

Al Qalam: Jurnal Ilmiah Keagamaan dan Kemasyarakatan  
<https://jurnal.stiq-amuntai.ac.id/index.php/al-qalam>  
P-ISSN: 1907-4174; E-ISSN: 2621-0681  
DOI : 10.35931/aq.v19i3.5001



## THE INFLUENCE OF TRANSFORMATIONAL LEADERSHIP AND MORAL INTEGRITY ON EMPLOYEE PERFORMANCE

Aji Yulhaidir<sup>1</sup>, Zulkarnain Lubis<sup>2</sup>, Patisina<sup>3</sup>

<sup>1</sup> Mahasiswa Universitas Medan Area, Indonesia

<sup>2,3</sup> Dosen Universitas Medan Area, Indonesia

<sup>1</sup> [aji.yulhaidir@gmail.com](mailto:aji.yulhaidir@gmail.com), <sup>2</sup> [zulkarnainlubis@uma.ac.id](mailto:zulkarnainlubis@uma.ac.id), <sup>3</sup> [patisina@staff.uma.ac.id](mailto:patisina@staff.uma.ac.id)

### Abstract

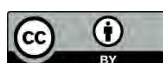
*Employee Performance Becomes Very Important Because the Decline in Performance of Both Individuals and Groups in an Agency Can Have a Significant Impact on a Government Agency, Namely It Will Have an Impact on the Achievement of Organizational Goals. This Research Was Conducted on Civil Servant Employees at the North Sumatra Customs Office with the Aim of Determining Transformational Leadership and Moral Integrity on Employee Performance. This Research is a Quantitative Research with a Total Sampling Technique of 142 Respondents. Data Collection Techniques Using the Transformational Leadership, Moral Integrity and Employee Performance Research Scale. The Analysis Method Used in This Research is Quantitative Descriptive The Analysis Test Tool Used is SPSS Version 25.0 with the Multiple Linear Regression Analysis Method. Based on the Results of This Study, It Shows That Transformational Leadership (X1) Has a Positive and Significant Effect Partially on Employee Performance (Y). Moral Integrity (X2) Has a Positive and Significant Effect on Employee Performance (Y). The Value of Determination Coefficient (R-Square) Obtained from the Influence of Transformational Leadership and Moral Integrity on Employee Performance is 0.674. This Shows That Transformational Leadership and Moral Integrity Provide an Effective Contribution of 67.4% in Improving Employee Performance. Transformational Leadership and Moral Integrity Have a Positive and Significant Influence Simultaneously on Employee Performance.*

**Keywords:** Transformational Leadership, Moral Integrity, Employee Performance, Civil Servant

### Abstrak

*Kinerja Pegawai Menjadi Sangat Penting Dikarenakan Penurunan Kinerja Baik Individu Maupun Kelompok Dalam Suatu Instansi Dapat Memberikan Dampak Yang Berarti Dalam Suatu Instansi Pemerintah, Yaitu Akan Berdampak Pada Pencapaian Tujuan Organisasi. Penelitian Ini Dilakukan Pada Pegawai Pns Di Kantor Bea Cukai Sumut Dengan Tujuan Untuk Mengetahui Kepemimpinan Transformasional Dan Integritas Moral Terhadap Kinerja Pegawai. Penelitian Ini Merupakan Penelitian Kuantitatif Dengan Teknik Pengambilan Sampel Total Sampling Yaitu 142 Responden. Teknik Pengumpulan Data Menggunakan Skala Penelitian Kepemimpinan Transformasional, Integritas Moral Dan Kinerja Pegawai. Metode Analisis Yang Digunakan Pada Penelitian Ini Adalah Deskriptif Kuantitatif Alat Uji Analisis Yang Digunakan Adalah Spss Versi 25.0 Dengan Metode Analisis Regresi Linear Berganda. Berdasarkan Hasil Penelitian Ini Menunjukkan Bahwa Kepemimpinan Transformasional (X1) Berpengaruh Positif Dan Signifikan Secara Parsial Terhadap Kinerja Pegawai (Y). Integritas Moral (X2) Berpengaruh Positif Dan Signifikan Terhadap Kinerja Pegawai (Y). Nilai Koefisien Determinasi (R-Square) Yang Diperoleh Dari Pengaruh Kepemimpinan Transformasional Dan Integritas Moral Terhadap Kinerja Pegawai Adalah Sebesar 0.674. Hal Ini Menunjukkan Bahwa Kepemimpinan Transformasional Dan Integritas Moral Memberikan Sumbangan Efektif Sebesar 67,4% Dalam Meningkatkan Kinerja Pegawai. Kepemimpinan Transformasional Dan Integritas Moral Berpengaruh Positif Dan Signifikan Secara Bersamaan (Simultan) Terhadap Kinerja Pegawai.*

