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The Effect of Transformational Leadership and Integrity on Organizational Commitment and Its Impact on Employee Performance at The Brantas Sampean Watershed Management Center

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Abstract: This study aims to determine and analyze the influence of 1) transformational leadership on employee performance, 2) integrity on employee performance, 3) organizational commitment on employee performance, 4) transformational leadership on organizational commitment, 5) integrity on organizational commitment, 6) transformational leadership on employee performance through organizational commitment, and 7) integrity on employee performance through organizational commitment. The study was conducted at the Brantas Sampean Watershed Management Center with a sample of 67 respondents. The sampling technique used was simple random sampling. The data analysis methods used descriptive analysis and path analysis. The results of the study indicate that: 1) transformational leadership has an effect on employee performance, 2) integrity has an effect on employee performance, 3) organizational commitment has an effect on employee performance, 4) transformational leadership has an effect on organizational commitment, 5) integrity has an effect on organizational commitment, 6) transformational leadership has no effect on employee performance through organizational commitment, and 7) integrity has an effect on employee performance through organizational commitment.

Keyword: Transformational Leadership, Integrity, Organizational Commitment, Employee Performance.

INTRODUCTION

Human resources (HR) is a crucial asset in determining the achievement of organizational goals. HR encompasses all elements, from the lowest level to the highest level, with a commitment to making equal contributions to realizing the organization's vision, mission, and objectives. Therefore, appropriate policies are needed to ensure everyone is able to contribute.

In public organizations or government institutions, HR, referred to as State Civil Apparatus (ASN), are employees appointed by employee development officers and assigned to a government position or a position in another country. They are paid in accordance with

statutory regulations for a specified period of time to carry out government duties, namely implementing public policy and acting as a unifying force for the nation. Therefore, employees are responsible for implementing public policy in accordance with statutory regulations, providing professional and high-quality public services, and strengthening the unity of the Republic of Indonesia.

Employee performance is crucial and must be realized to achieve company goals. Performance, broadly speaking, is the result of work achieved by individuals in carrying out assigned tasks according to established standards or criteria. Robbins (2024) states that employee performance is the total value of an employee's contribution to the organization through a series of behaviors over a certain period of time. In government organizations, employee performance is driven by improving reliable public services (excellent services) while simultaneously realizing employee work behaviors in accordance with the ASN Core Values, namely "berAKHLAK" (Service-Oriented, Accountable, Competent, Harmonious, Loyal, Adaptive, and Collaborative).

Leadership is essential for organizations to effectively and efficiently manage organizational resources to achieve goals. According to Yukl (2020), leadership is defined as the process of influencing others to understand and agree on what and how to achieve organizational goals, while also facilitating individual and group efforts to achieve shared goals. Various forms of leadership continue to develop, and transformational leadership is currently being widely implemented. According to Burn (in Yukl, 2019), transformational leadership refers to followers' moral values in an effort to raise their awareness of ethical issues and mobilize their energy and resources to reform the institution.

With transformational leadership, followers feel trust, admiration, loyalty, and respect for the leader, and they are motivated to do more than they previously expected. Transformational leaders change and motivate followers by (1) making them more aware of the importance of task outcomes, (2) encouraging them to transcend their own self-interest for the sake of the organization or team, and (3) activating their higher-order needs. This can enhance an organization's ability to address challenges faced in an increasingly complex and competitive era.

In an organization, integrity is the foundation of quality values for employees, where employees are expected to be honest, wise, and responsible in carrying out assigned tasks. According to Kurniati (2023), integrity is associated with the effort to keep promises or expectations based on agreed-upon or established values or ethical standards. Employee integrity is the foundation for building the best organizational performance and achievements. Integrity results in work behavior that is honest, responsible, disciplined, ethical, trustworthy, diligent, persistent, reliable, and serves the organization wholeheartedly.

Organizational commitment, according to Robbins and Judge (2024), is defined as the degree to which an employee identifies with a particular organization and its goals and wishes to maintain membership in the organization. In other words, organizational commitment is employee loyalty to the company, reflected in their strong involvement in achieving company goals. Organizational commitment encompasses ways to develop goals or meet organizational needs, essentially prioritizing the organization's mission over personal interests. Committed employees are less likely to resign from their jobs (even if they are dissatisfied) because they feel loyal or attached to the organization, have no other choice, or find it difficult to leave.

