Analysis of Work Competence and Work Discipline on Performance Integrity within Organizational Settings under Transformational Leadership among Correctional Officers in Indonesia

Padmono Wibowo *
Politeknik Pengayoman Indonesia, INDONESIA

Khansa Deryqa Prihadiansyah
Politeknik Pengayoman Indonesia, INDONESIA

Dari Aulia Qital
Politeknik Pengayoman Indonesia, INDONESIA

Dimas Danu Saputra
Politeknik Pengayoman Indonesia,

Article Info	Abstract
	Performance integrity of correctional officers in Indonesia has received increasing attention amid growing demands for professionalism and transparency, as well as various reports of procedural violations. This situation underscores the need to examine internal factors influencing integrity, particularly work competence, work discipline, and the role of transformational leadership. This study aims to investigate the relationships between work competence and work discipline on the performance integrity of correctional officers in Indonesia, assess the moderating effect of transformational leadership, and identify which factors most significantly impact integrity within correctional institutions. A quantitative approach was employed through a survey of 351 active correctional officers from various institutions across Indonesia, with data analyzed using PLS-SEM version 4.0.9.9. The findings indicate that work competence has a strong and significant effect on performance integrity, whereas work discipline and transformational leadership do not have significant effects, either directly or as moderators. These results emphasize that enhancing technical and functional competencies is key to improving integrity. This study is limited to quantitative analysis and does not encompass qualitative aspects, such as organizational culture, moral values, or interpersonal dynamics. Practically and theoretically, this research contributes to human resource management in correctional institutions by providing evidence-based insights and serving as a policy reference for implementing competency-focused strategies to strengthen officer integrity. The novelty of this study lies in its emphasis on individual capability as a more influential factor on integrity than structural mechanisms such as discipline or leadership style, challenging the common assumption that administrative discipline or leadership alone can foster integrity.

INTRODUCTION

The performance integrity of correctional officers plays a strategic role in ensuring organizational accountability, maintaining operational stability, and preserving public trust in Indonesia's criminal justice system (Bahri et al., 2024). Within the context of a modern correctional system, integrity is understood not merely as compliance with formal regulations but also as a moral

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* **Corresponding author:**
Padmono Wibowo, Politeknik Pengayoman Indonesia, INDONESIA. ✉ padmonowibowo@gmail.com

commitment reflected in the consistency of professional behavior under structural and situational pressures (Huberts, 2018). The increasing demands for professionalism and public transparency align with the sustainable development agenda, particularly Sustainable Development Goal (SDG) 16, which emphasizes the importance of effective, accountable, and corruption-free judicial and law enforcement institutions (Singh & Singh, 2024).

Ideally, correctional institutions are expected to operate professionally, with officers possessing high integrity serving as the last line of defense in ensuring the successful social reintegration of inmates (Penisa et al., 2024). However, in the context of developing countries such as Indonesia, correctional institutions face complex structural challenges, including overcrowding, limited human resources, high workloads, and intensive interactions with inmates that increase the risk of ethical dilemmas and behavioral deviations (Alfadino, 2025; Gaut et al., 2025; Nainggolan, 2025). This situation highlights a gap between normative expectations and operational practices. Within this framework, strengthening the integrity of correctional officers becomes imperative due to their role as the final implementers before inmates are reintegrated into society during the reintegration phase (Juliansyah & Warih, 2024).

Several studies emphasize that correctional officers' integrity is closely related to perceptions of work ethics and organizational climate, where ethical behavior influences their ability to maintain professional honesty and perform duties in high-risk situations (Lambert et al., 2025; Mesloh et al., 2003; Ricciardelli et al., 2024). Low integrity has been shown to contribute to increased security violations, abuse of authority, and decreased institutional legitimacy of correctional facilities (Liebling, 2004). Empirical evidence also indicates that officer integrity is not only normatively important but also operationally critical. In practice, integrity breaches and violations frequently occur in both developed and developing countries. Between 2020 and 2023, 160 correctional officers in the Netherlands were dismissed due to integrity violations, including cases of corruption and smuggling of prohibited items (NL Times, 2024). The Guardian reported 1,296 drone-related incidents in prisons across England and Wales over ten months up to the end of October 2024 ten times higher than in 2020 and 165 prison staff in England were dismissed for disciplinary violations during the same period (Guardian, 2024). Misconduct by correctional officers not only undermines the achievement of legal justice but also weakens public trust in state institutions, which are supposed to serve as key pillars of law enforcement and justice (Edward et al., 2024). In practice, abuse of authority is not limited to corruption but also includes procedural violations, collusion with inmates, smuggling of contraband, and preferential treatment inconsistent with applicable regulations (De Graaf & Huberts, 2018). These findings indicate that integrity issues are not isolated phenomena and underscore the urgency of systematic research on the determinants of integrity in correctional institutions within Indonesia's unique context.

From a theoretical perspective, integrity is determined not only by normative rules but also by an individual's moral and psychological capacities. (Hannah et al., 2011). Psychological literature explains that a person's moral responses are shaped by the interaction of cognitive processes, emotions, and volition (Damstra, 2023). In the correctional context, the high-pressure work environment requires officers to navigate the differences between "frontstage" and "backstage" behavior, demanding consistent moral stability (Crawley, 2004). Therefore, performance integrity can be understood as a manifestation of an individual's ability to manage moral, emotional, and situational demands while performing their duties.

Human resource management literature identifies two key internal factors that potentially influence performance integrity: work competence and work discipline (Agustianingsih et al., 2025; Nurhayati et al., 2025; Usman et al., 2023). Work competence encompasses technical, interpersonal, and conceptual skills that contribute to professional behavior and ethical decision-making, whereas work discipline functions as a compliance mechanism that prevents procedural deviations (Hendriyanto et al., 2023; Indiati & Jakfar, 2023). However, the effectiveness of these factors is strongly influenced by the leadership context, particularly leadership styles capable of shaping moral values and fostering an ethical organizational climate (Febriantina et al., 2025).