**Kata kunci :** Kepemimpinan Transformasional, Kinerja Pegawai, Integritas Moral, PNS



© Author(s) 2025

This work is licensed under a [Creative Commons Attribution 4.0 International License](https://creativecommons.org/licenses/by/4.0/).

## INTRODUCTION

Employees are valuable assets that need to be considered and developed properly, so that organizations must pay attention to every detail of programs related to human resource development in order to produce competent and qualified employees. If human resource factors can be managed properly and correctly, then the implementation of the organizational management system will be successful. Success in implementing the management system will drive the company's development level in a positive direction.

Human resource management is the realm of personnel management activities or better known today as human resource management, so it can be said that human resource management plays an important role in an organization. The objectives of human resource management include obtaining, advancing, and utilizing existing workers, in this case all aiming for the company to be able to increase effectiveness and efficiency in order to achieve the goals that have been set, in order to obtain quality workers according to what is desired, it is necessary to improve employee performance.

Performance in the context of government institutions is the result of the implementation of organizational and employee tasks and functions during a certain period. The President has instructed to establish performance indicators and targets in all ministries that explain the success of achieving performance in the form of results (output) and benefits (outcome). This is in accordance with the third dictum of Presidential Instruction Number 5 of 2004 concerning the Acceleration of Corruption Eradication.

Employee performance is very important because a decline in individual or group performance in an agency can have a significant impact on a government agency, namely it will have an impact on achieving organizational goals. Good performance is optimal performance, namely performance that is in accordance with organizational standards, with good performance each employee can complete the tasks and responsibilities that have been given and for employees who have good performance can make a major contribution in carrying out the activities of an agency and can achieve the goals of the agency that have been set. Waal<sup>1</sup> found that organizations with high-performance employees showed an increase in productivity of up to 25%. This organization is also more efficient in managing resources and time, which has a direct impact on increasing overall output.

One of the important elements in efforts to improve employee performance is a leader who is able to influence his subordinates and actively involve subordinates in achieving these goals through an appropriate leadership style. In addition, leadership and leadership style are dominant

---

<sup>1</sup> A.A. Waal, "The Impact of High-Performance Employees on Organizational Efficiency," *Journal of Business Management*, 2023.

factors that influence employee performance. Transformational leaders are considered agents of change who have the ability to form a clear vision for the organization, motivate members through intrinsic sources of inspiration, and build strong interpersonal relationships. By focusing on the development of individual potential, transformational leadership is not only oriented towards achieving concrete results but also on the growth and transformation of values held by members of the organization. Thus, transformational leadership not only influences organizational performance but also creates a dynamic, innovative, and growth-oriented organizational culture, making leaders the main drivers of positive change in an organizational environment.

In addition to transformational leadership style, another thing that greatly influences employee performance achievement in an organization is moral integrity. Where the higher the integrity of employees towards the organization, the performance shown will experience a significant increase. Integrity means thinking, speaking, behaving, and acting well and correctly and upholding the code of ethics and moral principles. Integrity is described as a person's personality that is honest and whole.

According to Harmaily, employees who have integrity are valuable assets for the organization. Starting from the recruitment process, getting people with integrity means getting the truth from the employee's life history and work. Work is carried out transparently and can be guaranteed accountability, so that the measurement of the employee's work performance is more accurate. Employees who have integrity also tend to be more positive in job satisfaction, because there is no fear of being exposed to lies and cheating in everyday work life.

All organizations expect every employee to achieve high performance results so that organizational goals can be achieved, but not all employees can show performance results according to predetermined standards. This can certainly result in decreased productivity and quality of services provided. Employee performance is a form of achievement and the extent of an employee's contribution to their work. Integrity and leadership are part of the standard competency points that must be possessed by ASN in the Ministry of Finance. Integrity behavior is the main message and quote conveyed by the Minister of Finance to all employees in the Ministry of Finance in every internal strengthening and consolidation activity

## RESEARCH METHODS

This study uses quantitative methods. The quantitative method approach used in this study is an explanatory quantitative approach. The sample in this study was 142 civil servants at the North Sumatra Customs Office with the sampling technique in this study being total sampling, namely all civil servants at the North Sumatra Customs Office.