In the fast-paced and complex context of modern organizations, transformational leadership is highly relevant in creating a productive work environment that supports performance improvement and enhances competitiveness in an increasingly competitive marketplace. Various studies have shown that transformational leadership increases organizational commitment and employee performance. Eliyana et al. (2018) demonstrated that transformational leadership has a positive influence on organizational commitment, which can therefore improve employee performance. Rakhmanto et al.'s (2021) research on

transformational leadership also showed that transformational leadership has a significant impact on employee performance, both directly and indirectly through its influence on other elements such as motivation and integrity.

Integrity and organizational commitment are interconnected in several studies and influence employee performance. According to Nurjaman et al. (2022), leader behavioral integrity is significantly related to organizational commitment and employee performance. Sabil et al. (2022) demonstrated that integrity significantly influences organizational commitment. According to Jaka (2024), educator integrity fosters emotional engagement and commitment to supporting the educational institution's vision and mission. Based on this, researchers are interested in examining the influence of transformational leadership and integrity on organizational commitment and employee performance. The problem formulation contains article questions that must be explained in the discussion and answered in the conclusion.

Employee Performance

Performance is not merely about achieving results; it broadly requires attention to other aspects. As defined by Prawirosentono (2011), performance is the work results achieved by an individual or group within an organization, in accordance with their respective authorities and responsibilities, in an effort to achieve the organization's goals legally and in accordance with morals and ethics.

According to Mangkunegara (2014), performance is the achievement of employee work and professional development for the future, carried out systematically and formally. Employee performance focuses more on the level of employee performance. Employee performance reflects how well employees fulfill job requirements. Attention to performance is essential for any organization.

According to Keban (2004), measuring employee performance is crucial for public service agencies. By identifying weaknesses and strengths, obstacles and incentives, or various success factors for employee and institutional performance, the path to professionalization opens, namely, correcting past mistakes. Hasim (2019) explains that performance comes from the words "job performance" or "actual performance," which are defined as the actual work performance or accomplishments achieved by an individual (Sikula & Meggison, 1981). Similarly, Mangkunegara (2014) defines performance as the results, both qualitatively and quantitatively, of an employee in carrying out their duties in accordance with their responsibilities.

Based on the above description, it can be concluded that employee performance is the work results, both qualitatively and quantitatively, achieved by employees in carrying out their duties according to their respective responsibilities in a job to achieve agency goals.

Robbins (2024) explains that there are five indicators for measuring individual employee performance: 1) Quality. Work quality is measured by employee perceptions of the quality of work produced and the perfection of tasks relative to employee skills and abilities; 2) Quantity. This is the amount produced, expressed in terms such as the number of units or the number of activity cycles completed; 3) Timeliness. This is the degree to which activities are completed at the stated start time, in terms of coordination with output results and maximizing the time available for other activities; 4) Effectiveness. This is the degree to which organizational resources (labor, money, technology, raw materials) are maximized with the aim of increasing output from each unit of resource use; 5) Independence. This is the degree to which an employee is able to carry out their work functions. This is the degree to which employees have a commitment to the organization and a sense of responsibility for their work.

Transformational Leadership

Leadership is a process whereby a person leads through activities that influence their members to achieve a goal. According to Yukl (2020:26), leadership is defined as the process of influencing others to understand and agree on what and how to achieve organizational goals, while simultaneously facilitating individual and group efforts to achieve shared goals. Leadership is what leaders do by leading a group and influencing it to achieve a goal.

Robbins and Judge (2008) state that transformational leaders inspire their followers to set aside their personal interests for the good of the organization and are capable of exerting a tremendous influence on their followers.

Mulyadi and Rivai (2006) state that transformational leadership empowers employees to improve their performance. This is achieved because transformational leadership is able to generate change by motivating subordinates to improve employee performance within the organization, which then becomes a reflection of the organization's performance. This can be understood through the existence of trust in employees, as stated by Boerner et al. (2007). It is stated here that transformational leadership involves trust in employees, satisfaction, and a sense of accomplishment in self-actualization within the organization. This trust becomes the foundation for the growth and development of knowledge sharing (Helmi and Arisudana, 2009).

According to Suyanto et al. (2019), transformational leadership can maximize an organization's potential to achieve its goals. This occurs because transformational leadership emphasizes principles that inspire and support the development of human resources (HR). Therefore, transformational leadership is suitable for organizations with dynamic environments that require high levels of creativity and innovation.

