



Research Article

# Influence of Leadership, HR Quality, and Regulation Implementation on Corruption in Government Procurement

Lijan Poltak Sinambela <sup>1\*</sup>, Siddig Alamsyah <sup>2</sup>, and Muhammad Teguh Herwidiyanto <sup>3</sup>

<sup>1</sup> Universitas Nasional, Indonesia ; email : [lijan.poltak@civitas.unas.ac.id](mailto:lijan.poltak@civitas.unas.ac.id)

<sup>2</sup> Universitas Nasional, Indonesia ; email : [siddigalamsyah@student.unas.ac.id](mailto:siddigalamsyah@student.unas.ac.id)

<sup>3</sup> Universitas Nasional, Indonesia ; email : [muhhammadteguhherwidiyanto2024@student.unas.ac.id](mailto:muhhammadteguhherwidiyanto2024@student.unas.ac.id)

\* Corresponding Author : Lijan Poltak Sinambela

**Abstract:** Corruption is an extraordinary crime that damages the foundation of the state. In the context of Government Procurement of Goods/Services (PBJP), corrupt behavior still occurs even though it has been regulated through Presidential Regulation Number 12 of 2021 as an amendment to Presidential Regulation Number 16 of 2018. The implementation of the PBJP policy is considered to be not able to effectively suppress the potential for corruption, so other variables are needed that affect the effectiveness of the policy. This study aims to analyze the direct and indirect influence of the leadership style and quality of human resources (HR) of the state civil apparatus on the potential for corruption through the implementation of PBJP policies. The research method used is quantitative with the Partial Least Squares - Structural Equation Modelling (PLS-SEM) approach, which aims to test the relationship between latent variables and confirm the influence of leadership style and quality of human resources on potential corruption through the effectiveness of PBJP implementation. The research population includes elements of PBJP policy implementation within the Corruption Eradication Commission (KPK), including PPK, procurement officials, UKPBJ working groups, and goods/service providers. The sample was determined by purposive random sampling, consisting of internal and external implementers of PBJP at the KPK with a budget value of more than IDR 1 billion in the 2024 fiscal year. The results of the study show that leadership style has a positive effect on the implementation of PBJP and directly reduces the potential for corruption. The quality of ASN human resources has a positive effect on the implementation of PBJP, but it has a double effect on the potential for corruption. The mediation test showed that the implementation of PBJP mediated part of the influence of leadership style and human resource quality on potential corruption, with the direction of influence changing from positive to negative. These findings confirm the importance of the effectiveness of the implementation of PBJP policies in suppressing the potential for corruption within the KPK.

Received: July 17, 2025;

Revised: July 31, 2025;

Accepted: August 09, 2025;

Published: August 14, 2025

Curr. Ver.: August 15, 2025



Copyright: © 2025 by the authors.

Submitted for possible open

access publication under the

terms and conditions of the

Creative Commons Attribution

(CC BY SA) license

(<https://creativecommons.org/licenses/by-sa/4.0/>)

**Keywords:** Corrupt Practices, HR Competence, Leadership Approach, Policy Execution, Procurement Policy

## 1. Introduction

Corruption is an extraordinary crime because it damages the very foundations of statehood. Global organizations are paying special attention to this issue, one of which is Transparency International. This organization is an international non-governmental organization established to combat inequality caused by corruption.

According to Transparency International's assessment, Indonesia's Competency Index (CPI) has fluctuated and even declined over the past five years. According to data from the official website of the Anti-Corruption Learning Center of the Corruption Eradication Commission (ACLK KPK), Indonesia's CPI has shown a downward trend since 2019. This decline reached its lowest point in 2022 and 2023, with a CPI score of 34, ranking 110th out of 180 countries. This decline in score and ranking is undeniably due to the phenomena of corrupt behavior occurring in Indonesia.

Government Procurement of Goods and Services (PBJP) is not immune to corruption. The government has addressed this situation by formulating policies related to Government Procurement of Goods/Services (PBJP). The Public Procurement Agency (LKPP) is the sole government agency tasked with developing and formulating procurement policies for public goods and services (PBJP). In formulating these policies, LKPP refers to Presidential Regulation No. 12 of 2021 concerning Amendments to Presidential Regulation No. 16 of 2018 concerning Government Procurement of Goods and Services.

The phenomenon of corruption in public organizations generally involves individuals holding public office. Corruption occurs due to significant authority (Wolfe & Hermanson, 2004), pressure, opportunity, and rationalization (Cressey, 1953). Leaders play a vital role in all organizations, and the Komite Pemberantasan Korupsi (Corruption Eradication Commission) also plays a crucial role. Leaders are individuals with the ability to influence others to implement and achieve their goals (Sinambela, 2024).

The leadership style in public organizations is characterized by a top-down approach. The capabilities of individual leaders within the organization can influence the human resources (HR) below them, thus, HR in top-down organizations lack bargaining power over instructions given by their leaders. This leadership style can be effective under certain circumstances and has the potential to increase productivity (Huang, 2017:34).