The data collection technique in this study uses a scale. The scale format used in this study is the Likert scale type. The scale consists of a number of items that are described in the form of favorable and unfavorable with five answer categories consisting of: STS (Strongly Disagree), TS (Disagree), S (Agree), SS (Strongly Agree)

The Employee Performance Scale is composed of aspects of employee performance put forward by Pradhan & Jena, which consist of leadership, supporting facilities, work quality and work quantity. The Transformational Leadership Scale was compiled by the researcher himself. The transformational leadership scale aims to measure aspects of transformational leadership put forward by Bass and Avolio,<sup>2</sup> including inspirational motivation, intellectual stimulus, individual consideration and ideal influence which have been tested by Mukti. The Moral Integrity Scale was compiled by the researcher himself. The moral integrity scale aims to measure aspects of moral integrity put forward by Zainuri including consistency, honesty, and courage

Multiple Regression Analysis is a data analysis method used to evaluate the research hypothesis on the influence of self-efficacy and interpersonal communication on public speaking anxiety. The effective contribution of each variable will be known and the influence of the dominant variable on the dependent variable will be shown using Multiple Regression analysis.

## RESULTS AND DISCUSSION

### Analysis of Multiple Linear Equations

According to Ghozali, multiple linear regression analysis is used to determine how much influence the independent variables have simultaneously on the dependent variable. In multiple linear regression, there are classical assumptions that must be met, namely normally distributed residuals, no multicollinearity, no heteroscedasticity, and no autocorrelation in the regression model.

| Coefficients <sup>a</sup> |                 |                             |            |                           |      |
|---------------------------|-----------------|-----------------------------|------------|---------------------------|------|
| Model                     |                 | Unstandardized Coefficients |            | Standardized Coefficients | Sig. |
|                           |                 | B                           | Std. Error | Beta                      |      |
| 1                         | (Constant)      | 33.246                      | 6.811      |                           | .000 |
|                           | Moral Integrity | 1.036                       | .150       | .559                      | .000 |
|                           | Kep Trans       | .274                        | .072       | .305                      | .000 |

a. Dependent Variable: Kinerja Pegawai

The linear regression model can be seen from the unstandardized coefficients beta column. From the results of the analysis, a constant value of 33.243 was obtained. In the transformational

<sup>2</sup> B.J. Avolio et al., "How Leader and Follower Prototypical and Antitypical Attributes Influence Ratings of Transformational Leadership in an Extreme Context," *Human Relations* 75, no. 3 (2022): 441–74.

leadership variable, a value of 0.274 was obtained, and for the moral integrity variable, a value of 1.036 was obtained. Based on these results, the form of the regression model is as follows:

$$Y = a + b_1X_1 + b_2X_2$$

$$33.246 + 0.274X_1 + 1.036X_2$$

The transformational leadership variable is symbolized by (X1), the moral integrity variable is symbolized by (X2), and the employee performance variable is symbolized by (Y). Based on the multiple linear regression equation above, it can be interpreted as follows:

- The constant value obtained is 33.246, which means that if the dependent variable has a value of 0.000 (constant), then the dependent variable has a value of 33.246.
- The regression coefficient value of transformational leadership (X1) is 0.274 and is positive. This means that the value of variable Y will increase by 0.274 if the value of variable X1 increases by one unit. A positive coefficient indicates a unidirectional relationship between transformational leadership (X1) and employee performance variables. So good transformational leadership will also have a good impact on employee performance.
- The regression coefficient value of moral integrity (X2) is 1.036 and is positive. This means that the value of the Y variable will increase by 1.036 if the value of the X2 variable increases by one unit. A positive coefficient indicates a unidirectional relationship between moral integrity (X2) and employee performance variables. So when employees have good moral integrity, it will also have a good impact on employee performance.