This aligns with Setiawan's (2013) statement that the application of a transformational leadership style is particularly effective in learning organizations that continually move toward greater optimization. One example is educational organizations that keep pace with the development of science and technology and the various changes that occur within them. There are two important elements in implementing a transformational leadership style: providing satisfaction to those being led and fostering optimism for the future.

From the opinions above, the author can conclude that transformational leadership is a form of leadership who inspires followers to set aside their personal interests for the good of the organization and can exert extraordinary influence on them, as measured by the following indicators: charisma, inspirational motivation, intellectual stimulation, and individualized attention.

According to Kharis (2015), there are several indicators of transformational leadership: 1) Charisma. Charisma is considered a combination of charm and personal magnetism that contributes to an extraordinary ability to inspire others to support a vision and promote it enthusiastically; 2) Inspirational Motivation. Inspirational motivation describes a leader who is passionate about communicating an idealistic organizational future. The leader uses verbal communication or symbols aimed at galvanizing subordinates. The leader motivates subordinates about the importance of the organization's vision and mission, encouraging all subordinates to share the same vision. This shared vision encourages subordinates to work together to achieve long-term goals with optimism. Thus, the leader not only galvanizes individual enthusiasm but also team spirit; 3) Intellectual Stimulation. Intellectual stimulation describes a leader's ability to encourage employees to solve old problems in new ways. Leaders strive to encourage subordinates' attention and awareness of the issues they face. The leader then strives to develop their subordinates' abilities to solve problems with new approaches or perspectives; 4) Individualized Attention. Individualized attention describes a leader's constant attention to their employees, treating them individually, coaching, and advising them. Leaders encourage employees to be observant of the abilities of others. Leaders focus on employees developing their personal strengths.

Integrity

Integrity comes from the Latin: integer, incorruptibility, firm adherence to a code of especially moral values. It is a firm attitude of upholding the principle of not wanting to commit corruption, and it is an inherent foundation of one's moral values. Integrity is not merely talk or a rhetorical sweetener, but also an action. In the Indonesian dictionary, the word "integrity" is defined as a quality, characteristic, or condition that demonstrates a complete unity, thus possessing the potential and ability to radiate authority and honesty.

Linguistically, "integrity" means wholeness, completeness, honesty, and a similarity between heart, speech, and action. Integrity is closely related to morals and ethics. Etymologically, the word "integrity" comes from the Latin "integritas" (entire or complete), meaning whole, round, pure, or clean. Therefore, integrity can be interpreted as a way of life that is clean, healthy, and peaceful as a whole. In other words, integrity comes from several perspectives, such as those of ethical traditions and ethical relationships (Abdullah, 2008).

Integrity is closely related to "ethics" and "morality." There are several differences between these terms. Morals, in the general sense, emphasize the character and specific traits of an individual, rather than rules and obedience. For example, virtues, compassion, generosity, magnanimity, and so on are important moral elements, but they are not found in law. Morals based on character tend to focus on what is special about a person. Ethics is generally defined as a systematic effort to use reason to interpret individual and social moral experiences in order to establish rules for controlling human behavior and weighty values that can be used as goals in life. (Simorangkir, 2003).

According to Development Dimensions International (DDI), integrity is accepting social, moral, and organizational norms; upholding moral principles (maintaining social, ethical, and organizational norms; firmly adhering to codes of conduct and ethical principles).

According to Sulaiman (2010), "Integrity is about the overall values of honesty, balance, giving back, dedication, credibility, and various aspects of self-devotion to human values in life." According to Sumartono (2004), "Integrity is being honest, consistent, committed, courageous, and trustworthy." Meanwhile, Wurangian (2005) defines it as: "Integrity is an element of character that underlies professional recognition. Integrity requires a member to be honest and forthright without sacrificing the confidentiality of the service recipient so that the report presented can explain the truth of the facts, because in this way the public can recognize the professionalism of an accountant." Meanwhile, according to Mulyadi (2007), integrity is a person's ability to make what they have said or promised a reality.

Based on these definitions, it can be concluded that the essence of integrity is honesty, sincerity, and a willingness to uphold high moral standards. Integrity is demonstrated by the alignment between held values and habits, the alignment between words and actions, and the alignment between expressions and feelings. Integrity is essential to ensure that the freedom granted can be used responsibly. Integrity is essential for building mutual trust within an organization.