Transformational leadership is believed to stimulate moral motivation and instill ethical values in subordinates through role modeling and empowerment (Rahman & Kusmiyanti, 2021). Nevertheless, empirical evidence regarding the role of transformational leadership as a moderating variable in the relationship between work competence, work discipline, and performance integrity

remains limited, particularly within correctional institutions in developing countries. This literature gap highlights the need for an integrative model that simultaneously examines the effects of work competence, work discipline, and transformational leadership on correctional officers' integrity, especially in the Indonesian context, which features operational, social, and occupational risk characteristics distinct from other public sectors. Specifically, few studies have investigated how transformational leadership may strengthen or weaken the influence of individual factors on integrity within Indonesia's correctional system, which possesses unique operational and social characteristics.

In response to this gap, the present study employs a quantitative approach through a survey of active correctional officers across various work units in Indonesia. This study aims to investigate the relationships between work competence and work discipline on correctional officers' performance integrity, assess the moderating effect of transformational leadership, and identify which factors most significantly influence integrity within correctional institutions. Practically and theoretically, this research contributes to human resource management in correctional institutions by providing evidence-based insights and serving as a policy reference for implementing competency-focused strategies to strengthen officer integrity, as well as offering evidence-based recommendations to support the achievement of SDG 16 in Indonesia.

LITERATURE REVIEW

Work Competence and Employee Integrity
The relationship between work competence and integrity in correctional institutions is a critical element in ensuring professionalism and ethical performance (Simanjuntak & Hartono, 2023). Employees' competencies, including technical, interpersonal, and conceptual skills, have a strong influence on how well correctional officers perform their duties and uphold institutional integrity (Robbins & Judge, 2019). A study involving 312 correctional officers across five correctional institutions in Indonesia found that competent employees are significantly more likely to uphold ethical standards and avoid abuse of authority, particularly in high-pressure environments (Fitriani & Maulana, 2022). This finding indicates that enhancing workforce competence can directly improve integrity-related behavior within institutional settings.

Another study by Ahmad et al. (2024) further emphasizes that technical skills, human interaction competencies, and conceptual understanding form the foundation for officers who are continually confronted with ethical dilemmas. Officers lacking one or more of these competencies are found to be more susceptible to integrity violations, particularly in low-supervision environments (Ahmad et al., 2024).

Furthermore, a study by Wijaya dan Nasution (2022) revealed that training programs aimed at enhancing employees' self-efficacy and skill mastery are strongly associated with reduced cases of disciplinary violations and corruption among prison staff. This reinforces the view that work competence is not only a determinant of performance but also a safeguard for professional integrity. Accordingly, the study supports the hypothesis that:
H1: Employee competence positively contributes to the integrity of correctional staff.

Work Discipline and Employee Integrity
The relationship between work discipline and employee integrity is a crucial determinant of public service effectiveness. Work discipline, defined as adherence to rules, work ethics, and punctuality, is known to strengthen employee accountability and performance consistency (Nugroho & Prasetyo, 2022). When employees demonstrate consistent discipline in carrying out their duties, they are more likely to act ethically and uphold the organization's moral standards (Wulandari & Suharyono, 2021).

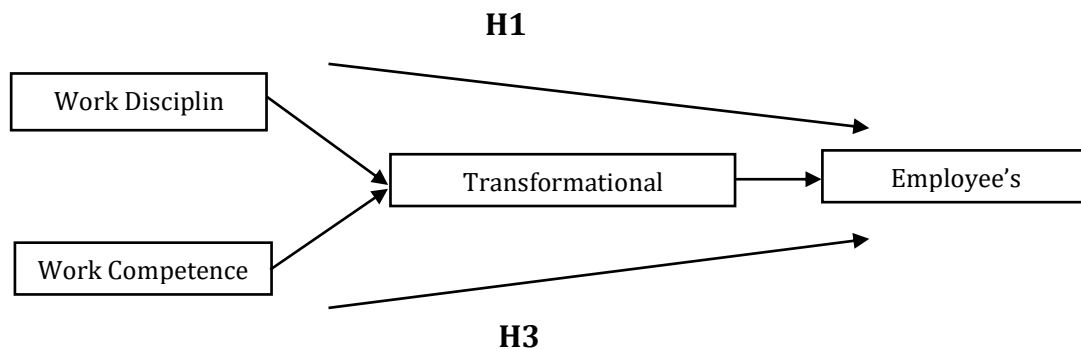A study conducted among civil servants in local governments in East Java revealed that work discipline has a direct and positive effect on employee integrity, particularly in departments requiring high levels of trust and transparency (Sari et al., 2022). The study highlighted that disciplined employees tend to internalize organizational values, adhere to codes of ethics, and avoid deviant behavior.

Another study in the context of correctional institutions by Hidayat dan Mulyani (2023) found that discipline among correctional officers significantly enhances their resilience against corruption and abuse of power. The researchers noted that integrity is not merely a personal trait but also a product of a well-enforced disciplinary environment, which includes supervision, sanctions, and continuous reinforcement of ethical behavior (Hidayat & Mulyani, 2023).

In a broader organizational context, Susanti dan Arifin (2022) concluded that the presence of a strong disciplinary system fosters ethical reflection among employees and prevents opportunistic behavior. Their findings indicate that work discipline acts as a behavioral control mechanism that indirectly shapes integrity through habit formation, internal motivation, and peer influence. Based on these studies, the following hypothesis is proposed:
H1: Work discipline positively contributes to employee integrity

Framework and Hypotheses

H1

| Work Disciplin |

| Transformational | | Employee's |

| Work Competence |

H3

Hypotheses:
H1: Work discipline has a positive and significant effect on employee integrity.
H2: Transformational leadership as a moderating variable has a positive and significant effect on the relationship between work discipline and employee integrity.
H3: Work competence has a positive and significant effect on employee integrity.
H4: Transformational leadership as a moderating variable has a positive and significant effect on the relationship between work competence and employee integrity.

