

LAMPIRAN

Lampiran 1 : Kuesioner

Assalamualaikum Wr. Wb.

Perkenalkan, saya Okky Wahyudha mahasiswa (S2) Program Magister Manajemen, Fakultas Ekonomi dan Bisnis, Universitas 17 Agustus 1945 Surabaya. Saat ini saya sedang melakukan penelitian untuk memenuhi tugas akhir (Tesis) saya dengan judul penelitian adalah sebagai berikut :

“Pengaruh Gaya Kepemimpinan Transformasional, Kepemimpinan Transaksional Terhadap Kinerja Karyawan Dengan Kedisiplinan dan Integritas Karyawan Sebagai Variabel Intervening”.

Tanpa mengurangi rasa hormat rekan-rekan, saya memohon kesediaan rekan-rekan untuk mengisi kuesioner ini selama 5-10 menit. Hasil dari kuesioner ini akan digunakan sebagai sumber data untuk mendukung tesis saya. Seluruh informasi yang diberikan dalam pengambilan data ini bersifat rahasia dan hanya akan digunakan untuk kepentingan penelitian.

Wassalamualaikum Wr. Wb.

Untuk pengisian pernyataan dibawah ini pilihlah jawaban yang menurut Bapak / Ibu paling tepat dengan cara memilih skala yang sudah tersedia. Isilah jawaban sesuai dengan keadaan yang Bapak / Ibu yang sebenarnya. Untuk itu diberikan kriteria penilaian dalam skor penelitian ini adalah sebagai berikut :

KUESIONER

Data Umum Responden

Nama :
Jenis Kelamin : Pria Wanita
Pendidikan Terakhir : SMA/SMK S1 S2
Posisi Jabatan :
Masa Kerja : < 5 tahun 5-10 tahun >10 Tahun

Skala Penilaian

Jawaban	Skor
Sangat Baik	5
Baik	4
Netral	3

Tidak Baik	2
Sangat Tidak Baik	1

Penyataan**KEPEMIMPINAN TRANSFORMASIONAL**

No	Pertanyaan	Skala				
		1	2	3	4	5
<i>Pengaruh Ideal (Idealized Influence)</i>						
1	Pemimpin memberikan contoh menaati aturan dalam perusahaan					
2	Pemimpin memberikan bantuan kepada karyawannya bagaimana menyelesaikan pekerjaan dengan baik					
3	Pemimpin akan memperjuangkan hak-hak karyawan dalam perusahaan					
<i>Perhatian Individual (Individualized Consideration)</i>						
4	Pemimpin berupaya untuk meningkatkan skill setiap karyawan					
5	Pemimpin bersedia mendengarkan keluhan yang dimiliki karyawan					
6	Pemimpin memberikan nasihat yang penting bagi pengembangan karyawan					
<i>Motivasi Inspirasional (Inspirational Motivation)</i>						
7	Pemimpin memberikan motivasi kepada karyawannya untuk bekerja lebih baik					
8	Pemimpin menumbuhkan rasa percaya diri kepada setiap karyawan dalam melakukan pekerjaan					
<i>Stimulasi Intelektual (Intellectual Stimulation)</i>						
9	Pemimpin mendukung karyawan untuk menggunakan kreativitas dalam bekerja					
10	Pemimpin bersemangat untuk mendengarkan ide atau gagasan baru karyawan					

KEPEMIMPINAN TRANSAKSIONAL

No	Pertanyaan	Skala				
		1	2	3	4	5

Imbalan Kontingen (Contingent Reward)					
11	Pimpinan memberi makan siang ketika karyawan melakukan pekerjaan yang luar biasa				
12	Pimpinan memberikan imbalan jika karyawan mampu melaksanakan pekerjaan yang diperintahkan dengan baik				
13	Pimpinan memberikan penghargaan atau imbalan pada karyawan				
Manajemen Eksepsi Aktif (<i>Active Management by Exception</i>)					
14	Pimpinan memastikan tanggung jawab yang harus dilakukan sama halnya dengan hak yang akan di dapatkan				
15	Pimpinan melakukan tindakan perbaikan atas kesalahan yang dilakukan				
16	Pemimpin mengawasi kinerja karyawan agar sesuai dengan SOP yang telah ditetapkan				
Manajemen Eksepsi Pasif (<i>Passive Management by Exception</i>)					
17	Pimpinan tidak memberikan peringatan ataupun sanksi apabila terjadi kesalahan				
18	Pimpinan tidak memberikan evaluasi pekerjaan				

KEDISIPLINAN

No	Pertanyaan	Skala				
		1	2	3	4	5
Teladan						
19	Karyawan harus datang tepat waktu					
20	Karyawan selalu meminta izin apabila ada keperluan diluar pekerjaan					
21	Jika sakit karyawan melampirkan surat dokter					
Waskat (Pengawasan Melekat)						
22	Karyawan selalu menggunakan ID Card saat berada di lingkungan perusahaan					
23	Karyawan tidak akan memberikan akses user perusahaan kepada siapapun					
24	Karyawan tidak akan membocorkan rahasia perusahaan					
Ketegasan						
25	Karyawan harus mengutamakan ibadah dan keselamatan kerja					

26	Karyawan harus bekerja sesuai SOP yang sudah ditetapkan perusahaan					
27	Karyawan harus menyelesaikan pekerjaan tepat pada waktunya					

INTEGRITAS

No	Pertanyaan	Skala				
		1	2	3	4	5
Kejujuran						
28	Karyawan taat pada peraturan, baik saat diawasi maupun tidak diawasi					
29	Karyawan bekerja sesuai dengan keadaan yang sebenarnya, tidak menambah maupun mengurangi fakta yang ada					
30	Karyawan akan mengakui jika berbuat salah					
Konsisten						
31	Karyawan merasakan bahwa pekerjaan yang diberikan adalah amanah					
32	Karyawan menyelesaikan tugasnya sendiri tidak dilimpahkan kepada orang lain					
33	Karyawan tidak menyalahgunakan fasilitas perusahaan untuk hal yang tidak semestinya					
Komitmen						
34	Karyawan berkomitmen untuk memberikan yang terbaik saat bekerja					
35	Karyawan tidak akan meninggalkan pekerjaan yang belum selesai					
36	Karyawan akan memberikan yang terbaik saat bekerja					

KINERJA

No	Pertanyaan	Skala				
		1	2	3	4	5
Kualitas Kerja						
37	Karyawan bekerja sesuai SOP yang ditetapkan perusahaan					
38	Karyawan bekerja dengan cermat dan meminimalkan kesalahan dalam bekerja					
39	Karyawan bekerja dengan tepat, cepat dan cermat					

Tanggung Jawab					
40	Karyawan mengerjakan pekerjaan yang sudah ditentukan dengan benar sampai pekerjaan itu selesai				
41	Karyawan merasa malu jika pekerjaan belum selesai dikerjakan				
42	Karyawan merasa bersalah jika pekerjaan tersebut tidak sesuai dengan SOP perusahaan				
Kerjasama					
43	Karyawan mudah bekerjasama dengan rekan kerja pada bagian atau divisi lain				
44	Karyawan selalu menjalin hubungan baik dengan rekan kerja				
45	Karyawan bersedia memberikan saran, kritik dan masukan perusahaan				

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Kepemimpinan Transaksional (X ₂)								
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Kedisiplinan (Z ₁)									
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91	4	4	4	4	5	4	4	4	4
92	5	5	5	5	5	5	5	5	5
93	5	5	5	5	5	5	5	5	5
94	4	4	5	5	4	5	5	5	5
95	3	5	5	5	5	5	5	5	4
96	3	4	4	4	3	5	5	3	4
97	5	5	5	5	5	5	5	5	5
98	4	4	4	4	5	5	5	4	4
99	5	5	5	5	5	5	5	5	5
100	5	5	4	5	5	5	5	5	5
101	5	5	5	5	5	5	5	5	5
102	3	4	4	4	4	4	4	4	3

26	4	4	5	5	5	5	5	4	5
27	2	4	4	4	4	4	4	4	4
28	4	4	4	4	4	5	4	4	4
29	4	4	4	4	4	4	4	4	4
30	4	5	4	4	3	4	4	3	4
31	5	5	4	4	5	4	5	5	4
32	4	4	4	4	3	4	4	4	4
33	5	5	5	5	4	5	5	4	5
34	5	4	4	5	5	5	5	4	5
35	5	5	5	5	5	5	5	5	5
36	4	4	4	4	4	5	4	2	4
37	4	3	3	4	4	4	4	4	4
38	4	4	4	4	4	4	4	4	4
39	5	5	5	5	5	5	5	5	5
40	4	4	4	4	4	4	4	4	4
41	4	4	5	5	4	4	4	4	4
42	4	4	4	4	4	4	4	4	4
43	4	4	4	4	4	4	4	4	4
44	4	4	5	5	3	5	5	5	4
45	4	4	4	4	4	4	4	4	4
46	4	4	4	5	4	4	4	3	4
47	4	4	4	4	4	4	4	4	4
48	4	4	4	4	5	4	4	4	4
49	5	5	5	5	5	5	5	5	5
50	5	5	5	5	5	5	5	5	5
51	5	5	5	4	5	5	5	5	5
52	5	4	4	4	4	4	5	3	4
53	1	4	2	4	3	5	4	3	4
54	5	5	5	5	4	5	5	4	5
55	5	5	5	5	5	5	5	5	5
56	4	5	4	4	4	4	5	5	4
57	4	4	4	4	4	4	4	4	4
58	4	4	4	4	4	4	4	4	4
59	4	4	4	4	4	4	4	4	4
60	4	5	5	5	4	4	4	4	4
61	5	5	5	5	5	5	5	5	5
62	4	4	4	4	5	4	5	4	5