According to Rachman in Supriyanto (2006), the indicators that determine integrity are as follows: 1) Professional code of ethics. To what extent is this code of ethics upheld, especially by organizational leaders, who will emulate it for their subordinates?; 2) How they handle conflicts of interest. In this case, to what extent are established and agreed-upon provisions upheld?; 3) Authority. To what extent is the authority granted utilized?; 4) Accountability and responsibility. If you encounter a problem, what will you do? Run away or face it.

Organizational Commitment

According to Wirawan (2013), organizational commitment is an employee's feeling of psychological and physical connection or attachment to the organization where they work or are members. Psychological connection means that employees feel happy and proud to work for or be members of the organization. This connection or attachment takes three forms: adherence to organizational norms, values, and regulations, identification with the organization, and internalization of organizational norms, values, and regulations.

Organizational commitment is an attitude that reflects employee loyalty to the organization and an ongoing process by which organizational members express their concern for the organization and its continued success and progress.

Robbins (2024) defines organizational commitment as an employee's identification with an organization, its goals, and their desire to remain a member. Most research has focused on emotional involvement with the organization and belief in its values as the "gold standard" for employee commitment. Colquitt et al. (in Wibowo 2016) define organizational commitment as the desire on the part of some employees to remain members of the organization.

Wibowo (2016) explains that organizational commitment influences whether employees remain members of an organization or leave to seek new employment. According to Robbins (2008), organizational commitment is a state in which an employee identifies with a particular organization and its goals, and desires to maintain membership in that organization.

Based on the above description, it can be concluded that organizational commitment is a condition in which an employee feels loyal to the organization where they work, allowing them to identify themselves as part of the organization and exert all efforts to achieve its goals.

Wibowo (2016) states that in organizational commitment, employees recognize or identify with a particular organization and its goals and wish to remain members. There are three dimensions of organizational commitment: 1) Affective commitment is an emotional attachment and belief in the organization's values; 2) Continuance commitment which is a feeling of economic residual value with the organization. Employees may be committed to an employer because they are well-paid and feel they would harm their family if they leave; 3) Normative commitment is an obligation to remain with an organization for moral or ethical reasons. Employees who start a new initiative may stay with an employer because leaving would leave the employer in dire straits.

METHOD

Research Location and Time

This research will be conducted at the Brantas Sampean Watershed Management Center, located at Jl. Mangundiprojo No. 1, Buduran, Sidoarjo, East Java Province. The research will be conducted from April to May 2025, spanning two stages: observation/permitting, research

proposal development, questionnaire distribution, and data analysis. The researcher categorized the research into two stages: field research and data management and analysis.

Population and Sample

Generally, a population is defined as a generalized area consisting of objects/subjects with certain qualities and characteristics, according to Sugiyono (2019). The population in this study was 200 employees of the Brantas Sampean Watershed Management Center. According to Sugiyono (2019), a sample generally refers to a portion of the population and its characteristics. If the population is large and the researcher cannot study the population due to limited funds, manpower, and time, then the researcher can use a sample drawn from that population. The conclusions learned from the sample will apply to the population. Therefore, the sample taken from the population must be truly representative. The sampling technique used was simple random sampling. In this study, the sample size was determined from employees of the Brantas Sampean Watershed Management Center, using the formula from Yamane (1967). Based on the calculation above, the sample size at the Brantas Sampean Watershed Management Center was 67 respondents.

Analysis Model

Descriptive analysis is an analytical method that aims to describe or explain something as it is (Irawan, 2004), in Baroroh (2008). In this study, data presentation uses data analysis tables with average values (means) and frequency distributions. Path analysis is an extension of multiple linear regression analysis, or path analysis, which uses regression analysis to estimate causal relationships between variables that have been previously established based on theory (Ghozali, 2018). Regression analysis with intervening variables is used to determine the total influence of independent variables on dependent variables, consisting of direct and indirect influences, namely through intervening variables, with the formula (Ghozali, 2018).