METHOD

Research Design and Approach

This study employed a quantitative approach with a cross-sectional survey design. This approach was chosen because it allows for the simultaneous collection of respondents' perceptions to examine causal relationships among latent constructs within a public organizational context, particularly correctional institutions (Creswell & Creswell, 2018).

Population and Sampling Technique

The study population comprised all correctional officers working in correctional facilities and detention centers in Indonesia. Given the limited access to the entire population, purposive sampling was employed to select relevant respondents with adequate work experience. The inclusion criteria for respondents were: (1) active status as a correctional officer, (2) a minimum of two years of work experience, and (3) direct involvement in rehabilitation or security tasks. Based on these criteria, 351 respondents were deemed eligible for analysis.

Development of Research Instruments

The research instruments were developed based on the theoretical constructs of four main variables: work competence, work discipline, performance integrity, and transformational leadership. Each construct was measured using a set of indicators adapted from relevant and empirically validated previous studies. All indicators were then adjusted to the context of correctional institutions to ensure relevance and comprehensibility for respondents.

The variables were measured using a five-point Likert scale, ranging from 1 (strongly disagree) to 5 (strongly agree). This scale was employed because it is effective in capturing respondents' attitudes and perceptions toward latent constructs, while also allowing subjective responses to be converted into quantitative data suitable for statistical analysis (Hair et al., 2022; Likert, 1932; Sugiyono, 2019). Before the questionnaire was widely distributed, a pilot test was conducted with a sample of respondents to assess content validity and preliminary reliability of the instrument. Content validity was evaluated through expert judgment to ensure the appropriateness of the indicators for the constructs being measured, while preliminary reliability was used to identify the internal consistency of the instrument.

Data Collection Procedure

Data were collected through the distribution of structured questionnaires to respondents who met the study criteria. Participation was voluntary, and confidentiality was ensured. All returned questionnaires were checked for completeness before being processed for data analysis.

Data Analysis Technique

Data were analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM) with the aid of SmartPLS Professional version 4.0.9.9. The PLS-SEM method was chosen because it is suitable for predictive-oriented research, involves complex structural models, and uses latent constructs with multiple indicators (Hair et al., 2022). In addition, PLS-SEM is considered robust against non-normal data distributions and is appropriate for medium to large sample sizes (Henseler et al., 2015).

The data analysis process was conducted in two main stages. The first stage was the evaluation of the measurement model (outer model), which aimed to assess the quality of the research instrument. This evaluation included testing convergent validity using Average Variance Extracted (AVE) values, testing discriminant validity to ensure conceptual distinction between latent constructs, and assessing construct reliability through Composite Reliability and Cronbach's Alpha values. The second stage was the evaluation of the structural model (inner model), which focused on testing the relationships among latent constructs and the research hypotheses. This evaluation included testing the coefficient of determination (R^2) to assess the explanatory power of the model, predictive relevance (Q^2) to evaluate the model's predictive capability, and effect size (f^2) to assess the relative contribution of each exogenous construct. Hypothesis testing was conducted through the estimation of path coefficients and t-statistics obtained via a bootstrapping procedure with 5,000 subsamples, as recommended in PLS-SEM analysis (Hair et al., 2022).

RESULTS AND DISCUSSION

Results

This study employed several key variables as the focus of empirical analysis. To facilitate referencing, data processing, and maintain consistency throughout the analysis, each variable was assigned a specific abbreviation. These abbreviations were used consistently in the research instrument, statistical analyses, and presentation of results. The use of abbreviations aims to simplify the reading of tables, interpretation of statistical results, and understanding of the relationships among variables within the research model. A list of abbreviations and variable definitions is presented in Table 1.

Table 1. Abbreviations and Definitions of Research Variables

Abbreviation	Variable Name
k	Transformational Leadership
dk	Work Dicipline
kk	Work Competence
ip	Employee Integrity

Path Coefficients

The estimated path coefficients among variables in the research model are presented in Table 2.

Table 2. Path Coefficient

Relation	Path Coefficient
dk → k	0.089
k → ip	0.941
kk → k	0.086

Source: Data processed from SmartPLS v4.0.9.9 (2025)

The path coefficient for dk → k (work discipline to transformational leadership) of 0.089 and kk → k (work competence to transformational leadership) of 0.086 indicates that both variables have only a very small effect on transformational leadership. These coefficients, being close to zero, suggest that increases in work discipline or work competence do not significantly enhance transformational leadership among correctional officers. In contrast, the path coefficient for k → ip (transformational leadership to performance integrity) is 0.941, which is exceptionally high. This indicates that transformational leadership is a key factor with a strong influence on enhancing the performance integrity of officers. If the organization aims to improve performance integrity, the most effective intervention would be to strengthen aspects of transformational leadership.

Total Indirect Effect

The total indirect effects among variables in the research model are presented in Table 3.

Tabel 3. Total Indirect Effect

Relation	Total Indirect Effect
dk → ip	0.083
kk → ip	0.081

Source: Data processed from SmartPLS v4.0.9.9 (2025)

The indirect effects of work discipline and work competence on correctional officers' performance integrity through transformational leadership are also very small. Values of 0.083 (discipline → integrity) and 0.081 (competence → integrity) indicate that, although there is a mediating pathway via transformational leadership, its influence remains very weak. In other words, increases in work discipline or work competence will not have a meaningful impact on performance integrity unless accompanied by the strengthening of transformational leadership. This reinforces the notion that the role of transformational leadership as a mediator in this model is not significant.