63	5	4	5	5	4	5	5	5	5
64	5	5	5	5	4	5	5	4	4
65	4	3	4	3	4	3	4	3	4
66	5	5	5	5	5	5	5	5	5
67	4	4	4	4	4	4	4	4	4
68	5	5	5	5	5	5	5	5	5
69	4	4	4	5	4	4	4	4	5
70	5	5	5	5	5	5	5	5	5
71	4	4	4	4	3	4	4	4	4
72	5	5	5	4	5	5	5	5	5
73	5	5	5	5	5	5	5	5	5
74	3	3	3	4	4	3	4	4	5
75	5	4	2	4	4	4	4	4	4
76	5	5	5	4	4	4	4	4	4
77	4	4	4	4	4	4	4	4	4
78	4	4	4	4	4	4	4	4	4
79	5	5	5	5	5	5	5	5	5
80	5	5	5	5	5	5	5	5	4
81	4	4	4	4	4	4	5	4	5
82	5	4	4	5	5	3	5	4	5
83	4	4	4	4	4	4	4	4	4
84	2	3	4	4	3	5	5	3	4
85	5	4	5	5	4	5	5	4	5
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87	4	4	5	5	4	5	3	4	3
88	4	5	5	5	5	4	5	5	5
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90	5	4	4	3	4	4	4	4	4
91	4	4	4	4	4	4	4	4	4
92	5	5	5	5	5	5	5	5	5
93	5	5	5	5	4	5	5	5	5
94	5	5	5	5	5	5	5	5	5
95	5	5	4	5	5	5	5	4	5
96	4	3	4	4	3	3	4	3	4
97	5	5	5	5	5	5	5	5	5
98	5	4	4	5	4	5	5	4	5
99	5	5	5	5	3	5	5	4	5

100	5	5	5	5	5	5	5	5	5
101	5	5	5	5	5	5	5	5	5
102	4	3	3	4	4	4	4	4	4
103	4	4	4	4	4	4	4	4	4
104	4	4	4	4	4	3	4	4	4
105	5	5	5	5	5	5	5	5	5
106	4	4	4	4	4	4	4	3	4
107	5	5	5	5	4	5	4	4	4
108	3	4	4	4	4	4	4	4	4
109	4	4	4	4	4	4	4	4	4
110	4	2	5	5	5	5	5	5	5

Kinerja (Y)									
No.	Z2.1	Z2.2	Z2.3	Z2.4	Z2.5	Z2.6	Z2.7	Z2.8	Z2.9
1	4	4	4	4	4	4	4	4	4
2	5	4	5	5	4	4	4	4	5
3	5	5	5	5	3	3	5	5	5
4	4	4	5	5	4	4	5	5	4
5	5	5	5	4	4	4	5	4	4
6	5	5	5	5	5	5	5	5	5
7	5	4	5	4	4	4	5	4	5
8	4	4	4	4	4	4	5	5	4
9	4	4	4	4	4	4	4	4	4
10	5	5	5	5	3	3	4	5	5
11	4	4	3	4	3	3	4	4	4
12	5	5	5	5	5	5	5	5	5
13	5	5	5	5	5	5	5	5	5
14	4	5	5	5	4	4	4	4	5
15	4	4	5	4	4	4	5	5	4
16	4	4	4	4	4	3	4	4	4
17	4	4	4	4	4	4	4	4	4
18	5	5	5	5	5	5	4	5	4
19	5	5	5	5	5	5	5	5	5
20	4	4	4	4	4	3	4	4	4
21	4	5	5	4	5	4	5	5	4
22	5	5	5	5	5	5	4	5	5

60	4	4	4	4	3	3	4	5	4
61	5	5	5	5	5	5	5	5	5
62	4	5	5	5	4	3	5	5	4
63	5	5	4	5	4	5	4	5	4
64	5	4	4	4	5	5	5	5	5
65	4	3	4	3	4	3	4	3	4
66	5	5	5	5	4	4	5	5	5
67	4	4	4	4	4	4	4	4	4
68	5	5	5	5	5	5	5	5	5
69	4	4	4	4	5	5	5	5	4
70	5	5	5	5	5	5	5	5	5
71	4	4	4	4	3	3	4	4	4
72	5	5	5	5	5	5	5	5	5
73	5	5	5	5	5	5	5	5	5
74	5	5	5	5	3	5	5	5	5
75	4	5	5	5	4	4	5	5	5
76	4	4	4	4	3	4	4	4	4
77	4	4	4	4	4	4	4	4	4
78	4	4	4	4	2	4	4	4	4
79	5	5	5	5	5	5	5	5	5
80	5	5	4	5	5	4	5	5	5
81	4	4	4	4	3	3	4	4	4
82	5	5	5	5	4	4	3	5	3
83	4	4	4	4	2	2	5	4	5
84	5	4	4	3	3	3	3	5	5
85	5	5	4	4	3	5	3	5	4
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88	4	5	5	5	5	3	5	5	5
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91	4	4	4	4	3	3	4	3	4
92	5	5	5	5	5	5	5	5	5
93	5	5	5	5	4	4	5	5	5
94	5	4	4	5	5	5	5	5	5
95	5	5	5	5	4	5	4	4	5
96	4	4	4	3	3	4	4	4	4

97	5	5	5	5	3	5	5	5	5
98	5	4	4	4	4	4	4	4	4
99	5	5	5	5	5	5	5	5	5
100	5	5	5	5	5	5	5	5	5
101	5	5	5	5	5	5	5	5	5
102	4	4	4	4	4	3	3	4	4
103	4	4	4	4	4	4	4	4	4
104	4	4	4	4	4	4	4	4	5
105	5	5	5	5	4	4	4	4	4
106	4	4	4	4	3	3	4	4	4
107	5	4	4	3	3	3	4	4	4
108	4	3	4	3	3	3	3	5	3
109	4	4	4	4	4	4	4	4	4
110	5	5	5	5	4	4	5	5	5

Lampiran 3 : Karakteristik Responden

No	Jenis Kelamin	Pendidikan Terakhir	Posisi Jabatan	Masa Jabatan
1	Wanita	S1	Staff	> 10 tahun
2	Pria	S1	Staff	5 - 10 tahun
3	Pria	SMA / SMK	Staff	< 5 tahun
4	Pria	S1	Staff	< 5 tahun
5	Pria	SMA / SMK	Staff	5 - 10 tahun
6	Pria	SMA / SMK	Staff	5 - 10 tahun
7	Pria	SMA / SMK	Staff	5 - 10 Tahun
8	Wanita	S1	Staff	5 - 10 Tahun
9	Wanita	SMA / SMK	Staff	5 - 10 tahun
10	Wanita	S1	Staff	< 5 tahun
11	Pria	S1	Staff	5 - 10 tahun
12	Pria	S1	Staff	5 - 10 tahun
13	Pria	S1	Team Leader	> 10 tahun
14	Pria	SMA / SMK	Staff	5 - 10 tahun
15	Wanita	S1	Staff	> 10 tahun
16	Pria	S1	Staff	5 - 10 tahun
17	Wanita	S1	Team Leader	5 - 10 tahun
18	Pria	S1	Staff	5 - 10 tahun
19	Wanita	S1	Staff	> 10 tahun
20	Wanita	S1	Staff	> 10 tahun
21	Pria	S1	Staff	5 - 10 tahun
22	Pria	SMA / SMK	Staff	5 - 10 tahun
23	Pria	S1	Team Leader	5 - 10 Tahun
24	Pria	S1	Staff	< 5 tahun
25	Pria	SMA / SMK	Staff	< 5 tahun
26	Pria	SMA / SMK	Staff	< 5 tahun
27	Pria	SMA / SMK	Staff	5 - 10 tahun
28	Pria	SMA / SMK	Staff	< 5 tahun
29	Wanita	S1	Staff	5 - 10 tahun
30	Pria	S1	Staff	< 5 tahun
31	Pria	S1	Staff	5 - 10 tahun
32	Wanita	S1	Staff	5 - 10 tahun
33	Wanita	S1	Staff	< 5 tahun
34	Pria	S1	Staff	5 - 10 tahun
35	Pria	SMA / SMK	Senior Manager	5 - 10 tahun

36	Wanita	S1	Staff	5 - 10 tahun
37	Wanita	S1	Staff	5 - 10 Tahun
38	Wanita	S1	Staff	5 - 10 tahun
39	Pria	S1	Staff	5 - 10 tahun
40	Pria	S1	Staff	< 5 tahun
41	Pria	S1	Staff	5 - 10 tahun
42	Pria	SMA / SMK	Staff	5 - 10 Tahun
43	Wanita	S1	Staff	5 - 10 tahun
44	Wanita	S1	Team Leader	5 - 10 tahun
45	Pria	S1	Staff	5 - 10 Tahun
46	Pria	S1	Staff	> 10 tahun
47	Wanita	S1	Staff	5 - 10 tahun
48	Pria	S1	Staff	5 - 10 tahun
49	Pria	SMA / SMK	Staff	5 - 10 tahun
50	Pria	SMA / SMK	Staff	5 - 10 tahun
51	Pria	S1	Team Leader	5 - 10 tahun
52	Pria	S1	Team Leader	5 - 10 Tahun
53	Pria	S2	Team Leader	> 10 tahun
54	Pria	S1	Staff	< 5 tahun
55	Pria	S1	Staff	5 - 10 Tahun
56	Pria	S1	Senior Manager	< 5 tahun
57	Wanita	SMA / SMK	Team Leader	5 - 10 tahun
58	Pria	S1	Staff	5 - 10 tahun
59	Pria	S1	Staff	5 - 10 tahun
60	Pria	SMA / SMK	Team Leader	5 - 10 tahun
61	Pria	SMA / SMK	Staff	5 - 10 Tahun
62	Pria	SMA / SMK	Staff	> 10 tahun
63	Pria	S1	Staff	< 5 tahun
64	Pria	S1	Staff	5 - 10 Tahun
65	Pria	S1	Staff	5 - 10 tahun
66	Pria	S1	Staff	> 10 tahun
67	Wanita	S1	Staff	5 - 10 Tahun
68	Pria	S1	Staff	5 - 10 tahun
69	Pria	SMA / SMK	Staff	< 5 tahun
70	Wanita	S1	Team Leader	5 - 10 Tahun
71	Pria	S1	Staff	< 5 tahun
72	Pria	S1	Staff	< 5 tahun