RESULTS AND DISCUSSION

Table 1. Hypothesis Testing

Hip	Variable			Regression Coefficient					Conclusion
	Exogenous	Mediation	Endogen	Direc t	Indire ct	Total	t- value	Sig- value	
H1	Transformational Leadership	Organizational Commitment	-	0.118	-	-	11.914	0.000	Positive and significant impact
H2	Integrity	Organizational Commitment	-	0.760	-	-	14.233	0.000	Positive and significant impact
H3	Transformational Leadership	-	Employee Performance	1.087	-	-	18.330	0.000	Positive and significant impact
H4	Integrity	-	Employee Performance	- 0.184	-	-	12.113	0.000	Positive and significant impact
H5		Organizational Commitment	Employee Performance	0.805	-	-	10.920	0.000	Positive and significant impact
H6	Transformational Leadership	Organizational Commitment	Employee Performance	-	0,118 x 0,805= 0,094	1,087 + 0,094= 1,181	-		Positive and significant impact
H7	Integrity	Organizational Commitment	Employee Performance	-	0,760 x 0,805	-0,184 + 0,612	-		Positive and significant impact

Hip	Variable			Regression Coefficient					
	Exogenous	Mediation	Endogen	Direct	Indirect	Total	t-value	Sig-value	Conclusion
					= 0.612	= 0,428			

Discussion

Based on the analysis, the research discussion is as follows:

1. The Influence of Transformational Leadership on Employee Performance at the Brantas Sampean Watershed Management Center.

The descriptive analysis shows that the indicator contributing the most value to the formation of the transformational leadership variable is inspirational motivation. The leadership of the Brantas Sampean Watershed Management Center frequently provides inspirational motivation to subordinates and is able to encourage employees to solve old problems in new ways. Therefore, the inspirational motivation indicator best reflects the transformational leadership variable. The average value of the transformational leadership variable indicates that employees at the Brantas Sampean Watershed Management Center strongly agree that the indicators, namely charisma, inspirational motivation, intellectual stimulation, and individual attention, form the transformational leadership variable.

The descriptive analysis shows that the indicator contributing the most value to the formation of the employee performance variable is effectiveness. Employees at the Brantas Sampean Watershed Management Center are able to maximize existing resources, thus achieving maximum work results, and employees at the Brantas Sampean Watershed Management Center enjoy their work. Thus, the effectiveness indicator best reflects employee performance variables. The average employee performance variable score indicates that employees at the Brantas Sampean Watershed Management Center strongly agree that work quality, quantity, punctuality, effectiveness, and independence shape employee performance variables.

Path analysis results indicate that transformational leadership can improve performance. Path analysis results indicate that integrity can improve employee performance at the Brantas Sampean Watershed Management Center. This study's findings align with research conducted by Selfi et al. (2024); Nabil et al. (2024); Hilmy et al. (2025); Putri et al. (2023); and Setiadi and Lutfi (2021).

2. The Effect of Integrity on Employee Performance at the Brantas Sampean Watershed Management Center.

Descriptive analysis results indicate that the indicators contributing the greatest value to the formation of the integrity variable are accountability and responsibility. The leadership of the Brantas Sampean Watershed Management Center has a high level of responsibility and trustworthiness. Thus, the accountability and responsibility indicators best reflect the integrity variable. The average value of the integrity variable indicates that employees at the Brantas Sampean Watershed Management Center strongly agree that the professional code of ethics, conflict resolution, authority, accountability, and responsibility indicators shape the integrity variable.

The descriptive analysis results indicate that the indicator contributing the greatest value to the formation of the employee performance variable is effectiveness. This indicates that employees at the Brantas Sampean Watershed Management Center are able to maximize existing resources, thereby achieving maximum work results, and that employees at the Brantas Sampean Watershed Management Center are happy with their work. Therefore, the effectiveness indicator best reflects the employee performance variable. The average value of the employee performance variable indicates that employees at the Brantas Sampean

Watershed Management Center strongly agree that work quality, quantity, punctuality, effectiveness, and independence shape the employee performance variable.

The path analysis results indicate that integrity can improve employee performance at the Brantas Sampean Watershed Management Center. These results align with research conducted by Selfi et al. (2024); Kosasih (2017); Prasetyo et al (2023); Sudung Simatupang (2023); Hilmy et al (2025); Purwati & Indra Wijaya (2019); Pangkerego et al (2023); Mansur et al (2022); Setiadi and Lutfi (2021).

3. The Influence of Organizational Commitment on Employee Performance at the Brantas Sampean Watershed Management Center.