### Coefficient of Determination Test

The coefficient of determination (Adjusted R<sup>2</sup>) is used to measure how far the model's ability to explain the variation of independent variables. The coefficient of determination in a regression model with two or more independent variables is indicated by the Adjusted R Square (Adj,R<sup>2</sup>) value. The coefficient of determination shows how much the independent variable (Independent) explains the dependent variable (Dependent) which is expressed in the form of % percent

| Model Summary                                         |                   |          |                   |                            |
|-------------------------------------------------------|-------------------|----------|-------------------|----------------------------|
| Model                                                 | R                 | R Square | Adjusted R Square | Std. Error of the Estimate |
| 1                                                     | .824 <sup>a</sup> | .679     | .674              | 7.881                      |
| a. Predictors: (Constant), Kep Trans, Moral Integrity |                   |          |                   |                            |

Based on the calculation results in table 4.7, the Adjusted R Square (R<sup>2</sup>) value was obtained as 0.674, which means that all independent variables can explain the dependent variable by 67.4% and the remaining 32.6% is influenced by other variables that are not included in the research variables.

### f test

The model feasibility test (F-test) is used to test whether the regression model used is feasible, which states that the independent variables (transformational leadership and moral integrity) together (simultaneously) have a significant effect on the dependent variable (employee performance). The test was carried out using the F test at a confidence level of 95% or  $\alpha$  of 0.05, if  $F_{count} > F_{table}$  and sig value  $< 0.05$ , then the model is declared feasible for use in this study.

| ANOVA <sup>a</sup>                                    |            |                |     |             |         |                   |
|-------------------------------------------------------|------------|----------------|-----|-------------|---------|-------------------|
| Model                                                 |            | Sum of Squares | df  | Mean Square | F       | Sig.              |
| 1                                                     | Regression | 18257.593      | 2   | 9128.796    | 146.995 | .000 <sup>b</sup> |
|                                                       | Residual   | 8632.266       | 139 | 62.103      |         |                   |
|                                                       | Total      | 26889.859      | 141 |             |         |                   |
| a. Dependent Variable: Kinerja_Pegawai                |            |                |     |             |         |                   |
| b. Predictors: (Constant), Kep Trans, Moral Integrity |            |                |     |             |         |                   |

It can be seen in the table above, the variables of transformational leadership (X1) and moral integrity (X2) have a positive and significant effect simultaneously on employee performance (Y). This can be seen from the significance value in the table above which is less than 0.05 ( $0.000 < 0.05$ ).

F table is obtained through F table so that Dk:  $3-1 = 2$ , Df:  $142-2-1 = 139$ , then the F table value is 3.06, meaning  $F_{count} > F_{table}$  ( $146.995 > 3.06$ ) and the level of significance p-value  $< 0.05$  ( $0.000 < 0.05$ ), thus  $H_a$  is accepted, the model is accepted and the research can be continued to further research.

### t-test

The hypothesis test used in this study is a partial test (t-statistic test). According to Ghazali, the t-statistic test is used to test how far each independent variable used in the study influences the dependent variable partially. This test is carried out to determine and analyze how the independent variables of transformational leadership (X1) and moral integrity (X2) individually influence the dependent variable of employee performance (Y).

| Coefficients <sup>a</sup> |                 |                             |            |                           |      |
|---------------------------|-----------------|-----------------------------|------------|---------------------------|------|
| Model                     |                 | Unstandardized Coefficients |            | Standardized Coefficients | Sig. |
|                           |                 | B                           | Std. Error | Beta                      |      |
| 1                         | (Constant)      | 33.246                      | 6.811      |                           | .000 |
|                           | Moral Integrity | 1.036                       | .150       | .559                      | .000 |
|                           | Kep. Trans      | .274                        | .072       | .305                      | .000 |

a. Dependent Variable: Kinerja Pegawai

It can be seen in the table above, the transformational leadership variable (X1) has a positive and significant partial effect on employee performance (Y). This can be seen from the significance value of the transformational leadership variable (X1) which is less than 0.05 ( $0.000 < 0.05$ ). Another requirement is that the t-count value must be greater than the t-table (formula:  $\alpha/2$ ;  $nk-1$ ), namely the value of the T-count of transformational leadership (X1) is 3.783 and the T-table value is 1.977 (can be seen from the t-table). Then the  $t\text{-count} >$  from the t-table ( $3.783 > 1.977$ ) means that  $H_0$  is rejected and  $H_1$  is accepted. So there is a positive influence of transformational leadership (X1) on employee performance (Y).