73	Pria	S1	Staff	5 - 10 tahun
74	Pria	S1	Staff	< 5 tahun
75	Pria	SMA / SMK	Staff	5 - 10 tahun
76	Pria	SMA / SMK	Staff	5 - 10 tahun
77	Pria	SMA / SMK	Staff	< 5 tahun
78	Wanita	S1	Staff	5 - 10 tahun
79	Pria	SMA / SMK	Staff	5 - 10 tahun
80	Pria	SMA / SMK	Staff	5 - 10 Tahun
81	Wanita	S1	Staff	5 - 10 tahun
82	Wanita	S1	Staff	< 5 tahun
83	Pria	S1	Staff	5 - 10 tahun
84	Pria	S1	Staff	5 - 10 tahun
85	Wanita	S1	Staff	> 10 tahun
86	Pria	S1	Staff	5 - 10 tahun
87	Pria	S1	Staff	5 - 10 tahun
88	Pria	S1	Staff	5 - 10 tahun
89	Pria	S1	Staff	5 - 10 tahun
90	Wanita	S1	Staff	5 - 10 tahun
91	Wanita	S1	Staff	5 - 10 tahun
92	Wanita	S1	Senior Manager	5 - 10 Tahun
93	Pria	S1	Staff	< 5 tahun
94	Wanita	S1	Staff	5 - 10 tahun
95	Wanita	S1	Team Leader	< 5 tahun
96	Pria	SMA / SMK	Team Leader	5 - 10 tahun
97	Pria	S1	Team Leader	5 - 10 tahun
98	Pria	S1	Manager	5 - 10 Tahun
99	Pria	S1	Senior Manager	5 - 10 tahun
100	Wanita	SMA / SMK	Staff	> 10 tahun
101	Pria	S1	Staff	5 - 10 tahun
102	Wanita	S1	Staff	5 - 10 tahun
103	Pria	S1	Staff	> 10 tahun
104	Pria	S1	Staff	< 5 tahun
105	Wanita	S1	Staff	5 - 10 Tahun
106	Wanita	S1	Staff	< 5 tahun
107	Wanita	SMA / SMK	Staff	< 5 Tahun
108	Wanita	SMA / SMK	Staff	5 - 10 tahun
109	Pria	S1	Staff	< 5 tahun

110	Pria	SMA / SMK	Staff	< 5 tahun
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Lampiran 4 : Analisa Deskriptif**Analisa Deskriptif Kepemimpinan Transformasional****Descriptive Statistics**

	N	Minimum	Maximum	Mean	Std. Deviation
X1.1	110	2	5	4.44	.698
X1.2	110	2	5	4.29	.695
X1.3	110	2	5	4.45	.644
X1.4	110	3	5	4.34	.625
X1.5	110	1	5	4.31	.726
X1.6	110	1	5	4.35	.683
X1.7	110	2	5	4.41	.668
X1.8	110	2	5	4.43	.656
X1.9	110	2	5	4.40	.638
X1.10	110	2	5	4.37	.702
Valid N (listwise)	110				

Analisa Deskriptif Kepemimpinan Transaksional**Descriptive Statistics**

	N	Minimum	Maximum	Mean	Std. Deviation
X2.1	110	1	5	4.38	.754
X2.2	110	1	5	3.99	.873
X2.3	110	2	5	4.15	.788
X2.4	110	1	5	4.38	.663
X2.5	110	2	5	4.30	.685
X2.6	110	3	5	4.35	.644
X2.7	110	3	5	4.32	.620
X2.8	110	1	5	4.36	.631
Valid N (listwise)	110				

Analisa Deskriptif Kedisiplinan**Descriptive Statistics**

	N	Minimum	Maximum	Mean	Std. Deviation
Z1.1	110	1	5	4.30	.796
Z1.2	110	1	5	4.19	.873
Z1.3	110	2	5	4.25	.706
Z1.4	110	1	5	4.16	.841

Z1.5	110	2	5	4.56	.628
Z1.6	110	3	5	4.64	.537
Z1.7	110	3	5	4.63	.572
Z1.8	110	3	5	4.55	.535
Z1.9	110	3	5	4.33	.607
Valid N (listwise)	110				

Analisa Deskriptif Integritas

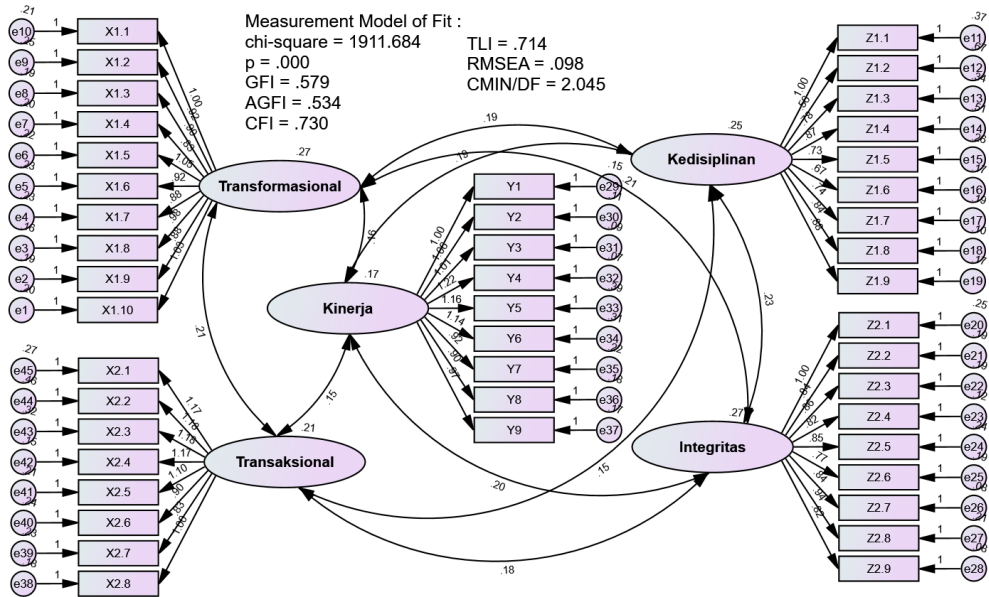
Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
Z2.1	110	1	5	4.37	.728
Z2.2	110	2	5	4.33	.622
Z2.3	110	2	5	4.37	.633
Z2.4	110	3	5	4.47	.554
Z2.5	110	2	5	4.27	.662
Z2.6	110	3	5	4.40	.594
Z2.7	110	3	5	4.51	.520
Z2.8	110	2	5	4.26	.673
Z2.9	110	3	5	4.45	.517
Valid N (listwise)	110				

Analisa Deskriptif Kinerja

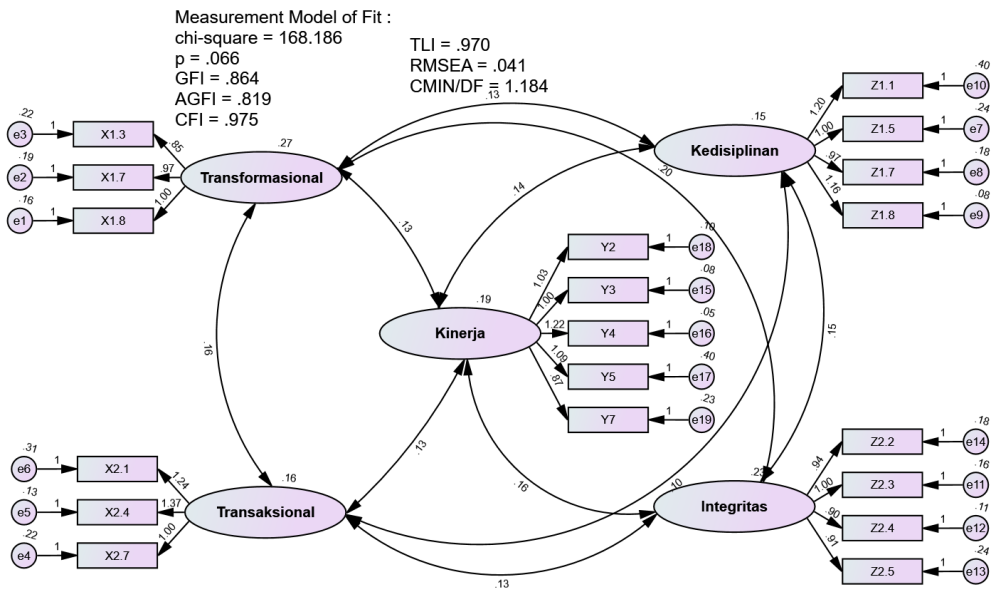
Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
Y1	110	2	5	4.45	.568
Y2	110	3	5	4.44	.551
Y3	110	3	5	4.46	.519
Y4	110	3	5	4.39	.576
Y5	110	2	5	3.98	.790
Y6	110	2	5	4.09	.736
Y7	110	3	5	4.39	.607
Y8	110	3	5	4.53	.570
Y9	110	3	5	4.38	.574
Valid N (listwise)	110				

Lampiran 5 : Measurement Model

Measurement Model Sebelum Modifikasi :



Measurement Model Sesudah Modifikasi :



Lampiran 6 : Loading Factor

Standardized Regression Weights: (Group number 1 - Default model)