The results of the descriptive analysis indicate that the indicator contributing the most value to the formation of the organizational commitment variable is affective commitment. Employees at the Brantas Sampean Watershed Management Center have a desire to advance within their organization and encourage each other to maintain organizational integrity. Therefore, the affective commitment indicator best reflects the organizational commitment variable. The average score for the organizational commitment variable indicates that employees at the Brantas Sampean Watershed Management Center strongly agree that the affective commitment, continuance commitment, and normative commitment indicators shape the organizational commitment variable.

The results of the descriptive analysis indicate that the indicator contributing the most value to the formation of the employee performance variable is effectiveness. Employees at the Brantas Sampean Watershed Management Center are able to maximize existing resources, thus achieving maximum work results, and employees at the Brantas Sampean Watershed Management Center are happy in their work. Therefore, the effectiveness indicator best reflects the employee performance variable. The average value of employee performance variables indicates that employees at the Brantas Sampean Watershed Management Center strongly agree that work quality, quantity, punctuality, effectiveness, and independence shape employee performance variables.

The path analysis results indicate that organizational commitment can improve employee performance at the Brantas Sampean Watershed Management Center. These findings align with research conducted by Meutia et al. (2017).

4. The Influence of Transformational Leadership on Organizational Commitment at the Brantas Sampean Watershed Management Center.

The descriptive analysis results indicate that the indicator with the greatest value in shaping the transformational leadership variable is inspirational motivation. The leadership of the Brantas Sampean Watershed Management Center frequently provides inspirational motivation to subordinates and is able to encourage employees to solve old problems in new ways. Therefore, the inspirational motivation indicator best reflects the transformational leadership variable. The average value of the transformational leadership variable indicates that employees at the Brantas Sampean Watershed Management Center strongly agree that the indicators, namely charisma, inspirational motivation, intellectual stimulation, and individualized attention, shape the transformational leadership variable.

The results of the descriptive analysis indicate that the indicator with the greatest value in shaping the organizational commitment variable is affective commitment. Employees of the Brantas Sampean Watershed Management Center (BDS) have a desire to advance within their organization and encourage each other to maintain its integrity. Therefore, the affective commitment indicator best reflects the organizational commitment variable. The average score for the organizational commitment variable indicates that employees of the Brantas Sampean Watershed Management Center strongly agree that affective commitment,

continuance commitment, and normative commitment indicators shape the organizational commitment variable.

The results of the path analysis indicate that transformational leadership can contribute to increasing organizational commitment at the Brantas Sampean Watershed Management Center. These findings align with research conducted by Stanislaus et al. (2018); Selfi et al. (2024); Prasetyo et al. (2023); and Alfa et al. (2024).

5. The Influence of Integrity on Organizational Commitment at the Brantas Sampean Watershed Management Center.

The results of the descriptive analysis indicate that the indicators contributing the most value to the formation of the integrity variable are accountability and responsibility. This indicates that the leadership of the Brantas Sampean Watershed Management Center has a high level of responsibility and that the leadership of the Brantas Sampean Watershed Management Center has a high level of accountability and trustworthiness. Therefore, the accountability and responsibility indicators best reflect the integrity variable. The average value of the integrity variable indicates that employees of the Brantas Sampean Watershed Management Center strongly agree that the professional code of ethics, conflict resolution, authority, accountability, and responsibility indicators shape the integrity variable.

The results of the descriptive analysis indicate that the indicator contributing the most value to the formation of the organizational commitment variable is affective commitment. This indicates that employees of the Brantas Sampean Watershed Management Center have a desire to advance within their organization and encourage each other to maintain the organization's integrity. Therefore, the affective commitment indicator best reflects the organizational commitment variable. The average value of the organizational commitment variable indicates that employees at the Brantas Sampean Watershed Management Center strongly agree that affective commitment, continuance commitment, and normative commitment form the organizational commitment variable.

The path analysis results indicate that integrity can increase organizational commitment at the Brantas Sampean Watershed Management Center. This finding aligns with research conducted by Purwati & Indra Wijaya (2019) and Alfa et al. (2024).

6. The Influence of Transformational Leadership on Employee Performance at the Brantas Sampean Watershed Management Center Through Organizational Commitment.

