value and probability value. For hypothesis testing, namely through the use of statistical values so that for alpha 5% the t-statistic value used is 1.96. What makes the criteria for acceptance/rejection of the hypothesis is that Ha is accepted and H0 is rejected when the t-statistic > 1.96. In order to reject/accept the hypothesis, use probability so that Ha is accepted if the p value < 0.05." The table below is the results of hypothesis testing obtained in the following research using the inner model:

Table 9. T-Statistics and P-Values

No.	Hpo	Variable	Original Sample	T Statistics (|O/STDEV|)	P Values
1	2	Work discipline -> Employee Performance	0.799	17,097	0.000
2	4	Work Discipline -> Motivation	0.131	2.104	0.036
3	1	Work Integrity -> Employee Performance	0.524	7.821	0.000
4	3	Work Integrity -> Motivation	0.842	14,840	0.000
5	5	Work Motivation -> Employee Performance	-0.329	5.103	0.000

Source: Data processed 2020

The following is the result of calculating the influence between variables:

1. The Influence of Work Discipline (X2) on Employee Performance (Y)
   "Based on the table above, it can be observed that for the work discipline variable test (X1) on employee performance (Y), the T statistics value of 17,097 has an -value of 0.000. Because the -value is less than (0.000 < 0.05), it means that H0 is rejected, which means that there is a significant effect of work discipline (X1) on employee performance (Y).

2. The Effect of Work Discipline (X2) on Work Motivation (Z)
   Based on the table above, it can be observed that for the Discipline variable test (X2) on work motivation (Z), the T statistics value of 2.104 has an -value of 0.036. Because the value of -value is less than (0.036 <0.05) meaning that H0 is rejected, it means that there is a significant effect of Work Discipline (X2) on work motivation (Z)
3. Effect of work integrity (X1) on employee performance (Y)
   Based on the table above, it can be observed that for the work integrity (X1) variable test on employee performance, the T statistics value of 7,821 has an -value of 0.000. Because the value of -value is less than (0.000 < 0.05), meaning that H0 is rejected, it means that there is a significant effect of work integrity (X1) on employee performance (Y).
4. Effect of work integrity (X1) on work motivation (Z)
   Based on the table above, it can be observed that for the test of the work integrity variable (X1) on work motivation, the T statistics value of 14,840 has an -value of 0.000. Because the value of -value is less than (0.000 < 0.05) meaning that H0 is rejected, it means that there is a significant effect of work integrity (X1) on work motivation (Z)
5. Effect of work motivation (Z) on employee performance (Y)
   Based on the table above, it can be observed that for the test of the work motivation variable (Z) on employee performance (Y), the T statistics value of 5,103 has an -value of 0.000. Because the -value is less than (0.000 < 0.05), it means that H0 is rejected, which means that there is a significant effect of work motivation (Y) on employee performance (Z).”

e. Indirect Effect Test

Testing the indirect effect hypothesis was carried out using the resampling bootstrapping technique method. An alternative approach to testing the significance of mediation (Bollen and Stine, 1990, in Ghozali & Latan, 2015).

The following are the results of data processing to determine exogenous variables to endogenous variables, exogenous variables to mediator variables, mediator variables that affect endogenous variables:

Table 10. T-Statistics and P-Values

Variable	T Statistics (|O/STDEV|)	P Values
Work Integrity -> Work Motivation	14,840	0.000
Work Discipline -> Work Motivation	2.104	0.036
Motivation -> Employee Performance	5.103	0.000

Based on table 9, it can be observed that exogenous variables significantly affect the mediator variables, exogenous variables significantly affect the mediator variables, and the mediator variables significantly affect the endogenous variables. So based on these results, it can be concluded that the mediating variable of work motivation is the full mediation variable (perfect mediation). Full mediation (full/perfect mediation) occurs when the direct effect of the exogenous variable on the endogenous variable is significant, but the effect becomes insignificant when the mediating variable is included.

Based on these results, the indirect effect hypothesis will be tested:

Table 11. T-Statistics and P-Values

No.	Hpo	Variable	Original Sample	T Statistics (|O/STDEV|)	P Values
1	6	Integrity ->Motivation -> Employee Performance	-0.277	5.473	0.000
2	7	Work Discipline -> Work Motivation -> Employee Performance	-0.043	1,661	0.097

Source: Primary data processed 2020

Based on the results of the calculation of the path coefficient, it is known that:

1. The total effect of work integrity (X1) on employee performance (Y) through work motivation (Z) obtained T statistics of 5,473 got -value of 0.000. Because the -value is less than (0.000 < 0.05), meaning that H0 is rejected, there is a significant effect of work integrity (X1) on employee performance (Y) through job satisfaction (Z).
2. The total effect of work discipline (X2) on employee performance (Y) through work motivation (Z) obtained T statistics of 1.661 and got an -value of 0.097. Because the -value is less than (0.097 > 0.05) meaning that H0 is accepted, there is an insignificant effect of work discipline (X2) on employee performance (Y) through work motivation (Z)

4.2 Discussion

a. Work Integrity Against Employee Performance

Based on the table above, it can be observed that in order to test the work integrity (X1) variable on employee performance, it can be seen that the T statistics value is 7,821 and the -value is 0.000. Because the -value is less than (0.000 < 0.05), meaning that H0 is rejected, there is a significant effect of work integrity (X1) on employee performance (Y).