	Estimate
X1.8 <--- Transformasional	.789
X1.7 <--- Transformasional	.751
X1.3 <--- Transformasional	.683
X2.7 <--- Transaksional	.655
X2.4 <--- Transaksional	.838
X2.1 <--- Transaksional	.669
Z1.5 <--- Kedisiplinan	.629
Z1.7 <--- Kedisiplinan	.670
Z1.8 <--- Kedisiplinan	.855
Z1.1 <--- Kedisiplinan	.597
Z2.3 <--- Integritas	.769
Z2.4 <--- Integritas	.795
Z2.5 <--- Integritas	.670
Z2.2 <--- Integritas	.733
Y3 <--- Kinerja	.838
Y4 <--- Kinerja	.923
Y5 <--- Kinerja	.598
Y2 <--- Kinerja	.813
Y7 <--- Kinerja	.619

Lampiran 7 : Uji Validitas

			Estimate	S.E.	C.R.	P	Label
X1.3	<---	Transformasional	0.85	0.124	6.874	***	par_2
X1.7	<---	Transformasional	0.968	0.126	7.692	***	par_1
X1.8	<---	Transformasional	1				
X2.1	<---	Transaksional	1.243	0.22	5.638	***	par_4
X2.4	<---	Transaksional	1.37	0.206	6.648	***	par_3
X2.7	<---	Transaksional	1				
Y2	<---	Kinerja	1.029	0.1	10.268	***	par_13
Y3	<---	Kinerja	1				
Y4	<---	Kinerja	1.224	0.098	12.428	***	par_11
Y5	<---	Kinerja	1.086	0.162	6.713	***	par_12
Y7	<---	Kinerja	0.865	0.123	7.049	***	par_18
Z1.1	<---	Kedisiplinan	1.202	0.23	5.225	***	par_7
Z1.5	<---	Kedisiplinan	1				
Z1.7	<---	Kedisiplinan	0.969	0.165	5.885	***	par_5
Z1.8	<---	Kedisiplinan	1.156	0.172	6.737	***	par_6
Z2.2	<---	Integritas	0.936	0.122	7.685	***	par_10
Z2.3	<---	Integritas	1				
Z2.4	<---	Integritas	0.904	0.108	8.364	***	par_8
Z2.5	<---	Integritas	0.912	0.134	6.815	***	par_9

Lampiran 8 : Uji Reliabilitas

Variabel Kepemimpinan Transformasional (X₁)

Case Processing Summary

		N	%
Cases	Valid	110	100.0
	Excluded ^a	0	.0
	Total	110	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.783	3

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
X1.3	8.84	1.404	.579	.752
X1.7	8.88	1.298	.631	.697
X1.8	8.86	1.293	.657	.668

Variabel Kepemimpinan Transaksional (X₂)

Case Processing Summary

		N	%
Cases	Valid	110	100.0
	Excluded ^a	0	.0
	Total	110	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.742	3

Item-Total Statistics				
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
X2.1	8.70	1.276	.534	.708
X2.4	8.70	1.258	.710	.485
X2.7	8.76	1.613	.481	.750

Variabel Kepemimpinan Kedisiplinan (Z₁)

Case Processing Summary

		N	%
Cases	Valid	110	100.0
	Excluded ^a	0	.0
	Total	110	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.766	4

Item-Total Statistics				
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
Z1.1	13.75	2.100	.488	.779
Z1.5	13.48	2.344	.583	.702
Z1.7	13.42	2.466	.593	.700
Z1.8	13.49	2.454	.669	.671

Variabel Kepemimpinan Integritas (Z₂)

Case Processing Summary

		N	%
Cases	Valid	110	100.0
	Excluded ^a	0	.0
	Total	110	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.826	4

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
Z2.2	13.12	2.380	.657	.778
Z2.3	13.07	2.270	.712	.752
Z2.4	12.97	2.541	.670	.775
Z2.5	13.17	2.401	.579	.816

Variabel Kepemimpinan Kinerja (Y)

Case Processing Summary

		N	%
Cases	Valid	110	100.0
	Excluded ^a	0	.0
	Total	110	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.854	5

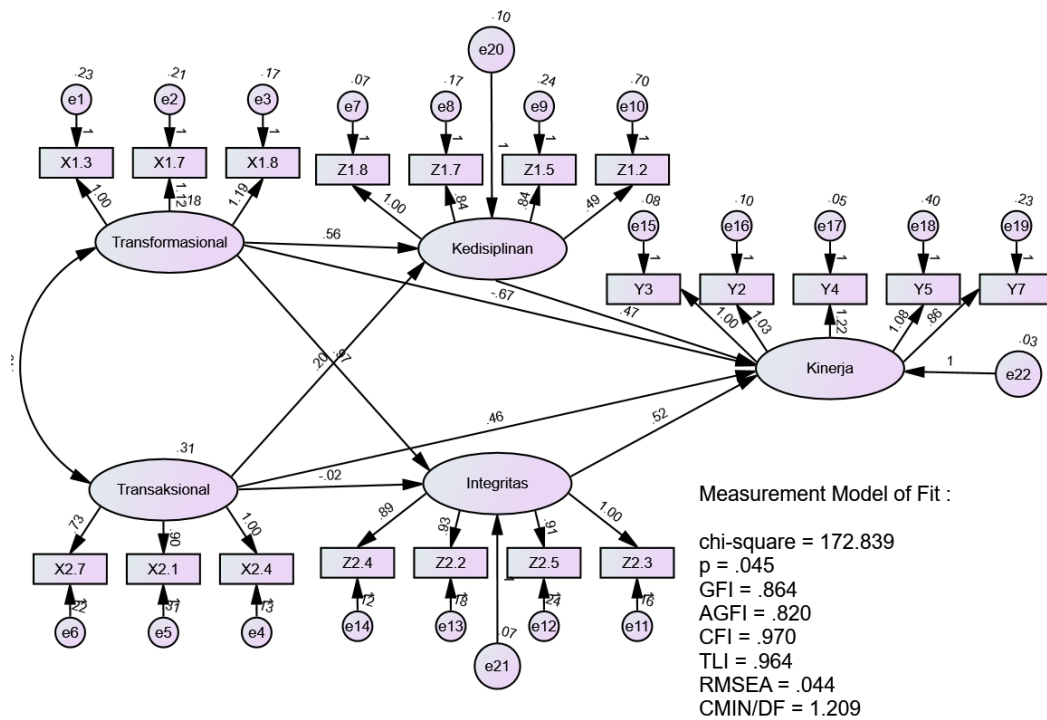
Item-Total Statistics				
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
Y2	17.23	4.159	.679	.822
Y3	17.20	4.088	.776	.803
Y4	17.27	3.815	.817	.786
Y5	17.68	3.650	.568	.868
Y7	17.27	4.145	.596	.842

Lampiran 9 : Uji Normalitas

Assessment of normality (Group number 1)

Variable	min	max	skew	c.r.	kurtosis	c.r.
Y7	3.000	5.000	-.441	-1.887	-.663	-1.419
Y2	3.000	5.000	-.243	-1.042	-.992	-2.123
Y5	2.000	5.000	-.305	-1.306	-.555	-1.188
Y4	3.000	5.000	-.290	-1.240	-.762	-1.631
Y3	3.000	5.000	-.052	-.224	-1.529	-3.272
Z2.2	2.000	5.000	-.585	-2.506	.558	1.194
Z2.5	2.000	5.000	-.550	-2.357	.126	.270
Z2.4	3.000	5.000	-.381	-1.630	-.935	-2.003
Z2.3	2.000	5.000	-.928	-3.974	1.752	3.752
Z1.1	1.000	5.000	-1.245	-5.329	2.036	4.358
Z1.8	3.000	5.000	-.580	-2.482	-.915	-1.960
Z1.7	3.000	5.000	-1.246	-5.336	.560	1.199
Z1.5	2.000	5.000	-1.578	-6.755	3.210	6.872
X2.1	1.000	5.000	-1.400	-5.994	2.870	6.144
X2.4	1.000	5.000	-1.360	-5.822	4.530	9.698
X2.7	3.000	5.000	-.329	-1.410	-.661	-1.415
X1.3	2.000	5.000	-.966	-4.138	.768	1.644
X1.7	2.000	5.000	-.872	-3.734	.411	.880
X1.8	2.000	5.000	-.905	-3.874	.564	1.207
Multivariate					146.656	27.225

Lampiran 10 : Model Struktural



Lampiran 11 : Uji Hipotesis

Regression Weights: (Group number 1 - Default model)

			Estimate	S.E.	C.R.	P	Label
Kedisiplinan	<---	Transformasional	.563	.225	2.504	.012	par_2
Integritas	<---	Transformasional	.974	.275	3.546	***	par_3
Integritas	<---	Transaksional	-.023	.186	-.125	.901	par_4
Kedisiplinan	<---	Transaksional	.200	.170	1.177	.239	par_8
Kinerja	<---	Transformasional	-.671	.363	-1.848	.065	par_5
Kinerja	<---	Transaksional	.462	.168	2.751	.006	par_6
Kinerja	<---	Integritas	.516	.197	2.618	.009	par_7
Kinerja	<---	Kedisiplinan	.471	.132	3.565	***	par_23
X1.3	<---	Transformasional	1.000				
X1.7	<---	Transformasional	1.124	.174	6.461	***	par_9
X1.8	<---	Transformasional	1.186	.174	6.830	***	par_10
X2.4	<---	Transaksional	1.000				
X2.1	<---	Transaksional	.902	.128	7.043	***	par_11
X2.7	<---	Transaksional	.729	.105	6.914	***	par_12
Z1.8	<---	Kedisiplinan	1.000				

			Estimate	S.E.	C.R.	P	Label
Z1.7	<---	Kedisiplinan	.844	.116	7.269	***	par_13
Z1.5	<---	Kedisiplinan	.839	.129	6.480	***	par_14
Z1.2	<---	Kedisiplinan	.488	.192	2.541	.011	par_15
Z2.3	<---	Integritas	1.000				
Z2.5	<---	Integritas	.909	.131	6.942	***	par_16
Z2.2	<---	Integritas	.931	.122	7.630	***	par_17
Z2.4	<---	Integritas	.890	.108	8.245	***	par_18
Y3	<---	Kinerja	1.000				
Y2	<---	Kinerja	1.030	.102	10.053	***	par_19
Y4	<---	Kinerja	1.225	.100	12.252	***	par_20
Y5	<---	Kinerja	1.083	.165	6.568	***	par_21
Y7	<---	Kinerja	.864	.126	6.881	***	par_22