Indirect effects in the structural model reflect the influence of independent variables on the dependent variable through a mediating variable. In this context, the total indirect effect of work discipline on performance integrity (0.083) and of work competence on performance integrity (0.081) indicates a very minimal impact. This means that the role of transformational leadership as a mediator between these two constructs and performance integrity is not substantial.

In mediation theory, a low and non-significant indirect effect typically indicates that the mediating mechanism is unable to effectively transmit the influence of the independent variable to the dependent variable (Preacher & Hayes, 2008). Although the direction of the effect is positive, the magnitude of the contribution is too small to be considered practically meaningful, especially in the context of organizational policy-making.

These findings are consistent with the PLS-SEM approach, which emphasizes the magnitude of path coefficients as the primary indicator of causal relationships among constructs. Hair et al. (2022) assert that when the total indirect effect is low, the existence of a structural mediation pathway is insufficient to demonstrate an effective mediating function. In this case, transformational leadership fails to serve as a significant mediating channel between discipline and competence in relation to integrity.

Therefore, these findings imply that improving performance integrity cannot rely solely on enhancing discipline and technical competence; it must directly address the development of transformational leadership itself. Interventions focusing on leadership style development, visionary motivation, and managerial role modeling will be far more effective in enhancing officers' integrity than technical interventions alone.

Specific Indirect Effect

The details of specific indirect effects are presented in Table 4.

Tabel 4. Specific Indirect Effect

Relation	Specific Indirect Effect
dk → k → ip	0.083
kk → k → ip	0.081

Source: Data processed from SmartPLS v4.0.9.9 (2025)

The specific indirect effects of work discipline and work competence on staff performance integrity through transformational leadership are also minimal. This indicates that, although transformational leadership theoretically functions as a mediating pathway, its statistical influence is not strong enough to produce meaningful changes in performance integrity. Therefore, strategies relying solely on enhancing work discipline or competence without strengthening transformational leadership will not be effective. The specific indirect effect of work discipline on performance integrity via transformational leadership is 0.083, while the effect of work competence through the same pathway is 0.081, both categorized as very small. These findings suggest that, although the theoretical mediation pathway exists, the empirical strength of the relationship is weak. In structural mediation models, low values of specific indirect effects indicate that the mediator's role is ineffective in transmitting the influence from independent variables to the dependent variable (Zhao et al., 2011).

In other words, transformational leadership is not sufficiently strong as a linking mechanism between work discipline or work competence and the enhancement of staff performance integrity. Theoretically, transformational leadership has significant potential to bridge the development of values, ethical behavior, and professional responsibility within organizational settings (Bass & Riggio, 2006). The implication is that managerial strategies focusing solely on improving staff discipline or technical competence, without meaningful interventions aimed at the quality and function of transformational leadership, will have a limited impact on enhancing integrity performance. Therefore, organizations should integrate efforts to develop individual staff capacities with programs that strengthen leadership, such as ethical leadership training, transformational coaching, and the development of organizational values. These findings also underscore the importance of assessing the specific mediating function rather than just the total effect, to ensure performance improvement strategies do not fall into ineffective interventions (Hair et al., 2022).

Total Effect

The total effects are presented in Table 5.

Table 5. Total Effect

Relation	Total Effect
dk → ip	0.083
dk → k	0.089
k → ip	0.941
kk → ip	0.081
kk → k	0.086

Source: Data processed from SmartPLS v4.0.9.9 (2025)

The total effect analysis indicates that only the pathway from transformational leadership to performance integrity (k → ip) exerts a strong and significant influence on correctional officers' performance integrity. Other pathways, including both the direct and indirect effects of work discipline and work competence, show relatively small effects. These findings emphasize that improving performance integrity cannot be optimally achieved if the organization focuses solely on

discipline or individual competence without strengthening leadership quality. The total effect results show that the k → ip path (transformational leadership to performance integrity) has the highest impact value of 0.941, indicating a very strong and significant contribution. In contrast, other paths, such as dk → ip (0.083), kk → ip (0.081), dk → k (0.089), and kk → k (0.086), demonstrate relatively weak effects on performance integrity, both directly and indirectly.

These findings indicate that transformational leadership is the dominant factor influencing the performance integrity of correctional officers. This aligns with Transformational Leadership theory proposed by Bass & Avolio (1994), which states that transformational leaders influence their subordinates by providing inspiration, motivation, and idealized influence, thereby shaping more positive work behaviors and values. Furthermore, Hair et al. (2022), explain that total effect values can be used to determine which pathways exert the greatest influence within a structural model. When one pathway shows a much larger effect than others, organizational interventions should focus on that pathway to achieve the greatest impact.

Therefore, correctional institutions should prioritize enhancing the quality of transformational leadership through managerial training, mentoring programs, and leadership style evaluations. While work discipline and work competence remain important, they primarily serve as supporting factors rather than the main determinants of staff integrity performance.

Outer Loadings

The outer loadings of each indicator for the latent constructs are presented in Table 6.

Table 6. Outer Loadings

Indicator	Loading
dk10	0.852
dk11	0.857
dk12	0.813
dk13	0.865
dk14	0.885
dk5	0.844
dk6	0.857
dk7	0.841
dk8	0.849
dk9	0.855
ip1	0.913
ip2	0.899
ip3	0.904
ip4	0.884
k10	0.878
k11	0.887
k6	0.876
k7	0.900
k8	0.900
k9	0.896
kk1	0.923
kk2	0.766
kk3	0.757
kk4	0.899
kk5	0.734
kk6	0.882

Source: Data processed from SmartPLS v4.0.9.9 (2025)

The outer loadings of all indicators in the constructs exceed 0.70 (except for kk2, kk3, and kk5, which are slightly below 0.80), indicating that all indicators are highly valid and reliable in measuring their respective constructs. This strengthens the validity of the measurement model, enhancing the credibility of the path analysis results and supporting their use as a basis for organizational decision-making. Outer loadings are used to assess indicator validity in reflective models, where values above 0.70 indicate that the indicator explains more than 50% of the variance in the underlying construct

(Hair et al., 2022). Based on the data, nearly all indicators have loadings above 0.80, reflecting very strong indicator validity.