The descriptive analysis results indicate that the indicator contributing the greatest value to the formation of the transformational leadership variable is inspirational motivation. The leadership of the Brantas Sampean Watershed Management Center frequently provides inspirational motivation to subordinates and is able to encourage employees to solve old problems in new ways. Therefore, the inspirational motivation indicator best reflects the transformational leadership variable. The average value of the transformational leadership variable indicates that employees at the Brantas Sampean Watershed Management Center strongly agree that charisma, inspirational motivation, intellectual stimulation, and individual attention form the transformational leadership variable.

The descriptive analysis results indicate that the indicator contributing the most value to the formation of the organizational commitment variable is affective commitment. This indicates that employees at the Brantas Sampean Watershed Management Center have a desire to advance within their organization and encourage each other to maintain organizational integrity. Therefore, the affective commitment indicator best reflects the organizational commitment variable. The average value of the organizational commitment variable indicates that employees at the Brantas Sampean Watershed Management Center

strongly agree that affective commitment, continuance commitment, and normative commitment form the organizational commitment variable.

The descriptive analysis results indicate that the indicator contributing the most value to the formation of the employee performance variable is effectiveness. This indicates that employees at the Brantas Sampean Watershed Management Center are able to maximize existing resources, thus achieving maximum work results, and that employees at the Brantas Sampean Watershed Management Center enjoy their work. Therefore, the effectiveness indicator best reflects the employee performance variable. The average employee performance variable score indicates that employees at the Brantas Sampean Watershed Management Center strongly agree that work quality, quantity, punctuality, effectiveness, and independence shape employee performance.

Path analysis results indicate that transformational leadership cannot improve employee performance at the Brantas Sampean Watershed Management Center through organizational commitment. These findings align with research conducted by Setiadi and Lutfi (2021).

7. The Influence of Integrity on Employee Performance at the Brantas Sampean Watershed Management Center Through Organizational Commitment.

The results of the descriptive analysis indicate that the indicators contributing the most value to the formation of the integrity variable are accountability and responsibility. This indicates that the leadership of the Brantas Sampean Watershed Management Center has a high level of responsibility and that the leadership of the Brantas Sampean Watershed Management Center has a high level of accountability and trustworthiness. Therefore, the accountability and responsibility indicators best reflect the integrity variable. The average value of the integrity variable indicates that employees of the Brantas Sampean Watershed Management Center strongly agree that the professional code of ethics, conflict resolution, authority, accountability, and responsibility indicators shape the integrity variable.

The results of the descriptive analysis indicate that the indicator contributing the most value to the formation of the organizational commitment variable is affective commitment. This indicates that employees of the Brantas Sampean Watershed Management Center have a desire to advance within their organization and encourage each other to maintain the organization's integrity. Therefore, the affective commitment indicator best reflects the organizational commitment variable. The average value of the organizational commitment variable indicates that employees at the Brantas Sampean Watershed Management Center strongly agree that affective commitment, continuance commitment, and normative commitment form the organizational commitment variable.

The descriptive analysis results indicate that the indicator contributing the greatest value to the formation of employee performance variables is effectiveness. This indicates that employees at the Brantas Sampean Watershed Management Center are able to maximize existing resources, thereby achieving maximum work results, and that employees at the Brantas Sampean Watershed Management Center are happy with their work. Therefore, the effectiveness indicator best reflects employee performance variables. The average value of the employee performance variables indicates that employees at the Brantas Sampean Watershed Management Center strongly agree that work quality, quantity, punctuality, effectiveness, and independence form the employee performance variable.

The path analysis results indicate that integrity can improve employee performance at the Brantas Sampean Watershed Management Center through organizational commitment. These findings align with research conducted by Nabil et al. (2024); Hilmy et al. (2025); Putri et al. (2023); Pangkerego et al. (2023); Mansur et al (2022).

CONCLUSION

Based on the research results regarding the Influence of Transformational Leadership and Integrity on Organizational Commitment and its Impact on Employee Performance at the Brantas Sampean Watershed Management Center, the following conclusions can be drawn:

1. Based on the descriptive analysis of the transformational leadership variable, the indicator that contributes the most value to the formation of the transformational leadership variable is inspirational motivation. The leadership of the Brantas Sampean Watershed Management Center frequently provides inspirational motivation to subordinates and is able to encourage employees to solve old problems in new ways. Therefore, the inspirational motivation indicator best reflects the transformational leadership variable.
2. Regarding the integrity variable, the indicators that contribute the most value to the formation of the integrity variable are accountability and responsibility. The leadership of the Brantas Sampean Watershed Management Center has a high level of responsibility and accountability. Therefore, the accountability and responsibility indicators best reflect the integrity variable.
3. For the organizational commitment motivation variable, the indicator that contributes the most value to the formation of the organizational commitment variable is affective commitment, indicating that employees of the Brantas Sampean Watershed Management Center have a desire to advance within their organization and encourage each other to maintain the organization's integrity. Therefore, the affective commitment indicator best reflects the organizational commitment variable. The average score for the organizational commitment variable indicates that employees of the Brantas Sampean Watershed Management Center strongly agree that the affective commitment, continuance commitment, and normative commitment indicators shape the organizational commitment variable. Therefore, the affective commitment indicator best reflects the organizational commitment variable.
4. For the employee performance variable, the indicator that contributes the most value to the formation of the employee performance variable is effectiveness, indicating that employees of the Brantas Sampean Watershed Management Center can maximize existing resources, thus achieving maximum work results, and that employees of the Brantas Sampean Watershed Management Center enjoy their work. Therefore, the effectiveness indicator best reflects the employee performance variable.

Regression and path analysis indicate that:

1. The regression analysis shows that transformational leadership can improve employee performance. The path analysis shows that integrity can improve employee performance at the Brantas Sampean Watershed Management Center.
2. The regression analysis shows that integrity can improve employee performance. The path analysis shows that integrity can improve employee performance at the Brantas Sampean Watershed Management Center.
3. The regression analysis shows that organizational commitment can improve employee performance at the Brantas Sampean Watershed Management Center.
4. The path analysis shows that transformational leadership can contribute to increasing organizational commitment at the Brantas Sampean Watershed Management Center.
5. The path analysis shows that integrity can improve organizational commitment at the Brantas Sampean Watershed Management Center.
6. The path analysis shows that transformational leadership cannot improve employee performance at the Brantas Sampean Watershed Management Center through organizational commitment.

7. The path analysis shows that integrity can improve employee performance at the Brantas Sampean Watershed Management Center through organizational commitment.

Based on the research findings on the Influence of Transformational Leadership and Integrity on Organizational Commitment and Their Impact on Employee Performance at the Brantas Sampean Watershed Management Center, the following recommendations can be made:

1. To increase knowledge and experience in conducting research in the field of human resources, to compare theories learned in college with actual fieldwork, and to serve as additional reading and reference material, especially for students at Krisnadwipayana University, regarding factors influencing employee performance.
2. To serve as a reference for academics and researchers interested in conducting research on similar topics and objectives, so that subsequent research can address the gaps in this study and produce more useful and comprehensive results.
3. For the Brantas Sampean Watershed Management Center, this information can be used as material and consideration in formulating and implementing policies, both directly and indirectly, to develop transformational leadership and integrity to optimize organizational commitment and employee performance at the Brantas Sampean Watershed Management Center. This improvement effort should consider the following:
 - a. Transformational Leadership. The leadership of the Brantas Sampean Watershed Management Center (BDS) should pay attention to the charismatic indicator, which provides the lowest value for the formation of the transformational leadership variable. This means that the leadership of the Brantas Sampean Watershed Management Center must possess high charisma and authority.
 - b. Integrity. The leadership of the Brantas Sampean Watershed Management Center should pay attention to the conflict resolution indicator, which provides the lowest value for the formation of the integrity variable. This means that the leadership of the Brantas Sampean Watershed Management Center must resolve problems quickly and responsively. If conflicts arise between employees, the leadership of the Brantas Sampean Watershed Management Center must be able to reconcile both parties. The BP2MI should enjoy their work and remain committed to their duties.
 - c. Organizational Commitment. The leadership of the Brantas Sampean Watershed Management Center should pay attention to the normative commitment indicator, which provides the lowest value for the formation of organizational commitment variables. This is done by ensuring that employees of the Brantas Sampean Watershed Management Center are proud to be part of their organization and enjoy their work.
 - d. Employee Performance. The leadership of the Brantas Sampean Watershed Management Center should pay attention to the punctuality indicator, which provides the lowest value for the formation of employee performance variables. This is done by ensuring that employees of the Brantas Sampean Watershed Management Center complete their work on time with high punctuality. The leadership should provide incentives and rewards for employees who are diligent and punctual in carrying out their duties.

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