It can be seen in the table above that the moral integrity variable (X2) has a positive and significant partial effect on employee performance (Y). This can be seen from the significance value of the moral integrity variable (X2) which is less than 0.05 ( $0.000 < 0.05$ ). Another requirement is that the calculated t value must be greater than the t table (formula:  $\alpha/2$ ;  $nk-1$ ), namely the value of the T count of moral integrity (X2) is 6.928 and the T table value is 1.977 (can be seen from the t-table). Then the calculated  $t >$  from the t table ( $6.928 > 1.977$ ) means that  $H_0$  is rejected and  $H_1$  is accepted. So there is a positive influence of moral integrity (X2) on employee performance (Y).

**Results of Calculation of Empirical Mean and Hypothetical Mean**

| Variabel                             | Mean Empirik |     |       |      | Mean Hipotetik |       |       |      |
|--------------------------------------|--------------|-----|-------|------|----------------|-------|-------|------|
|                                      | Min          | Max | Mean  | SD   | Min            | Max   | Mean  | SD   |
| <b>Kepemimpinan Transformasional</b> | 43           | 172 | 107,5 | 21,5 | 140,3          | 146   | 155,7 | 15,3 |
| <b>Integritas Moral</b>              | 16           | 64  | 40    | 8    | 46,9           | 61,8  | 54,3  | 7,44 |
| <b>Kinerja Pegawai</b>               | 38           | 144 | 90    | 18   | 118,4          | 171,1 | 132,2 | 13,8 |

The transformational leadership variable consists of 43 valid items, formatted in the form of a Likert scale with an assessment score of 1 to 4, so that the minimum score that can be obtained on the transformational leadership variable is 43 and the maximum score is 172. The hypothetical mean of transformational leadership is 155.7 and the standard deviation is 15.3. While the empirical mean is 107.5 and the standard deviation is 21.5. The empirical mean for transformational leadership is lower than the hypothetical mean. This indicates that the actual perception of transformational leadership in the population studied tends to be below theoretical expectations. The variation in scores (SD 21.5) indicates a fairly high level of diversity in respondents' perceptions. This indicates that in the context of this organization, the practice of transformational leadership is not optimal or does not meet the expected standards.

The moral integrity variable consists of 16 valid items, formatted in the form of a Likert scale with an assessment score of 1 to 4, so that the minimum score that can be obtained on the moral integrity variable is 16 and the maximum score is 64. The hypothetical mean of moral integrity is 54.3 and the standard deviation is 7.44. While the empirical mean is 40 and the standard deviation is 8. The empirical mean of moral integrity is also below the hypothetical mean. This shows that the actual level of moral integrity perceived by respondents is still lower than the theoretically expected standard. The relatively small standard deviation (8) indicates that the variation in perception between respondents is not too significant. This low value may reflect issues in the application or perception of moral principles in the organization.

The employee performance variable consists of 38 valid items, formatted in the form of a Likert scale with an assessment score of 1 to 4, so that the minimum score that can be obtained on the employee performance variable is 38 and the maximum score is 144. The hypothetical mean of employee performance is 132.2 and the standard deviation is 13.8. While the empirical mean is 90 and the standard deviation is 18. The empirical mean of employee performance is lower than the hypothetical mean. This indicates that the actual performance of employees still does not meet the theoretically expected standards. The standard deviation of 18 indicates that there is quite a large variation among respondents regarding employee performance. This low score can indicate

obstacles in the work system, motivation, or effectiveness of employees in meeting organizational targets.

## DISCUSSION

In this study, the transformational leadership variable (X1) has a positive and significant partial effect on employee performance (Y). This can be seen from the significance value of the transformational leadership variable (X1) which is less than 0.05 ( $0.000 < 0.05$ ). Another requirement is that the t-count value must be greater than the t-table (formula:  $\alpha/2; nk-1$ ), namely the value of the T-count of transformational leadership (X1) is 3.783 and the T-table value is 1.977 (can be seen from the t-table). Then the t-count > from the t-table ( $3.783 > 1.977$ ) means that H0 is rejected and H1 is accepted. So there is a positive influence of transformational leadership (X1) on employee performance (Y).

In line with the results of research conducted by Widjaja et al.,<sup>3</sup> Srilestari & Indriyaningrum<sup>4</sup> and Jufrizen & Lubis<sup>5</sup> which show that transformational leadership style has a positive and significant effect on employee performance. This means that the better the pattern of transformational leadership style applied, the better the performance of employees. The latest research conducted by Roisyah & Viyani<sup>6</sup> also found similar results that the p-value was below 0.05 and the original sample was 0.417 which showed that there was a positive and significant effect, so there was a significant effect between transformational leadership style and employee performance.