Lampiran 12 : Uji Sobel

Transformasional terhadap Kinerja melalui Kedisiplinan

Input:		Test statistic:	Std. Error:	p -value:
a	0.563	Sobel test: 2.04868713	0.12943558	0.04049272
b	0.471	Aroian test: 1.99679491	0.13279932	0.04584747
s_a	0.225	Goodman test: 2.10484737	0.12598206	0.0353046
s_b	0.132	Reset all	Calculate	

Transaksional terhadap Kinerja melalui Kedisiplinan

Input:		Test statistic:	Std. Error:	p -value:
a	0.200	Sobel test: 1.11730606	0.08430993	0.26386349
b	0.471	Aroian test: 1.07971602	0.08724516	0.28026866
s_a	0.170	Goodman test: 1.15911699	0.08126876	0.2464085
s_b	0.132	Reset all	Calculate	

Transformasional terhadap Kinerja melalui Integritas

Input:		Test statistic:	Std. Error:	p -value:
a	0.974	Sobel test: 2.10596528	0.23864781	0.03520737
b	0.516	Aroian test: 2.05371329	0.24471965	0.04000345
s_a	0.275	Goodman test: 2.16241988	0.2324174	0.03058583
s_b	0.197	Reset all	Calculate	

Transaksional terhadap Kinerja melalui Integritas

Input:		Test statistic:	Std. Error:	p -value:
a	-0.023	Sobel test: -0.13511399	0.08783694	0.89252175
b	0.516	Aroian test: -0.12624883	0.09400483	0.89953496
s_a	0.170	Goodman test: -0.14615422	0.0812019	0.88379964
s_b	0.197	Reset all	Calculate	

Lampiran 13 : Izin Penelitian



YAYASAN PERGURUAN 17 AGUSTUS 1945 SURABAYA
UNIVERSITAS 17 AGUSTUS 1945 (UNTAS) SURABAYA
FAKULTAS EKONOMI DAN BISNIS

PROGRAM STUDI MANAJEMEN (S1)
PROGRAM STUDI AKUNTANSI (S1)
PROGRAM STUDI EKONOMI PEMBANGUNAN (S1)
PROGRAM STUDI MAGISTER MANAJEMEN (S2)
PROGRAM STUDI DOKTOR ILMU EKONOMI (S3)

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Kampus: Jl. Semolowaru 45 Surabaya 60118, Telp (031) 5931800 Ext 140 , 141, E-mail: feb@untag-sbv.ac.id

Nomor : 2993/K/FEB/X/2022
Lampiran : -
Perihal : **Permohonan Ijin Penelitian**
Kepada : Yth. Bapak/Ibu Pimpinan
PT. TELKOM AKSES


Sehubungan dengan Penyusunan Tesis yang berjudul "PENGARUH GAYA KEPEMIMPINAN TRANSFORMASIONAL DAN KEPEMIMPINAN TRANSAKSIONAL TERHADAP KINERJA KARYAWAN DENGAN KEDISIPLINAN DAN INTERBRITAS SEBAGAI VARIABEL INTERVENING" oleh mahasiswa Program Studi **Magister Manajemen** Fakultas Ekonomi Dan Bisnis Universitas 17 Agustus 1945 Surabaya, maka mahasiswa dibawah ini sangat memerlukan sumber data (referensi) guna melakukan Penelitian lapangan.

Berkean dengan hal tersebut diatas, maka kami mohon perkenan Bapak/Ibu untuk memberikan ijin & bantuan kepada mahasiswa di bawah ini :

Nama : **OKKY WAHYUDHA NUR SUSANTO**
N. P. M : 1262100003
Fakultas / Program Studi : **Ekonomi dan Bisnis / Magister Manajemen**
Alamat : **Griya Permata Ijen, Wates, Magersari Mojokerto**
Telp./Hp. **082298173221**

Guna melakukan penelitian pada :
PT. TELKOM AKSES

Demikian permohonan kami, atas perhatian serta kerjasamanya kami sampaikan terima kasih.

Surabaya, 17 Oktober 2022
Dekan,

Dr. Slamet Riyadi, MSi., Ak. CA /
NIDP. 20220.93.0319





YAYASAN PERGURUAN 17 AGUSTUS 1945 SURABAYA
UNIVERSITAS 17 AGUSTUS 1945 (UNTAG) SURABAYA
FAKULTAS EKONOMI DAN BISNIS

PROGRAM STUDI MANAJEMEN (S1)
PROGRAM STUDI AKUNTANSI (S1)
PROGRAM STUDI EKONOMI PEMBANGUNAN (S1)
PROGRAM STUDI MAGISTER MANAJEMEN (S2)
PROGRAM STUDI DOKTOR ILMU EKONOMI (S3)

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Kampus: Jl. Semolowaru 45 Surabaya 60118, Telp (031) 5931800 Ext 140, 141, E-mail: feb@untag-sbv.ac.id

Nomor : 2994/K/FEB/X/2022
Lampiran : -
Perihal : **Permohonan Ijin Penelitian**

Kepada : Yth. Bapak/Ibu Pimpinan
PT. INFOMEDIA SOLUSI HUMANIKA

Sehubungan dengan Penyusunan Tesis yang berjudul "PENGARUH GAYA KEPEMIMPINAN TRANSFORMASIONAL DAN KEPEMIMPINAN TRANSAKSIONAL TERHADAP KINERJA KARYAWAN DENGAN KEDISIPLINAN DAN INTERBRITAS SEBAGAI VARIABEL INTERVENING" oleh mahasiswa Program Studi Magister Manajemen Fakultas Ekonomi Dan Bisnis Universitas 17 Agustus 1945 Surabaya, maka mahasiswa dibawah ini sangat memerlukan sumber data (referensi) guna melakukan Penelitian lapangan.


Berkenaan dengan hal tersebut diatas, maka kami mohon perkenan Bapak/Ibu untuk memberikan ijin & bantuan kepada mahasiswa di bawah ini :

Nama : **OKKY WAHYUDHA NUR SUSANTO**
N. P. M : 1262100003
Fakultas / Program Studi : Ekonomi dan Bisnis / Magister Manajemen
Alamat : Griya Permata Ijen, Wates, Magersari Mojokerto
Telp./Hp. 082298173221

Guna melakukan penelitian pada :
PT. INFOMEDIA SOLUSI HUMANIKA

Demikian permohonan kami, atas perhatian serta kerjasamanya kami sampaikan terima kasih.

Surabaya, 17 Oktober 2022

Dekan,

Saiful Riyadi, MSi., Ak. CA /
NIPP. 20220.93.0319



No : 1561/PS.000/TA-0205008/10-2022

Hal : Persetujuan Penelitian

Kepada Yth : Dekan Fakultas FEB
Universitas 17 Agustus 1945 Surabaya

Dengan hormat,

Menindaklanjuti Surat Permohonan Ijin Penelitian dari Fakultas Ekonomi dan Bisnis Universitas 17 Agustus 1945 Surabaya Nomor : 2994/K/FEBX2022, sehubungan dengan penyusunan Tesis maka dengan ini kami memberikan ijin guna melakukan penelitian di wilayah kerja PT. Telkom Akses kepada :

Nama : Okky Wahyudha Nur Susanto
N.P.M : 1262100003
Fakultas / Program Studi : Ekonomi dan Bisnis / Magister Manajemen
Alamat : Griya Permata Ijen, Wates, Magersari Mojokerto
Telp./Hp. 082298173221

Demikianlah surat ini kami sampaikan. Atas kerjasamanya kamu ucapkan terima kasih.

Surabaya 18 Oktober 2022
Team Leader HCM & Culture
Surabaya Selatan

VICKY NUR JAYANAH
NIK 18910309

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No : 62124/ISH/SPP/12/2022

Hal : Persetujuan Penelitian

Kepada Yth : Dekan Fakultas FEB
Universitas 17 Agustus 1945 Surabaya

Dengan hormat,

Menindak lanjuti Surat Permohonan Ijin Penelitian dari Fakultas Ekonomi dan Bisnis Universitas 17 Agustus 1945 Surabaya Nomor : 2994/K/FEBX2022, sehubungan dengan penyusunan Tesis maka dengan ini kami memberikan ijin guna melakukan penelitian di wilayah kerja PT. Infomedia Solusi Humanika kepada :

Nama : Okky Wahyudha Nur Susanto
N.P.M : 1262100003
Fakultas / Program Studi : Ekonomi dan Bisnis / Magister Manajemen
Alamat : Griya Permata Ijen, Wates, Magersari Mojokerto
Telp./Hp. 082298173221

Demikiannlah surat ini kami sampaikan. Atas kerjasamanya kamu ucapkan terima kasih.

Surabaya, 15 Desember 2022

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Operational Telkom Group



The Influence of Transformational and Transactional Leadership on Employee Performance with Discipline and Integrity as Intervening Variables at Telkom Group South Surabaya.

by Okky Wahyudha Nur Susanto

Submission date: 12-Jan-2023 12:33PM (UTC+0700)

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The Influence of Transformational and Transactional Leadership on Employee Performance with Discipline and Integrity as Intervening Variables at Telkom Group South Surabaya.

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ABSTRACT

In a company, leaders and employees are two things that are interconnected with each other. Both have an impact on the company, both positive and negative impacts. A leader plays a very important role in the process of increasing and maintaining the discipline, integrity, and performance of an employee. A leader also needs to determine his leadership style in providing direction and changes to employee performance. This study aims to determine the effect of transformational and transactional leadership styles on performance with discipline and integrity as intervening variables. Transformational change is measured through individual consideration, inspirational motivation, intellectual stimulation. Transactional speed is measured through contingent reward, active management, passive management. Discipline is measured by example, waskat, and firmness. Integrity is measured through honesty, consistency, commitment. Performance is measured through the quality of work, responsibility, cooperation.