Nevertheless, there are three indicators kk2 (0.766), kk3 (0.757), and kk5 (0.734) with outer loadings slightly below 0.80. However, these values remain above the widely accepted minimum threshold of 0.70 in empirical research. Therefore, these indicators are still considered valid and acceptable to retain, especially if they have strong theoretical relevance in representing the constructs under study (Sarstedt et al., 2016).

High indicator validity also supports convergent validity, which can be further reinforced through Average Variance Extracted (AVE) values exceeding 0.50. Since most indicators demonstrate strong loadings, it can be concluded that the measurement model exhibits high quality. This provides confidence in interpreting the path analysis results, as the constructs have been shown to be measured reliably. Furthermore, high outer loadings strengthen the foundation for informed organizational interventions. Reliable measurement results provide legitimate evidence for identifying priority areas for improvement and development. With proven indicator validity, data-driven recommendations become more credible and can be effectively applied in the context of human resource management or other organizational policy domains.

Outer Weights

The outer weights of each indicator for the latent constructs are presented in Table 7.

Table 7. Outer Weights

Indicator	Weight
dk10	0.180
dk11	0.126
dk12	0.071
dk13	0.188
dk14	0.108
dk5	0.069
dk6	0.218
dk7	0.049
dk8	0.070
dk9	0.090
ip1	0.283
ip2	0.276
ip3	0.282
ip4	0.269
k10	0.187
k11	0.187
k6	0.183
k7	0.188
k8	0.190
k9	0.189
kk1	0.551
kk2	-0.050
kk3	-0.077
kk4	0.469
kk5	-0.212
kk6	0.364

Source: Data processed from SmartPLS v4.0.9.9 (2025)

Outer weights reflect the relative contribution of each indicator to its respective reflective or formative construct. This information serves as a critical basis for developing and refining the structural model. Indicators with high weights can be retained or reinforced, while those with low or negative weights should be reviewed for potential revision or elimination (Hair et al., 2011; Hair et al., 2022; Sarstedt et al., 2016). he goal is to ensure that each construct is represented by indicators that are both empirically and theoretically valid and reliable.

High and positive outer weights, such as kk1 (0.551), kk4 (0.469), and kk6 (0.364) in the Work Competence construct, indicate that these indicators make substantial contributions to shaping the construct. This suggests that respondents perceive the aspects represented by these indicators as the most reflective or defining components of work competence.

Conversely, the negative weights of indicators kk2 (-0.050), kk3 (-0.077), and kk5 (-0.212) indicate that these indicators not only contribute minimally but may also have a counterproductive relationship with the construct. This situation may reflect inconsistencies in respondents' perceptions or conceptual weaknesses in the respective indicators. Therefore, the presence of negative weights warrants special attention, including qualitative content analysis of the indicators and re-validation of the construct.

A similar pattern is observed in the Work Discipline construct. Indicators such as dk6 (0.218), dk13 (0.188), and dk10 (0.180) have the highest weights, indicating that these indicators represent the key aspects of the discipline construct. Meanwhile, indicators with lower weights, such as dk7 (0.049), dk5 (0.069), and dk8 (0.070), although still positive, contribute less to the construct and may be candidates for refinement or rewording in future research.

Unlike the previous two constructs, the Employee Integrity construct shows a relatively even contribution across its four indicators (ip1 to ip4), with weights ranging from 0.269 to 0.283. This indicates that all four indicators are equally relevant and consistent in representing the integrity construct. Similarly, for the Transformational Leadership construct, the outer weights are also relatively balanced, ranging from 0.183 to 0.190 across all indicators (k6 to k11). This suggests that all measured leadership dimensions are perceived by respondents as important and proportionally representative of the overall construct.

Latent Variable Scores

The estimated latent variable scores for each research construct are presented in Table 8.

Table 8. Laten Variable Score

No	dk	ip	k	kk
0	-0.301	-1.266	-1.612	-0.662
1	-1.628	1.363	1.143	1.310
2	0.168	1.363	1.382	1.413
3	1.439	0.235	0.140	-0.078
4	-0.061	-0.526	0.136	-1.465
5	-1.725	-0.508	-0.370	-1.752
6	-0.189	0.994	1.132	-0.342
7	-0.122	1.363	1.128	0.829
8	-0.400	-1.269	-1.361	-0.799
9	1.232	0.993	1.132	0.829
10	1.539	-0.136	-0.601	-1.569
11	0.009	-0.508	-0.115	1.413
12	0.334	1.363	1.382	1.310
13	0.056	0.232	-0.354	0.402
14	-1.628	1.363	0.892	-1.465
15	0.710	-0.137	-0.099	-1.465
16	-0.230	-1.638	-1.373	-0.866
17	-0.093	0.251	-0.354	-0.733
18	-0.252	-1.638	-1.102	-0.078
19	-1.160	0.991	1.382	-0.241
20	-0.159	0.229	-0.122	0.469
21	-1.367	-0.137	-0.114	-1.465
22	-1.247	-1.638	-1.362	-0.845
23	1.539	-0.137	-0.354	0.209
24	-1.725	0.233	0.877	-1.097
25	-0.133	-0.881	-1.373	0.667
26	-1.725	0.232	-0.115	-0.743
27	1.278	1.363	1.131	-0.721
28	-0.499	-0.526	-0.115	1.124
29	-0.159	0.975	1.128	-1.109