In this study, the moral integrity variable (X2) has a positive and significant effect on employee performance (Y). This can be seen from the significance value of the moral integrity variable (X2) which is less than 0.05 ( $0.000 < 0.05$ ). Another requirement is that the t-count value must be greater than the t-table (formula:  $\alpha/2; nk-1$ ), namely the value of T-count moral integrity (X2) is 6.928 and the T-table value is 1.977 (can be seen from the t-table). Then t-count > from t-table ( $6.928 > 1.977$ ) means that H0 is rejected and H1 is accepted. So there is a positive influence of moral integrity (X2) on employee performance (Y).

<sup>3</sup> Y.R. Widjaja, R. Rahmayani, and A. D. Dini, "Effect of Leadership Style on Performance of Employees PT Lintas Mediatama Bandung," *Jurnal Apresiasi Ekonomi* 7, no. 2 (2019): 202–8.

<sup>4</sup> N.A. Srilestari and K. Indriyaningrum, "Pengaruh Kepemimpinan Transformasional, Pemberdayaan Karyawan dan Kepuasan Kerja terhadap Kinerja Karyawan PT. Kota Woodcraf Furniture Jepara," *Jesya* 6, no. 2 (2023): 1806–12.

<sup>5</sup> J. Jufrizen and A. S. P. Lubis, "Pengaruh Kepemimpinan Transformasional dan Kepemimpinan Transaksional terhadap Kinerja Pegawai dengan Locus of Control sebagai Variabel Moderating," *Maneggio: Jurnal Ilmiah Magister Manajemen* 3, no. 1 (2020): 41–59.

<sup>6</sup> S. Roisyah and A. O. Viyani, "Pengaruh Gaya Kepemimpinan Transformasional terhadap Kinerja Karyawan yang Dimediasi oleh Pemberdayaan Karyawan (Studi Kasus Dinas Perindustrian dan Perdagangan Sleman)," *Jurnal Ekonomi Manajemen dan Bisnis (JEMB)* 2, no. 1 (2024): 465–77.

In line with the results of research conducted by Awaluddin<sup>7</sup> showed the results of his research that integrity has a relevant and positive effect on employee performance. In research compiled by Utami<sup>8</sup> stated that the relationship between integrity variables and performance variables has an influence, which states that Integrity is an attitude of obedience without negotiation to the code of moral values, and avoiding deception, falsehood, benefit, or other short attitudes. Furthermore, research conducted by Tasi and Syamsir,<sup>9</sup> and research by Wahyuni and Syamsir<sup>10</sup> also found that there is a positive influence of integrity on employee performance. Research Hendrawan & Budiarta<sup>11</sup> shows that integrity and other variables have a positive and significant influence on employee performance. Research from Purwati & Wijaya<sup>12</sup> also proves that integrity has a positive and significant effect on employee performance at Pt. Golden Riau Jaya Pekanbaru. Likewise, Febrina and Syamsir,<sup>13</sup> as well as Rosmi and Syamsir,<sup>14</sup> in their research findings in the civil servant environment in Sawahlunto City and Bungo Regency, found that integrity and other variables had a significant influence on employee performance.

The coefficient of determination (R-Square) value obtained from the influence of transformational leadership and moral integrity on employee performance is 0.674. This shows that transformational leadership and moral integrity provide an effective contribution of 67.4% in improving employee performance. while the remaining 32.6% is influenced by other factors not examined in this study.

Likewise with the results found in this study, which after the F test was conducted, the results obtained that the variables of transformational leadership (X1) and moral integrity (X2) had a positive and significant effect simultaneously on employee performance (Y). This can be seen from the significance value in the table above which is less than 0.05 ( $0.000 < 0.05$ ). And for other

<sup>7</sup> Arfah Salwa, Y. Away, and M. Tabrani, "Pengaruh Komitmen, Integritas dan Kompetensi terhadap Kinerja Pegawai serta Dampaknya pada Kinerja Komisi Independen Pemilihan (KIP) Aceh," *Jurnal Magister Manajemen* 2, no. 1 (2018): 58–67.

<sup>8</sup> U.I. Utami, "Pengaruh Integritas, Obyektifitas, Kerahasiaan, Kompetensi dan Pengalaman Kerja terhadap Kinerja Auditor di Inspektorat Prov Riau," *Journal of Research in Business and Management (JOM.Fekon)* 2, no. 2 (2015).