The method used is quantitative with a sample taken of 110 employees of the Telkom Group South Surabaya. The data analysis technique uses the Structural Equation Modeling (SEM) method using IBM SPSS and AMOS version 24. The results of this study indicate that (1) transformational leadership has a significant effect on discipline, (2) transactional leadership has no significant effect on discipline, (3) transformational leadership has a significant effect on integrity, (4) transactional leadership has no significant effect on integrity, (5) transformational leadership has no significant effect on performance, (6) transactional leadership has a significant effect on performance, (7) discipline has a significant effect on performance, (8) integrity has a significant effect on performance.

Keywords: Transformational Leadership, Transactional Leadership, Discipline, Integrity, Performance

INTRODUCTION

In a company, leaders and employees are two things that have interrelated with one another. Both have an impact on the company, both positive and negative impacts. Leaders play the most significant role in maintaining discipline, integrity, and employee performance. Those high levels of discipline and integrity will simultaneously have good performance. The employee performance optimization hoped it would become a force for the company to continue to grow and achieve company goals. Employees are the primary resources of a company. If the employee performance is positive, the company's performance will also be positive. Therefore, to maintain and improve employee performance, the role of a leader needs by

PT Telkom Indonesia Tbk. Commonly called Telkom Group is a state-owned information and communication company. The General Manager of Telkom South Surabaya carries the tagline of Telkom South Surabaya with "Zero Bribery, Zero Tolerance, Bigger-Higher-Stronger". Telkom Group has received ISO 37001: 2016 certification for the Anti-Bribery Management System (SMAP) standard. Due to the commitment and implementation of The Good Corporate Governance (GCG) certificate was obtained. By carrying the tagline "Zero Bribery, Zero Tolerance, Bigger-Higher-Stronger" and the application of ISO 37001: 2016, Telkom Group employees were required to discipline, integrity, and maximize their work. Therefore, an appropriate leadership style is needed to improve a significant influence on employee performance and on company performance in maintaining or even increasing performance without reducing the values of discipline and integrity.

Fahmi at Widodo et al. (2018) said that leadership is a science that comprehensively examines how to direct, influence, and supervise other people to carry out tasks according to planned orders. The science of leadership has been growing along with the dynamics of the

development of human life. Candra in Giovanni (2018), the best and most appropriate leadership style will lead to good work motivation for its employees.

Leadership style is the effort or way of a leader to achieve organizational goals by taking into account the elements of the philosophy, skills, traits, and attitudes of employees. The most effective leadership style is a leader style that can encourage or motivate subordinates, foster positive attitudes towards work and organization, and ease adapt to all situations Pradana et al. (2017). Two leadership styles that have been of great concern to researchers later related to employee discipline and integrity, namely *Transformational Leadership* and *Transactional Leadership styles*.

Based on the background and empirical research above, shows that transformational and transactional leadership styles have a significant influence on employee performance. Therefore this study aims to answer this statement empirically. Following the background above, the title of this study is *The Influence of Transformational and Transactional Leadership on Employee Performance with Discipline and Integrity as Intervening Variables at Telkom Group South Surabaya*. According to Hasibuan (2010: 21), human resource management (*Human Resources Management*) is a series of activities in a company for selecting and developing the workforce so that they can work effectively and efficiently. The Human resource management functions include planning, organizing, directing, controlling, procurement, development, compensation, integration, maintenance, and discipline.

LITERATURE REVIEW

Human Resource Management

Human resource management is the science and art of managing the relationships and roles of the workforce so that they are effective and efficient in helping the company, employees, and society achieve their goals. Hasibuan (2010:9) . According to Adamy (2016:2), human resource management is a field of management that specifically describe human relations and its roles in company organizations. From the description above, the grand theory in this study is *Human Resources Management*, and the applied theory in research is leadership, discipline, integrity, and performance.

Leadership Style

According to Rivai in Badu & Djafri (2017: 34), leadership style is a style that uses power approach methods in reaching decisions and developing the structure, so that it is the power that benefits the most in the organization. Robbins & Coulter in Badu & Djafri (2017: 34) also state a leadership style that tends to concentrate power on himself, dictates how tasks completed, makes decisions unilaterally, and minimizes employee participation.

Transformational Leadership Style

According to Burns in Surbakti & Suharnomo (2013), transformational leadership is emphasizes rationality and emotion in motivating the behavior of subordinates. Indicators for measuring transformational leadership style are as follows:

1. ideal influence
2. Individual considerations
3. Inspirational motivation
4. Intellectual Stimulation

Transactional Leadership Style

Transactional leadership is a process of negotiation or contract where employees are given salaries and other rewards, and the company gets authority over its employees Haryono (2013: 189). According to Jensen et al. (2016), indicators for measuring transactional leadership style are as follows:

1. Employee Benefits (*Contingent Reward*)
2. Active Control (*Active Management*)
3. Passive Control (*Passive Management*)

Employee Discipline

Siagian in Kumarawati et al. (2017) stated that discipline is a management action to encourage members of the organization to meet the demands of various conditions that must be obeyed and standards that must be met. According to Hasibuan (2010: 194), indicators to measure employee discipline are as follows:

1. Example

2. Waikato (Inherent Supervision)
3. Firmness

Employee Integrity

Integrity is the concept of consistency in actions, values, methods, steps, principles, expectations, and results. In ethics, integrity considered as honesty and truth or accuracy of one's actions Masram & Mu'ah (2017:41) . According to Abdullah in Eprianti et al. (2020), indicators to measure employee integrity are as follows:

1. Honest behavior
2. Consistent Attitude
3. Commitment

Employee performance

Rivai in Tarigan & Priyanto (2021), state that performance is an illustration of the level of achievement of implementing a program of activities or policies in realizing the goals, objectives, vision, and mission of the organization as outlined through the strategic planning of an organization. According to Mangkunegara in Tania (2017), indicators for measuring employee performance are as follows:

1. Work Quality
2. Responsibility
3. Cooperation

CONCEPTUAL FRAMEWORK AND RESEARCH HYPOTHESIS

The conceptual framework is the theories or concepts that support the research used as a guide in compiling a systematic study. The conceptual framework will serve as a guideline for researchers to explain the theory used in the study. This research has a conceptual framework with an explanation in the figure below, with the following discussion:

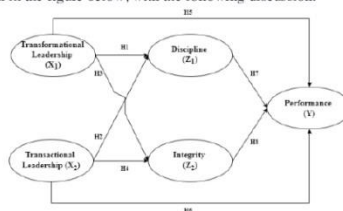


Figure 1 Conceptual Framework

Description :

- 1 Independent Variable : X₁ Transactional Leadership
X₂ Transformational Leadership
- 2 Dependent Variable : Y Employee Performance
- 3 Intervening Variables : Z₁ Employee Discipline
Z₂ Employee Integrity

RESEARCH HYPOTHESIS

Based on a conceptual framework described formulation of the hypothesis arranged as follows:

Hypothesis 1

According to Burns in Subbakti & Suharnomo (2013), transformational leadership is emphasizes rationality and emotion in motivating the behavior of subordinates. Research conducted by Syahrani et al. (2020) entitled *The Influence of Transformational Leadership and Work Discipline On The Work Performance Of Education Service Employees* proves that transformational leadership has no significant effect on discipline.

H 1: Transformational leadership has a significant influence on the discipline of South Surabaya Telkom Group employees.

Hypothesis 2

⁶ Transactional leadership is a style in which the leader promotes the obedience of his followers through rewards and punishments Odumeru et al. (2013). Research by Rahmi et al. (2020) conducted in a study entitled *The Effect of Leadership and Empowerment Style and Motivation on Work Discipline and Employee Performance in Sungai Kunjang Subdistrict, Samarinda City*, proved that leadership has no positive effect on discipline.

H 2: Transactional leadership has a significant influence on employee discipline in Telkom Group South Surabaya.

Hypothesis 3

According to Burns in Surbakti & Suharnomo (2013), transformational leadership emphasizes rationality and emotion in motivating the behavior of subordinates. Research conducted by Sujiyanto (2017) in a study entitled *"The Effect of Employee Integrity and Loyalty on Leadership Policies and Their Impact on Performance in the Batu City Communication and Informatics Office"* proves that employee integrity does not affect leadership policies.

H 3: Transformational leadership has a significant influence on the integrity of South Surabaya Telkom Group employees.

Hypothesis 4

According to Burns in Surbakti & Suharnomo (2013), transformational leadership emphasizes rationality and emotion in motivating the behavior of subordinates. Research conducted by Sujiyanto (2017) in a study entitled *The Effect of Employee Integrity and Loyalty on Leadership Policies and Their Impact on Performance in the Batu City Communication and Informatics Office* proves that employee integrity does not affect leadership policies.

H 4: Transactional leadership has a good influence on the integrity of the South Surabaya Telkom Group employees.

Hypothesis 5

According to Burns in Surbakti & Suharnomo (2013), transformational leadership emphasizes rationality and emotion in motivating the behavior of subordinates. Research conducted by Pradita et al. (2022) in a study entitled *The Effect of Perceived Organizational Support and Transformational Leadership on Organizational Commitment and Performance of 15 MDesa Officers in Gresik Regency, East Java Province, Indonesia*, proved that transformational leadership has a significant positive effect on employee performance.

H 5: Transformational leadership has a significant influence on the performance of employees of the South Surabaya Telkom Group.

Hypothesis 6

Transactional leadership styles is a transactional leadership style in which the leader promotes the obedience of his followers through rewards and punishments Odumeru et al. (2013). Research conducted by Purwanto et al. (2019) in a study entitled *"Influence of Transformational and Transactional Leadership Style toward Food Safety Management System ISO 22000:2018 Performance of Food Industry in Pati Central Java"* proves that transactional leadership has a positive and significant effect on performance.