The related conditions for work integrity that exist within the employees of the Plastic Woven Packaging Manufacturing Company in Gresik are less than optimal, this can be reflected in the behavior of problems with superiors so that honesty, giving trust in their duties is less responsible and less consistent, causing misunderstandings and acceptance. being sporty, then based on research results if work integrity is fostered and raised, employee performance will increase.

b. Work Discipline on Employee Performance

Based on the table above, it can be observed that in order to test the work discipline variable (X1) on employee performance (Y), the T statistics value is 17,097 and the -value is 0.000. Because the -value is less than (0.000 < 0.05), meaning that H0 is rejected, there is a significant effect of work discipline (X1) on employee performance (Y).

The state of discipline of the employees of the Plastic Woven Packaging Manufacturing Company in Gresik still does not show a sense of responsibility, for example, on time arrivals, which are often not fulfilled based on company regulations, causing inconsistency in attendance, therefore based on research results if work discipline needs to be increased so that employee performance also increases.

c. Work Integrity Against Work Motivation

Based on the table above, it can be observed to test variable work integrity (X1) on work motivation got T statistic value amount 14,840 get -value amount 0.000. Because the

value of -value is less than (0.000< 0.05) it means that H0 is rejected then there is significant effect of work integrity (X1) on work motivation (Z).

Employees of a Plastic Woven Packaging Manufacturing Company in Gresik who have less than optimal Integrity,cause motivation for the need to increase work performance is lacking, so it needs coaching because based on research results if work integrity is improved so that employee performance is able to increased.

d. Work Discipline on Work Motivation

Based on the table above, it can be observed that in order to test the Discipline variable (X2) on work motivation (Z), the T statistics value is 2.104, and the -value is 0.036. Because the -value is less than (0.036 <0.05) meaning that H0 is rejected, there is a significant effect of Work Discipline (X2) on work motivation (Z).

Discipline of the employees of the Plastic Woven Packaging Manufacturing Company in Gresik which is less consistent, affects the motivation in achieving the goal of increasing achievement, because the employee's superiors will consider whether or not an increase is needed for employees, for that discipline must continue to be given guidance and improve its consistency so that employee performance will increase if employees can get a chance to excel.

e. Work Motivation on Employee Performance

Based on the table above, it can be observed that in order to test the work motivation variable (Z) on employee performance (Y), the T statistics value is 5,103 and the -value is 0.000. Because the -value is less than (0.000 < 0.05), meaning that H0 is rejected, there is a significant effect of work motivation (Y) on employee performance (Z).

In the motivation of an employee's work is very necessary, while the motivation of the employees of the Plastic Woven Packaging Manufacturing Company in Gresik is less than optimal so that it affects the performance of employees to meet organizational goals, therefore it is necessary to hold hearings and provide motivation for the importance of work performance in order to improve their performance.

f. Work Integrity on Employee Performance Through Work Motivation

The total effect of work integrity (X1) on employee performance (Y) through work motivation (Z) obtained a T statistics value of 5,473 and an -value of 0.000. Because the -value is less than (0.000 < 0.05), meaning that H0 is rejected, there is a significant effect of work integrity (X1) on employee performance (Y) through job satisfaction (Z).

And when compared to the direct effect, the value of the original sample of the indirect effect of -0.277 is still below the direct effect of work integrity on employee performance of 0.524, and the following shows that integrity can improve employee performance directly, although not through work motivation as a variable mediation.

g. Work Discipline on Employee Performance Through Work Motivation

The total effect of work discipline (X2) on employee performance (Y) through work motivation (Z) obtained T statistics of 1.661 and got an -value of 0.097. Because the -value is less than (0.097 > 0.05) meaning that H0 is rejected, there is an insignificant effect of work discipline (X2) on employee performance (Y) through work motivation (Z).

And when compared with the direct effect, the value of the original sample indirect effect of -0.043 is still below the direct influence of work discipline on employee performance of 0.799, and this shows that work discipline can improve employee performance directly although not through work motivation as a mediating variable.

V. Conclusion

From the results of the testing and discussion, it is concluded that the existing work integrity and work discipline need attention and improvement, because they can directly improve performance even without going through motivation as a mediation in improving their performance.

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