However, in practice, this leadership style is often misused to pressure subordinates, in this case, to impose one's will. A well-functioning system has the potential to decline if the leader is positioned as the highest authority to pressure subordinates. This phenomenon can be addressed by strengthening the individual capacity of human resources within the government apparatus.

Strengthening the capacity of human resources is a crucial aspect because it facilitates effective information exchange between leaders and subordinates. This is supported by research by Subekti et al. (2017:65), who found that human resource quality positively influences policy implementation; the higher the quality of human resources, the greater the effectiveness of policy implementation. Conversely, Bastian & Nurfaliani (2023:298) argue that employees with high competencies tend to exploit their expertise in the intricacies of their duties to commit fraud.

Based on this phenomenon, it is clear that the quality of human resources cannot stand alone to influence the potential for fraud. An intervening variable is needed to enhance its influence. Sinambela & Sinambela (2022:87) state that an intervening variable is positioned as a variable that can strengthen or weaken the relationship between variables.

Corruption in the procurement of goods and services (PBJP) sector remains a particular concern. The implementation of Presidential Regulation No. 12 of 2021 concerning Amendments to Presidential Regulation No. 16 of 2018 concerning Government Procurement of Goods/Services has not automatically reduced the level of corruption in the procurement of goods and services (PBJP). While the presence of policies should be the answer to existing problems in society, in reality, there is a gap between theory and the real conditions on the ground, and corruption in the procurement of goods and services (PBJP) sector is common.

It is possible to emphasize that solutions depend not only on policy implementation but also on other variables that can influence the success of implementation, ultimately reducing the potential for corruption. These variables include leadership style and the quality of human resources. Researchers hypothesize that leadership style and the quality of human resources directly and indirectly influence the potential for corruption through the implementation of PBJP.

Researchers chose the Corruption Eradication Commission (KPK) as the research location on the basis that the implementation of PBJP.

## **2. Preliminaries or Related Work or Literature Review**

### **2.1 Leadership Style**

Leadership style is a leader's consistent attitude toward subordinates as members of a group. Style is defined as attitudes, movements, behaviors, good manners, good gestures, strength, and the ability to do good. However, leadership style can be defined as a pattern of actions and strategies preferred by a leader and used by them to motivate their subordinates to achieve organizational goals (Rivai, Veithzal; Jauvani, 2013).

Actually, there is no single best leadership style, as various styles have strengths and weaknesses. Each leadership style has specific characteristics that distinguish one from another (Sinambela: 2024). To understand leadership style, various characteristics are categorized, namely: a leader's perception of their role as a leader; their values; their attitude toward guiding the organization; their leadership behavior; and their dominant leadership style.

An individual's success in leading an organization can be measured using several indicators. Robin (in Busro, 2018:251) states that leadership success can be measured using the initiating structure dimension, with indicators of (1) organizing work; (2) working relationships; and (3) goals. The consideration dimension consists of indicators of (1) mutual trust; (2) respect for subordinates' ideas; (3) attention to feelings; and (3) a high level of concern. Furthermore, Blake & Mouton (in Sinambela, 2024:137) argue that there are two types of leadership behavior: concern for production and concern for people.

### **2.2 Quality of Human Resources (HR) in the Civil Service**

Human resources are the primary resource or asset that contributes to the successful achievement of established organizational goals through the implementation of management and operational functions (Sinambela, 2016). HR is a key element and has a symbiotic relationship with one another. The symbiotic relationship that occurs is a reciprocal relationship that influences each other. The organization needs human resources to achieve common goals, while human resources need the organization as a platform for development, both for the individual and as an individual's contribution to the organization.

Matutina in Nur et al., (2020) states that human resource quality refers to three dimensions of quality: (1) Knowledge, namely the abilities possessed by employees that are more oriented towards intelligence and resourcefulness as well as the mastery of broad knowledge possessed by employees. (2) Skills, namely the ability and technical operational mastery in a particular field possessed by employees. (3) Abilities, namely the abilities formed from a number of competencies possessed.

### **2.3 Policy Implementation**

The definition of implementation, when combined with policy, can be interpreted as the implementation of a predetermined public policy using intermediaries to achieve policy objectives (Tachjan, 2006). Nugroho (2017:753) maps policy implementation into four quadrants, with the Y-axis representing the top-down or bottom-up approach and the X-axis

representing the implementation's coercive nature, whether the policy is formulated following market mechanisms or as a tool to coerce and direct (enforced mechanisms).

Based on this expert opinion, Presidential Regulation (Perpres) Number 12 of 2021 concerning Amendments to Presidential Regulation Number 16 of 2018 concerning Government Procurement of Goods/Services has a top-down and enforced mechanism. This means that this policy must be implemented absolutely, and stakeholders who refuse to implement it or violate it face sanctions.