<sup>9</sup> R. Tasi and S. Syamsir, "The Influence of Integrity and Loyalty on Employee Performance," *International Journal of Research and Analytical Reviews (IJRAR)* 7, no. 1 (March 2020): 774–79.

<sup>10</sup> R.S. Wahyuni and Syamsir, "The Influence of Integrity and Human Resource Management towards Employee Performance," *International Journal of Research and Analytical Reviews* 7, no. 1 (2020).

<sup>11</sup> P.R. Hendrawan and I. K. Budiarta, "Pengaruh Integritas, Independensi, dan Gaya Kepemimpinan Transformasional pada Kinerja Auditor Inspektorat Kota Denpasar," *E-Jurnal Akuntansi* 24 (2018): 1359.

<sup>12</sup> A.A. Purwati and I. Wijaya, "Pengaruh Kepemimpinan Transformasional, Integritas, Kompetensi, dan Komitmen Organisasi terhadap Kinerja Karyawan di PT. Golden Riau Jaya Pekanbaru," *Jurnal Ilmiah* 16, no. 2 (2019): 132–41.

<sup>13</sup> D. Febrina and S. Syamsir, "The Influence of Integrity and Commitment Organizational on Employee Performance," *International Journal of Research and Analytical Reviews (IJRAR)* 7, no. 1 (March 2020): 799–805.

<sup>14</sup> R. Rosmi and S. Syamsir, "The Important of Integrity Values as Corruption Prevention Measures," *Test Engineering and Management Journal* 83 (March 2020): 12043–54.

requirements, the calculated F value must be greater than the F table. F table is obtained through the F table so that  $Dk: 3-1 = 2$ ,  $Df: 142-2-1 = 139$ , then the F table value is 3.06, meaning  $F_{count} > F_{table}$  ( $146.995 > 3.06$ ) and the level of significance p-value  $< 0.05$  ( $0.000 < 0.05$ ), thus  $H_a$  is accepted, the model is accepted, then transformational leadership (X1) and moral integrity (X2) have a positive and significant effect simultaneously on employee performance (Y).

This is in line with the results of research conducted by Kurniati & Rojuaniah<sup>15</sup> which found that transformational leadership and moral integrity together improve employee performance by creating a positive work environment, where employees feel valued and supported morally and professionally.

## CONCLUSION

Based on the research conducted by researchers on the influence of transformational leadership and moral integrity on employee performance, it can be concluded that transformational leadership has a positive and significant partial effect on employee performance. This can be seen from the significance value of the transformational leadership variable which is less than 0.05 ( $0.000 < 0.05$ ). The t-count value is greater than the t-table, namely the value of the T-count of transformational leadership is 3.783 and the T-table value is 1.977. So the  $t_{count} > t_{table}$  ( $3.783 > 1.977$ ) means that  $H_0$  is rejected and  $H_1$  is accepted. So there is a positive influence of transformational leadership on employee performance (Y). Moral integrity has a positive and significant effect on employee performance (Y). This can be seen from the significance value of the moral integrity variable which is less than 0.05 ( $0.000 < 0.05$ ). The t-count value must be greater than the t-table value of the T-count of moral integrity is 6.928 and the T-table value is 1.977. Then  $t_{count} > t_{table}$  ( $6.928 > 1.977$ ) means  $H_0$  is rejected and  $H_1$  is accepted. So there is a positive influence of moral integrity on employee performance. The coefficient of determination (R-Square) value obtained from the influence of transformational leadership and moral integrity on employee performance is 0.674. This shows that transformational leadership and moral integrity provide an effective contribution of 67.4% in improving employee performance. Transformational leadership and moral integrity have a positive and significant effect simultaneously on employee performance. This can be seen from the significance value in the table above which is less than 0.05 ( $0.000 < 0.05$ ). The calculated F value must be greater than the F table. F table is 3.06, meaning  $F_{count} > F_{table}$  ( $146.995 > 3.06$ ) and the level of significance p-value  $< 0.05$  ( $0.000 < 0.05$ ), thus  $H_a$  is accepted,

<sup>15</sup> N. Kurniati and R. Rojuaniah, "Pengaruh Kepemimpinan Transformasional, Integritas Perilaku dan Budaya Organisasi terhadap Kinerja Karyawan," *Sinomika Journal: Publikasi Ilmiah Bidang Ekonomi dan Akuntansi* 1, no. 5 (2023): 1153–72.

the model is accepted, so transformational leadership and moral integrity have a positive and significant effect simultaneously on employee performance.