No	dk	ip	k	kk
30	-0.499	-1.638	-1.612	-0.078
31	1.539	0.233	-0.106	-1.532
32	1.065	1.363	1.382	-1.465
33	-0.094	1.363	1.132	1.310
34	1.539	0.232	-0.115	1.413
35	1.232	0.232	-0.365	1.310
36	1.373	0.605	-0.110	-0.078
37	-0.380	-1.250	-1.361	-1.532
38	-0.093	1.363	1.382	0.026
39	0.231	-0.137	-0.115	1.124
40	1.539	0.251	-0.110	-0.985
41	0.027	1.363	1.382	-0.078
42	0.123	0.251	-0.361	-1.465
43	0.179	-0.137	-0.127	1.310
44	1.278	1.363	1.143	0.565
45	1.373	1.363	1.132	-0.386
46	-1.725	-0.508	-0.370	0.644
47	1.364	-1.638	-1.362	0.565
48	0.070	-0.508	-0.115	-0.654
49	1.439	-0.526	-0.366	-0.985
50	0.168	-0.137	-1.361	1.597
51	-0.093	1.363	1.382	0.758
52	0.971	1.363	1.132	1.310
53	0.006	1.363	1.382	1.413
54	1.364	0.235	-0.122	0.026
55	-0.122	1.363	1.382	0.667
56	0.279	-0.137	-0.365	-1.465
57	-0.122	-1.268	-1.612	-1.465
58	-0.336	-1.269	-1.357	-1.532
59	-0.352	-0.508	-0.354	-0.078

Source: Data processed from SmartPLS v4.0.9.9 (2025)

The latent variable scores obtained from the SEM-PLS model provide important insights for decision-making in human resource management within correctional institutions. The scores for work discipline, employee integrity, transformational leadership, and work competence show considerable variation among individuals. These findings indicate that levels of discipline, integrity, leadership, and work competence are not evenly distributed across all correctional officers.

The practical implications of these findings underscore the need for a more personalized and data-driven approach to human resource development. Respondents with low scores in transformational leadership (k) and employee integrity (ip) should be prioritized for intensive leadership training programs and integrity development initiatives. Conversely, individuals with high scores on these variables can be leveraged as role models or mentors for their colleagues.

The variation in scores for work discipline (dk) and work capability (kk) also highlights the importance of more targeted development programs, such as discipline training and technical competency enhancement. However, these initiatives need to be integrated with efforts to strengthen transformational leadership, given that the path analysis results indicate that improvements in discipline or work capability alone are insufficient to significantly enhance performance integrity without strong support from transformational leadership.

Furthermore, the latent variable score data can be utilized for segmentation and monitoring the development of individuals or groups over time. Through periodic evaluation of these scores, the organization can assess the effectiveness of ongoing development programs and make timely, strategic adjustments in a continuous and sustainable manner.

Hypotheses

Table 9. Hypotheses

No	Research Question	Path	Coefficient	Conclusion
1	Does work capability affect the performance integrity of an officer?	kk → ip	0.081	Very small and non-significant effect (T=0.715, p=0.475)
2	Does transformational leadership moderate the relationship between capability → integrity?	kk → k → ip	0.081	The indirect effect is very small, indicating no significant mediation or moderation role.
3	Does work discipline affect the performance integrity of an officer?	dk → ip	0.083	Very small and non-significant effect (T=1.118, p=0.264)
4	Does transformational leadership moderate the relationship between discipline → integrity?	kk → k → ip	0.083	The indirect effect is very small, indicating no significant mediation or moderation role.

Source: Data processed from SmartPLS v4.0.9.9 (2025)

Bootstraping
Path Coefficients

The significance of the path coefficients was tested using the bootstrapping method. The estimated coefficients, test statistics, and significance values are presented in Table 10.

Table 10. Path Coefficient

Path	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T-Statistic	P-Value
dk → k	0.089	0.105	0.079	1.118	0.264
k → ip	0.941	0.941	0.006	146.879	<0.001
kk → k	0.086	0.043	0.120	0.715	0.475

Source: Data processed from SmartPLS v4.0.9.9 (2025)

From the table above, it is evident that only the path from work capability (kk) to performance integrity (ip) is statistically significant (p < 0.001, with a very high T-statistic). This indicates that work capability is the most dominant factor in enhancing the performance integrity of correctional officers. Any improvement in work capability has a substantial impact on performance integrity. These findings are consistent with human capital theory, which emphasizes the importance of competence and technical skills in fostering integrity-based work behavior (Kianto et al., 2017).

In contrast, the paths from work discipline (dk) to transformational leadership (k) and from work capability (kk) to transformational leadership (k) are not statistically significant (p > 0.05). This indicates that improvements in work discipline or the application of transformational leadership do not directly enhance work capability. This condition may occur because administrative discipline or leadership style alone is insufficient to drive the development of technical skills required in correctional work.

The implication is that organizations should prioritize the development of work capability through training, education, and competency-based coaching as the primary strategy for building performance integrity. Efforts to improve discipline and leadership remain important, but they should not be the main focus if the ultimate goal is to enhance performance integrity.

Total Indirect Effect

The results of the total indirect effects estimation based on bootstrapping analysis are presented in Table 11.

Table 11. Total Indirect Effect

Path	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T-Statistic	P-Value

dk → ip	0.083	0.099	0.074	1.118	0.264
kk → ip	0.081	0.040	0.113	0.715	0.475

Source: Data processed from SmartPLS v4.0.9.9 (2025)

In the total indirect effects table, it is evident that neither work discipline (dk) nor transformational leadership (kk) has a significant indirect effect on employee integrity (ip). p-values well above 0.05 and T-statistics below 1.96 indicate that the influence of these two variables on integrity, whether through the mediation of work capability or in total, is not sufficiently strong.

This means that, although theoretically work discipline and transformational leadership could affect work capability, their impact is not strong enough to indirectly enhance integrity. This underscores that work capability is a key standalone factor influencing integrity, and efforts to improve discipline or leadership will not be effective unless accompanied by substantial strengthening of work capability.