H 6: Transactional leadership has a significant influence on the performance of employees of the South Surabaya Telkom Group.

Hypothesis 7

⁸ According to Siagian in Kumarawati et al. (2017), state discipline is a management action to encourage members of the organization to meet the demands of various conditions that obeyed and standards met. Research by Razak et al. (2018) conducted in a study entitled *Effect of Leadership Style, Motivation and Work Discipline on Employee Performance in PT. ABC Makassar* proves that employee discipline simultaneously has a significant effect on employee performance.

H 7: Employee discipline has a significant influence on the performance of employees of the South Surabaya Telkom Group.

Hypothesis 8

¹⁵ According to Zahra in Kurnia Putri Manoppo et al. (2021), integrity is a commitment to do everything by correct and ethical principles, per values and norms, and there is consistency in continuing to carry out this commitment in every situation without seeing any opportunity or compulsion to deviate from principles. Research conducted by Sujiyanto (2017) entitled *The Influence of Employee Integrity and Loyalty on Leadership Policies and Their Impact on*

Performance in the Communication and Informatics Office of Batu City, proves that integrity has a significant effect on employee performance.

H 8: Employee integrity has a significant influence on the performance of employees of the South Surabaya Telkom Group.

RESEARCH METHODS

The research model uses a quantitative approach. Quantitative research is a type of research that basically uses a deductive-inductive. This research departs from a theoretical framework, previous research and the understanding of researchers based on their experience, then developed into problems and proposed solutions to obtain justification for empirical data in the field.

The data used in this study uses primary data. The primary collection method was carried out by distributing questionnaires to employees working in the Telkom Group Telkom South Surabaya environment using Google Form media. The questionnaire data used to find out empirical data on the variables of Transformational Leadership, Transactional Leadership, Discipline, Integrity and Employee Performance.

This study analysis conducted to describe the respondents answer to the variables tested. Data analysis in this study used quantitative analysis using Structural Equation Modeling (SEM) analysis techniques using IBM SPSS Statistics and AMOS version 24 software.

Measurement of the variables transformational leadership (X_1), Transactional Leadership (X_2), Employee Discipline (Z_1), Employee Integrity (Z_2), Employee Performance (Y) uses a Likert scale consisting of five answer scales. Answers from respondents will be given a score as follows:

1	Strongly agree	: 5
2	Agree	: 4
3	Neutral	: 3
4	Disagree	: 2
5	Strongly Disagree	: 1

POPULATION AND SAMPLE

The population is a generalized area consisting of objects that contained qualities and characteristics determined by researchers to be studied and then conclusions drawn in Sugiyono (2013). Due to the unknown population size, it is determined by the Isaac & Michael table in Sugiyono (2013: 87) using an error tolerance limit of 10%, total population determined as 272. Based on the Isaac & Michael table, state the population of study is employees who work in the Telkom Group South Surabaya environment there are 272 employees.

Sujarweni in Widodo et al. (2018), the sample is part of several characteristics possessed by the population used for research. The sample is part of the number and characteristics possessed by the population Sugiyono (2013: 215). Based on the qualifications of the respondent profile data that had been determined in the questionnaire, 112 respondents received data *feedback*, but there were 2 respondents did not meet the research requirements and criteria. So they were not included in the study. This study used a saturated sampling technique, with a total sample of 110 respondents.

ANALYSIS RESULTS AND DISCUSSION

Measurement Model

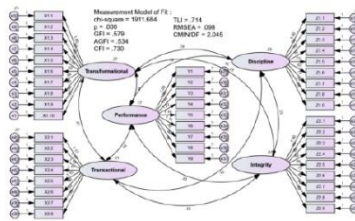


Figure 2 Measurement Model 1

Figure 2 shows the results of factor loading calculations on the variables Transformational Leadership, Transactional Leadership, Discipline, Integrity and Performance. From the calculation results factor loading can be seen as follows:

Table 1 Measurement Model of Fit 1

Measurement Model of Fit	Cut Off	Results	Evaluation
Chi-Square	Expected small	1911, 684	Bad
Probability	≥ 0.05	0.000	Bad
GFI	≥ 0.90	0.579	Bad
AGFI	≥ 0.90	0.534	Bad
CFI	> 0.95	0.730	Bad
TLI	≥ 0.95	0.714	Bad
RMSEA	< 0.08	0.098	Bad
CMIN/DF	< 2.00	2.045	Bad

Table 1 shows the results of the calculation of the factor loading showing that the Measurement Model is inappropriate or less than the expected value. Therefore, the model was modified according to the recommendations in the modification indices on Amos. The modified results of Amos' recommendations are as follows:

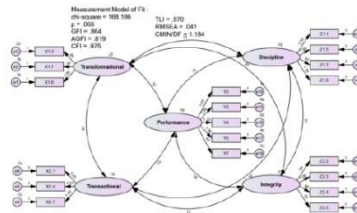


Figure 3 Measurement Model 3

Figure 3 shows the results of factor loading calculations on the variables Transformational Leadership, Transactional Leadership, Discipline, Integrity and Performance which are formed by the indicators that have been modified following the recommendations on the modification indices on Amos. From the calculation results factor loading can be seen as follows:

Table 2 Measurement Model of Fit 2

Measurement Model of Fit	Cut Off	Results	Evaluation
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Chi-Square	Expected small	168,186	<i>fit</i>
Probability	≥ 0.05	0.066	<i>fit</i>
GFI	> 0.90	0.864	<i>Moderate</i>
AGFI	> 0.90	0.819	<i>Moderate</i>
CFI	≥ 0.95	0.975	<i>fit</i>
TLI	≥ 0.95	0.970	<i>fit</i>
RMSEA	≤ 0.08	0.041	<i>fit</i>
CMIN/DF	≤ 2.00	1.184	<i>fit</i>

Table 2 shows the results of *factor loading calculations* showing the *Measurement Model* on the variables Transformational Leadership, Transactional Leadership, Discipline, Integrity and Employee Performance formed by the indicators in it are appropriate or the model can be said to be (*fit*) with the data. The results of calculating the *factor loading* on each indicator can be seen as follows:

Table 3. *Factor Loading Value*

Variable	Indicator	Loading Factor	Information
transformational (X ₁)	X1.3	0.683	<i>Fit</i>
	X1.7	0.751	<i>Fit</i>
	X1.8	0.789	<i>Fit</i>
Transactional (X ₂)	X2.1	0.669	<i>Fit</i>
	X2.4	0.838	<i>Fit</i>
	X2.7	0.655	<i>Fit</i>
Discipline (Z ₁)	Z1.1	0.813	<i>Fit</i>
	Z1.5	0.838	<i>Fit</i>
	Z1.7	0.923	<i>Fit</i>
Integrity (Z ₂)	Z1.8	0.598	<i>Fit</i>
	Z2.2	0.619	<i>Fit</i>
	Z2.3	0.597	<i>Fit</i>
	Z2.4	0.629	<i>Fit</i>
Performance (Y)	Z2.5	0.670	<i>Fit</i>
	Y2	0.855	<i>Fit</i>
	Y3	0.733	<i>Fit</i>
	Y4	0.769	<i>Fit</i>
	Y5	0.795	<i>fit</i>
	Y7	0.670	<i>fit</i>

Table 3 shows that the indicators for the variables Transformational Leadership, Transactional Leadership, Discipline, Integrity and Employee Performance have a *loading factor value* greater than 0.50. So that these indicators can be declared valid in forming the variables of Transformational Leadership, Transactional Leadership, Discipline, Integrity and Employee Performance and can be used to build the next model.

Validity test

A validity test is a way to see the probability of each indicator. A Validity test is useful to determine the validity of the indicator. The indicator can be said to be valid if the *Probability (P)* value is less than ≤ 0.05 . The results of the validity test on each variable are as follows:

Table 4. *Validity Test Table*

		Estimates	SE	CR	P	Ket.
X1.3	← transformational	0.85	0.124	6.874	***	Valid
X1.7	← transformational	0.968	0.126	7.692	***	Valid
X1.8	← transformational	1				Valid
X2.1	← Transactional	1.243	0.22	5.638	***	Valid
X2.4	← Transactional	1.37	0.206	6.648	***	Valid
X2.7	← Transactional	1				Valid
Y2	← Performance	1.029	0.1	10.268	***	Valid
Y3	← Performance	1				Valid

Y4	←	Performance	1,224	0,098	12,428	***	Valid
Y5	←	Performance	1,086	0,162	6,713	***	Valid
Y7	←	Performance	0,865	0,123	7,049	***	Valid
Z1.1	←	Discipline	1,202	0,23	5,225	***	Valid
Z1.5	←	Discipline	1				Valid
Z1.7	←	Discipline	0969	0,165	5,885	***	Valid
Z1.8	←	Discipline	1,156	0,172	6,737	***	Valid
Z2.2	←	Integrity	0936	0,122	7,685	***	Valid
Z2.3	←	Integrity	1				Valid
Z2.4	←	Integrity	0,904	0,108	8,364	***	Valid
Z2.5	←	Integrity	0912	0,134	6,815	***	Valid

Table 4 shows the value (P) of each variable that has a value smaller than ≤ 0.05 or close to 0 (zero). Thus concluded that the indicator value is valid (legitimate) for further testing.

Reliability Test

The results of the reliability test are used to see whether each questionnaire tested has consistency and can be trusted or not. A questionnaire can be said to be reliable if the *Cronbach Alpha* value is > 0.60 . The results of the reliability test can be seen as follows:

Table 5 Reliability Test

Variable	Items	Cronbach Alpha	Ket.
Transformational Leadership (X1)	3	0.783	reliable
Transactional Leadership (X2)	3	0.742	reliable
Discipline (Z1)	4	0.766	reliable
Integrity (Z2)	4	0.826	reliable
Performance (Y)	5	0.854	reliable

Table 5 shows that the variables Transformational Leadership, Transactional Leadership, Discipline, Integrity and Performance have a *Cronbach Alpha* value of more than > 0.60 . It conclude that the variable is Reliable.