## BIBLIOGRAPHY

- Avolio, B.J., F.T. Keng-Highberger, R.G. Lord, S.T. Hannah, J.M. Schaubroeck, and S. W. Kozlowski. "How Leader and Follower Prototypical and Antitypical Attributes Influence Ratings of Transformational Leadership in an Extreme Context." *Human Relations* 75, no. 3 (2022): 441–74.
- Febrina, D., and S. Syamsir. "The Influence of Integrity and Commitment Organizational on Employee Performance." *International Journal of Research and Analytical Reviews (IJRAR)* 7, no. 1 (March 2020): 799–805.
- Hendrawan, P.R., and I. K. Budiarta. "Pengaruh Integritas, Independensi, dan Gaya Kepemimpinan Transformasional pada Kinerja Auditor Inspektorat Kota Denpasar." *E-Jurnal Akuntansi* 24 (2018): 1359.
- Jufrizen, J., and A. S. P. Lubis. "Pengaruh Kepemimpinan Transformasional dan Kepemimpinan Transaksional terhadap Kinerja Pegawai dengan Locus of Control sebagai Variabel Moderating." *Maneggio: Jurnal Ilmiah Magister Manajemen* 3, no. 1 (2020): 41–59.
- Kurniati, N., and R. Rojuaniah. "Pengaruh Kepemimpinan Transformasional, Integritas Perilaku dan Budaya Organisasi terhadap Kinerja Karyawan." *Sinomika Journal: Publikasi Ilmiah Bidang Ekonomi dan Akuntansi* 1, no. 5 (2023): 1153–72.
- Purwati, A.A., and I. Wijaya. "Pengaruh Kepemimpinan Transformasional, Integritas, Kompetensi, dan Komitmen Organisasi terhadap Kinerja Karyawan di PT. Golden Riau Jaya Pekanbaru." *Jurnal Ilmiah* 16, no. 2 (2019): 132–41.
- Roisyah, S., and A. O. Viyani. "Pengaruh Gaya Kepemimpinan Transformasional terhadap Kinerja Karyawan yang Dimediasi oleh Pemberdayaan Karyawan (Studi Kasus Dinas Perindustrian dan Perdagangan Sleman)." *Jurnal Ekonomi Manajemen dan Bisnis (JEMB)* 2, no. 1 (2024): 465–77.
- Rosmi, R., and S. Syamsir. "The Important of Integrity Values as Corruption Prevention Measures." *Test Engineering and Management Journal* 83 (March 2020): 12043–54.
- Salwa, Arfah, Y. Away, and M. Tabrani. "Pengaruh Komitmen, Integritas dan Kompetensi terhadap Kinerja Pegawai serta Dampaknya pada Kinerja Komisi Independen Pemilihan (KIP) Aceh." *Jurnal Magister Manajemen* 2, no. 1 (2018): 58–67.
- Srilestari, N.A., and K. Indriyaningrum. "Pengaruh Kepemimpinan Transformasional, Pemberdayaan Karyawan dan Kepuasan Kerja terhadap Kinerja Karyawan PT. Kota Woodcraf Furniture Jepara." *Jesya* 6, no. 2 (2023): 1806–12.
- Tasi, R., and S. Syamsir. "The Influence of Integrity and Loyalty on Employee Performance." *International Journal of Research and Analytical Reviews (IJRAR)* 7, no. 1 (March 2020): 774–79.
- Utami, U.I. "Pengaruh Integritas, Obyektifitas, Kerahasiaan, Kompetensi dan Pengalaman Kerja terhadap Kinerja Auditor di Inspektorat Prov Riau." *Journal of Research in Business and Management (JOM.Fekon)* 2, no. 2 (2015).
- Waal, A.A. "The Impact of High-Performance Employees on Organizational Efficiency." *Journal of Business Management*, 2023.

Wahyuni, R.S. and Syamsir. "The Influence of Integrity and Human Resource Management towards Employee Performance." *International Journal of Research and Analytical Reviews* 7, no. 1 (2020).

Widjaja, Y.R., R. Rahmayani, and A. D. Dini. "Effect of Leadership Style on Performance of Employees PT Lintas Mediatama Bandung." *Jurnal Apresiasi Ekonomi* 7, no. 2 (2019): 202–8.