Specific Indirect Effects

Table 12. Specific Indirect Effects

Path	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T-Statistic	P-Value
dk → ip	0.083	0.099	0.074	1.118	0.264
kk → ip	0.081	0.040	0.113	0.715	0.475

Sumber: Data diproses dari SmartPLS v4.0.9.9 (2025)

The results of the specific indirect effect test indicate that there is no significant mediating effect of work capability on the influence of work discipline or transformational leadership on employee integrity. High p-values and low T-statistics show that these mediation paths do not operate effectively. Consequently, work capability emerges as the sole key factor directly affecting integrity, while work discipline and transformational leadership fail to leverage this mediating pathway.

The practical implication is that organizations need to reassess the effectiveness of their current programs aimed at enhancing discipline and leadership. Instead, resources should be redirected toward structured and measurable initiatives to develop employees' work capability.

Outer Loading Table

The results of the outer loading test for each indicator are presented in Table 13.

Table 13. Outer Loading

Indicator	Indicator	Indicator	Indicator
dk5 ← dk	0.844	5.854	<0.001
dk6 ← dk	0.857	6.313	<0.001
dk7 ← dk	0.841	5.825	<0.001
dk8 ← dk	0.849	5.809	<0.001
dk9 ← dk	0.855	6.246	<0.001
dk10 ← dk	0.852	6.571	<0.001
dk11 ← dk	0.857	6.214	<0.001
dk12 ← dk	0.813	5.520	<0.001
dk13 ← dk	0.865	6.499	<0.001
dk14 ← dk	0.885	6.118	<0.001
ip1 ← ip	0.913	80.30	<0.001
ip2 ← ip	0.899	68.28	<0.001
ip3 ← ip	0.904	71.31	<0.001
ip4 ← ip	0.884	59.86	<0.001
k6 ← k	0.876	54.98	<0.001
k7 ← k	0.900	67.13	<0.001
k8 ← k	0.900	65.08	<0.001
k9 ← k	0.896	61.22	<0.001
k10 ← k	0.878	54.40	<0.001

k11 ← k	0.887	58.86	<0.001
kk1 ← kk	0.923	4.21	<0.001
kk2 ← kk	0.766	3.71	<0.001
kk3 ← kk	0.757	3.56	<0.001
kk4 ← kk	0.899	4.28	<0.001
kk5 ← kk	0.734	3.32	<0.001
kk6 ← kk	0.882	4.30	<0.001

Source: Data processed from SmartPLS v4.0.9.9 (2025)

All indicators across each construct have loadings above 0.70 and are statistically significant, demonstrating strong validity and reliability of the research instruments. This confirms that each indicator accurately represents the construct being measured, ensuring that the analysis results are reliable and provide a solid foundation for managerial decision-making.

The high level of indicator validity further reinforces the main finding that work capability is a key factor in building the performance integrity of correctional officers. Organizations can be confident that these data-driven recommendations are well-founded and should be implemented in human resource development policies.

Hypotheses

The results of hypothesis testing in this study are presented in Table 14 below.

Table 14. Hypotheses

No	Rumusan masalah	Jalur	koefisien	kesimpulan
1	Does work capability affect the performance integrity of officers?	kk → ip	0.941	Very strong and significant effect (T = 146.88, p < 0.001)
2	Does transformational leadership moderate the relationship between work capability and performance integrity?	kk → k → ip	0.081	The indirect effect is very weak and does not indicate a significant mediating or moderating role (T = 0.71, p = 0.475)
3	Does work discipline affect the performance integrity of officers?	dk → ip	0.083	Very small and non-significant effect (T = 1.12, p = 0.264)
4	Does transformational leadership moderate the relationship between work discipline and performance integrity?	kk → k → ip	0.083	The indirect effect is very weak and does not indicate a significant mediating or moderating role (T = 1.12, p = 0.264)

Source: Data processed from SmartPLS v4.0.9.9 (2025)

Discussion
The Effect of Work Competence on the Performance Integrity of Correctional Officers (H1)

Based on the ordinary estimation results, work competence has a total effect of 0.081, which is considered very small and statistically non-significant. This indicates that improving work competence alone is insufficient to directly enhance the performance integrity of correctional officers. This finding may occur because work competence tends to focus on technical aspects such as knowledge and skills, whereas integrity is a moral behavior influenced by organizational norms, values, and culture. In line with this, Triyani et al. (2025) emphasize that employee integrity is not solely determined by individual competence levels, but is strongly shaped by the strength of organizational culture in instilling ethical and moral values. Furthermore, Tairas & Taroreh (2024) found that while work competence affects employee performance, integrity plays a moderating role, indicating that competence alone is not enough without moral integrity.

However, the bootstrapping test produced different results. Work competence showed a path coefficient of 0.941 with a p-value < 0.001, indicating a highly statistically significant effect. This finding demonstrates that high work competence substantially drives the improvement of correctional officers' performance integrity, particularly in daily tasks that require technical skills to support professional ethics. This result is consistent with the study Suryanti et al. (2022) , which found that competence positively affects performance while simultaneously reinforcing employees' work integrity.

The discrepancy between these two results highlights the importance of using more robust statistical testing methods, such as bootstrapping, to capture the true effect of work competence on integrity. The implication is that correctional institutions should prioritize programs for developing work competence, such as technical training, professional certification, and the cultivation of work competencies aligned with integrity.