Normality test

The normality test result used to see the effect relationship on each research variable. The results can be seen as follows:

Table 6 Normality Test

Variables	Min	Max	skew	cr	kurtosis	cr
Y7	3,000	5,000	-.441	-1,887	-.663	-1,419
Y5	2,000	5,000	-.305	-1,306	-.555	-1,188
Z2.5	2,000	5,000	-.550	-2,357	.126	.270
Z1.8	3,000	5,000	-.580	-2,482	-.915	-1,960
Z2.2	2,000	5,000	-.585	-2,506	.558	1,194
Z2.3	2,000	5,000	-.928	-3,974	1,752	3,752
Z2.4	3,000	5,000	-.381	-1,630	-.935	-2,003
Y4	3,000	5,000	-.290	-1,240	-.762	-1,631
Y3	3,000	5,000	-.052	-.224	-1,529	-3,272
Y2	3,000	5,000	-.243	-1,042	-.992	-2,123
Z1.7	3,000	5,000	-1,246	-5,336	.560	1,199
Z1.5	2,000	5,000	-1,578	-6,755	3,210	6,872
Z1.1	1,000	5,000	-1,245	-5,329	2036	4,358
X2.1	1,000	5,000	-1,400	-5,994	2,870	6,144
X2.4	1,000	5,000	-1,360	-5,822	4,530	9,698
X2.7	3,000	5,000	-.329	-1,410	-.661	-1,415
X1.8	2,000	5,000	-.905	-3,874	.564	1,207

Variables	Min	Max	skew	cr	kurtosis	cr
X1.7	2,000	5,000	-.872	-3,734	.411	880
X1.3	2,000	5,000	-.966	-4,138	.768	1,644
Multivariate					146,656	27,225

Table 6 shows that the cr value is 27.225, which means that the research data is not normally distributed. Then the SEM estimation can use the Bootstrapping approach.

Structural Model Analysis

Structural model analysis is used to ensure that the model is (fit) with the data and to test the hypothesis of the influence of the variables studied. The estimate used in the structural model analysis is the *Maximum Likelihood Estimation (MLE)*. The results of the structural model analysis with Amos can be seen in Figure 5.2 as follows:

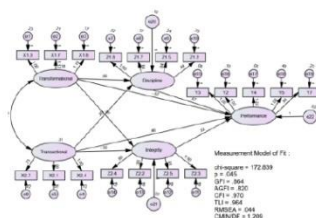


Figure 3 Structural Research Model

The results of the model suitability test ensure that the model is *fit* with the data, so that the model can be used to test hypotheses. Following are the results of the *Measurement Model of Fit test* resulting from the structural model as follows:

Table 7 Measurement Model of Fit

Measurement Model of Fit	Cut Off	Results	Evaluation
Chi-Square	Expected small	172,839	<i>fit</i>
Probability	≥ 0.05	0.045	<i>fit</i>
GFI	≥ 0.90	0.864	<i>Moderate</i>
AGFI	≥ 0.90	0.820	<i>Moderate</i>
CFI	≥ 0.95	0.970	<i>fit</i>
TLI	≥ 0.95	0.964	<i>fit</i>
RMSEA	≤ 0.08	0.044	<i>fit</i>
CMIN/DF	≤ 2.00	1.209	<i>fit</i>

Table 7 shows that the test results show the suitability of the model. From the table above after testing the Probability value, CFI, TLI, RMSEA and CMIN/DF show good results or the index can be said (*Fit*). But in testing the value of GFI, AGFI shows results that are critical but still acceptable. Therefore it can be concluded that the structural model is feasible for further testing.

Hypothesis Test

Hypothesis testing is used to determine the causality relationship in each research variable. The results of hypothesis testing can be seen as follows:

Table 8 Hypothesis Test Results:

Relationship between variables			Estimates	SE	CR	P	Ket.
H ₁	Transformational	→ Discipline	0.563	0.225	2.504	0.012	Signifikan
H ₂	Transactional	→ Discipline	0.200	0.170	1.177	0.249	Not Signifikan
H ₃	Transformational	→ Integrity	0.974	0.275	3.546	***	Signifikan
H ₄	Transactional	→ Integrity	-0.023	0.170	-0.125	0.901	Not Signifikan
H ₅	Transformational	→ Performance	-0.671	0.363	-1.848	0.065	Not Signifikan
H ₆	Transactional	→ Performance	0.462	0.168	2.751	0.006	Signifikan
H ₇	Discipline	→ Performance	0.471	0.132	3.565	***	Signifikan
H ₈	Integrity	→ Performance	0.516	0.197	2.618	0.009	Signifikan

1st Hypothesis Test Results

The test results on H₁ show the relationship between transformational leadership variables and disciplinary variables. In the H₁ test, the value of $cr = 2.504$ meets the requirements > 1.96 and the value of $p = 0.012$ meets the requirements < 0.05 . It can be concluded that H₁ is accepted because transformational leadership has a significant positive influence on the discipline of Telkom Group South Surabaya employees.

2nd Hypothesis Test Results

The test results on H₂ show the relationship between the transactional leadership variable and the discipline variable. The H₂ test shows that the value of $cr = 1.177$ does not meet the requirements > 1.96 and the value of $p = 0.249$ does not meet the requirements < 0.05 . It can be concluded that H₂ is rejected because transactional leadership does not have a significant effect on the discipline of Telkom Group South Surabaya employees.

3rd Hypothesis Test Results

The test results on H₃ show the relationship between transformational leadership variables and integrity variables. The H₃ test shows that the value of $cr = 3.546$ meets the requirements > 1.96 and the value of $p = ***$ meets the requirements < 0.05 . It can be concluded that H₃ is accepted because transformational leadership has a significant influence on the integrity of Telkom Group South Surabaya employees.

4th Hypothesis Test Results

The test results on H₄ show the relationship between the transactional leadership variable and the integrity variable. The H₄ test shows that the value of $cr = -0.125$ does not meet the requirements > 1.96 and the value of $p = 0.901$ does not meet the requirements < 0.05 . It can be concluded that H₄ is rejected because transactional leadership has no significant effect on the integrity of Telkom Group South Surabaya employees.

5th Hypothesis Test Results

The test results on H₅ show the relationship between transformational leadership variables and performance variables. The H₅ test shows that the value of $cr = -1.848$ does not meet the requirements > 1.96 and the value of $p = 0.065$ does not meet the requirements < 0.05 . It can be concluded that H₅ is rejected because transformational leadership has no significant effect on the performance of Telkom Group South Surabaya employees.

6th Hypothesis Test Results

The test results on H₆ show the relationship between transactional leadership variables and performance variables. The H₆ test shows that the value of $cr = 2.751$ meets the requirements > 1.96 and the value of $p = 0.006$ meets the requirements < 0.05 . It can be concluded that H₆ is accepted because transactional leadership has a significant influence on the performance of Telkom Group South Surabaya employees.

7th Hypothesis Test Results

The test results on H₇ show the relationship between the discipline variable and the performance variable. The H₇ test shows that the value of $cr = 3.565$ meets the requirements > 1.96 and the value of $p = ***$ meets the requirements < 0.05 . It can be concluded that H₇ is

accepted because discipline has a significant influence on the performance of Telkom Group South Surabaya employees.

8th Hypothesis Test Results

The test results on H 8 show the relationship between the integrity variable and the performance variable. The HS test shows that the value of $t_r = 2.618$ meets the requirements > 1.96 and the value of $\beta = 0.009$ meets the requirements < 0.05 . It can be concluded that H 8 is accepted because discipline has a significant influence on the performance of Telkom Group South Surabaya employees.

Indirect Test Results

The indirect test by conducting the Sobel test is used to determine whether there is an indirect effect on the independent variable (X1 and X2) on the dependent variable (Y) caused by the intervening variable (Z1 and Z2). Sobel test results are as follows:

Table 9 Indirect Test

Connection. Between Variables	t value	P
Transformational towards Performance through Discipline	2049	0.040
Transactional to Performance through Discipline	1.117	0.264
Transformational towards Performance through Integrity	2.106	0.035
Transactional to Performance through Integrity	-0.135	0893

Table 9 shows that the results of the Sobel test show that discipline and integrity are able to mediate the Transformational Leadership variable on the performance with a Sobel value of > 1.96 and $P < 0.05$. Simultaneously, discipline and integrity are unable to mediate the variable Transactional Leadership on Performance because the sobel value is not more than > 1.96 and the P value is above < 0.05 .

CONCLUSION

Based on the presentation of research data has carried out with the title The Influence of Transformational Leadership Style and Transactional Leadership on Employee Performance with Discipline and Integrity as Intervening Variables at Telkom Group South Surabaya, the authors can draw conclusions and suggestions related to the research that the authors conducted. The conclusions and suggestions that the authors found are as follows:

1. Transformational Leadership has a significant influence on the Discipline of Telkom Group South Surabaya employees.
2. Transactional Leadership has no significant effect on the Discipline of Telkom Group South Surabaya employees.
3. Transformational Leadership has a significant influence on the integrity of Telkom Group South Surabaya employees.
4. Transactional Leadership has no significant effect on the Integrity of Telkom Group South Surabaya employees.
5. Transformational Leadership has no significant effect on the performance of Telkom Group South Surabaya employees.
6. Transactional Leadership has a significant influence on the performance of Telkom Group South Surabaya employees.
7. Discipline and Integrity as intervening variables simultaneously have a significant influence on the performance of Telkom Group South Surabaya employees.
8. Discipline and Integrity have a mediating effect on Transformational Leadership on Performance.
9. Discipline and Integrity do not have a mediating effect on Transactional Leadership on Performance.
10. Transformational leadership is better than transactional leadership in producing employee performance levels.

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