The Role of Transformational Leadership as a Moderating Variable in the Relationship Between Work Competence and Employee Integrity in Correctional Institutions (H2)

The results indicate that transformational leadership does not play a significant role as a moderating variable in the relationship between work competence and employee integrity. In the basic estimation, the indirect effect of work competence on integrity through transformational leadership was only 0.081. Moreover, the bootstrapping results yielded a p-value of 0.475, indicating that this effect is not statistically significant These findings are consistent with previous studies showing that the moderating role of transformational leadership is not always strong in complex relationships. Nasution & Mesra (2025), found that the moderating variable did not significantly strengthen the relationship between transformational leadership and performance (p > 0.05). Similarly, A'la & Widiatmoko (2022) reported that transformational leadership did not significantly moderate the relationship between professional competence and teacher performance. Additionally, Qi et al. (2022) suggested that transformational leadership does not always have a consistent moderating effect, as its influence largely depends on the type of variables and organizational context being examined.

Theoretically, transformational leadership is expected to inspire and motivate subordinates to enhance work performance and moral behavior (Bass & Avolio, 1994). However, in the context of correctional institutions, this role was not empirically confirmed in strengthening the relationship between work competence and employee integrity. This indicates that the implementation of transformational leadership has not yet been fully effective or remains more oriented toward fulfilling administrative tasks rather than developing moral values and character.

Thus, although transformational leadership remains an important element in organizational development, the findings of this study indicate that improving work competence contributes more directly and substantially to employee integrity. Therefore, strengthening both technical and behavioral competencies should be prioritized alongside leadership development.

The Effect of Work Discipline on Correctional Officers' Performance Integrity (H3)

The analysis results show consistency between the standard estimation method and bootstrapping, indicating that work discipline does not have a significant effect on correctional officers' performance integrity. The total effect is relatively small ($\beta = 0.083$), and the bootstrapping p-value of 0.264 confirms that this relationship is not statistically significant. These findings align with several recent empirical studies showing that work discipline does not always significantly affect employee performance in certain organizational contexts. Hidayat (2024) reported that work discipline had no significant effect on employee performance ($\beta = -0.400$; $p = 0.066$), leading to the rejection of the hypothesis regarding its impact. Similarly, Sirfefa et al. (2024) found no significant effect of work discipline on employee performance ($p = 0.427 > 0.05$). Although previous studies used general performance as the dependent variable, these findings remain relevant for comparison, as performance integrity is a normative dimension of performance that emphasizes adherence to ethical and moral values in work processes. This further strengthens the empirical evidence for a non-significant relationship between work discipline and performance integrity.

Theoretically, work discipline is often regarded as a fundamental element in shaping integrity, as it reflects adherence to rules, responsibility, and commitment to tasks. However, in the context of

correctional institutions, the form of discipline implemented tends to be formalistic and administrative, and thus does not fully engage deeper moral dimensions, such as honesty and ethical commitment. Therefore, work discipline alone is not sufficient to serve as a strong foundation for developing officers' performance integrity.

The implication of this finding is that correctional institutions need to reconsider their disciplinary approach. A value-based discipline approach, which integrates ethical principles into operational procedures, has the potential to be a more effective strategy in promoting integrity-oriented work behavior among correctional officers.

The Role of Transformational Leadership as a Moderator in the Relationship between Work Discipline and Officers' Performance Integrity (H4)

The results indicate that transformational leadership does not significantly moderate the relationship between work discipline and the performance integrity of correctional officers. The specific indirect effect of work discipline through transformational leadership was 0.083, with a p-value of 0.475 based on bootstrapping analysis, indicating that the moderating influence is not statistically significant. These findings align with Magallanes et al. (2025), who showed that transformational leadership does not always have a significant impact on work ethics or organizational behavior. In addition, Kartikasari et al. (2025) emphasized that its effectiveness is highly dependent on organizational context, culture, and the leadership strategies applied. Guo et al. (2025) also highlighted that transformational leadership has practical limitations, especially when leaders' involvement in fostering moral values is limited or when the focus is more on achieving operational targets rather than developing ethical work behavior.

These findings indicate that, although transformational leadership theoretically has the potential to strengthen the relationship between work discipline and performance integrity, in practice its effect is not significant. One possible explanation is the limited direct involvement of leaders in fostering moral values in the workplace, or a leadership focus that prioritizes operational targets over the development of ethical behavior.

Therefore, organizations cannot rely solely on transformational leadership to enhance the impact of work discipline on performance integrity. A more holistic approach is required, one that integrates transformational leadership with intensive moral development and ethical guidance for correctional officers. The combined results from the standard estimation and bootstrapping provide several key insights:

1. Work capability has a significant impact on performance integrity (based on bootstrapping results), indicating that it should be prioritized in human resource development initiatives within correctional institutions.
2. Work discipline and transformational leadership are not statistically significant, either as direct predictors or as mediators/moderators. This underscores the need for a more integrated development approach that combines technical skills, moral reinforcement, and the cultivation of organizational culture to effectively enhance the performance integrity of correctional officers.

LIMITATION

Limitations or constraints in a research study refer to factors that restrict the scope, methodology, or results of the research, such as sample limitations, measurement tools, time constraints, or available data. Limitations do not indicate weaknesses but rather emphasize transparency in explaining aspects that may affect the generalizability or interpretation of the research findings.

CONCLUSION

Based on data analysis from 351 respondents using a quantitative approach with Partial Least Squares (PLS), this study found that work capability has a significant effect on correctional officers' performance integrity (path coefficient = 0.941; p < 0.001), highlighting the importance of technical skills and competencies as a foundation for ethical and professional behavior. Work discipline,

whether based on standard estimation or bootstrapping (p = 0.264), as well as transformational leadership as a moderator, did not show a significant effect on performance integrity, indicating the need to strengthen leadership and discipline practices that go beyond administrative compliance and emphasize moral values, character, and work ethics.

In line with these findings, practical recommendations include: enhancing work capability through technical training, functional competency development, and soft skills reinforcement; reformulating transformational leadership to emphasize values, ethics, and moral guidance for staff; and integrating ethical principles and accountability into organizational discipline. Future research is recommended to employ qualitative or mixed methods and to expand the sample size and scope of the study to capture more comprehensive contextual and cultural dimensions within the correctional system.

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