Presidential Regulation (Perpres) Number 12 of 2021 concerning Amendments to Presidential Regulation Number 16 of 2018 concerning Government Procurement of Goods/Services can be mapped based on its characteristics to two policy implementation theories developed by George Edward III and Daniel Mazamania & Paul A. Sabatier

## **2.4 Government Procurement of Goods/Services (PBJP)**

Aims to produce effective and efficient procurement based on the principle of value for money and to realize good governance. Based on these two aspects, PBJP is expected to improve public services, which ultimately impacts public welfare.

The implementation of Presidential Regulation Number 12 of 2021 concerning Amendments to Presidential Regulation Number 16 of 2018 concerning PBJP utilizes two other regulations as guidelines for Ministries/Institutions/Regional Governments (K/L/PD) in implementing PBJP: (1) LKPP Regulation No. 11 of 2021 concerning Guidelines for Government Procurement of Goods/Services Planning and (2) LKPP Regulation No. 12 of 2021 concerning Guidelines for the Implementation of Government Procurement of Goods/Services Through Providers. The explanatory regulation explains that the procurement process includes (1) the procurement planning stage, (2) the procurement preparation stage, (3) the selection preparation stage, (4) the selection process stage, (5) the contract implementation stage, and (6) the handover of goods/services.

## **2.5 Corruption**

Corruption is a deviant act of office for personal gain in the form of money and facilities (Klitgaard, 2005). In practice, corruption begins with fraud. Cressey (1953) argues that fraud arises from three factors: (1) Pressure. Corruption occurs due to pressure from various parties, both internal and external. Pressure originates from within the individual due to urgent, significant needs, while external pressure comes from people in higher positions. (2) Opportunity. Loopholes in regulations or provisions become a means of committing fraud. These loopholes are in the form of regulations that are still vague and do not provide detailed and comprehensive provisions. (3) Rationalization: Justification for corrupt behavior occurs when the surrounding environment leads to a culture where norms are reversed, justifying wrongdoing.

This Fraud Triangulation Theory was further developed by (Wolfe & Hermanson, 2004) who argue that authority is also a motivating factor for someone to commit fraud, namely that personal traits and abilities play a major role in determining whether fraud can occur.

## **RESEARCH HYPOTHESIS**

H1: Leadership Style (GK) has a positive influence on the Implementation of Village Fund Management (PBJP) at the Corruption Eradication Commission (KPK).

A. Y. Saputra & Ramadan (2023) stated that a democratic leadership style is one that fosters good interpersonal relationships, with leaders focusing more on the tasks and responsibilities assigned to their subordinates. This impacts the implementation of instructions, leading to the successful implementation of policies, in this case the free curriculum.

H2: The Quality of Human Resources (KSA) of Apparatus has a positive influence on the Implementation of PBJP at the Corruption Eradication Commission (KPK).

According to Umaira & Adnan (2019), apparatus competence significantly influences accountability in village financial management. Human resource competence positively influences accountability in village fund management. The dependent variable does not share the same theme as the dependent variable described by the authors, as no research has specifically measured the quality of Human Resources (HR) of Apparatus in relation to the implementation of PBJP policies.

H3: The implementation of the Procurement and Procurement (IKP) policy has a negative impact on the potential for corruption in procurement and procurement at the Corruption Eradication Commission (KPK).

Delmana (2019) stated that research results indicate that electronic procurement can reduce corruption if it uses good governance principles and controlling variables such as internal supervision, law enforcement, improved facilities and infrastructure, leadership commitment, and human resource development.

H3: Leadership Style (GK) has a negative impact on the potential for corruption in procurement and procurement at the KPK.

Furthermore, Fajrian & Amin (2023) argue that fraud is caused by two factors: internal and external factors. These two factors are then used as independent variables. Leadership style is a variable that shapes the ethical behavior of subordinates through regulations established within the organization, so that ethical behavior can minimize the occurrence of fraudulent acts by subordinates. The results of the study indicate that leadership variables have a negative and significant impact on fraud prevention.

H5: The quality of civil servant human resources (KSA) negatively influences the potential for corruption in the procurement of government-issued funds (PBJP) at the Corruption Eradication Commission (KPK).

Nasution (2019) argues that the quality of civil servants positively influences the prevention of collective corruption, in this case, the implementation of regional revenue and expenditure budgets. Furthermore, research by K. A. K. Saputra et al., 2019, states that the competence of civil servant human resources influences the process of preventing fraud in financial management. In the research described by the author, the competence of civil servant human resources is one indicator of the quality of civil servant human resources.

H6: Leadership style negatively influences the potential for corruption in the procurement of government-issued funds (PBJP) through the implementation of PBJP policies at the KPK.

According to Mazamanian and Sabatier in Kadji (2015), policy implementation can act as an intervening variable. Policy has the ability to structure the implementation process, with indicators of clarity and consistency of objectives. Based on the theoretical explanation above, policy implementation can mediate other variables. Policy implementation variables can be predicted by independent variables and can predict the dependent variable.

H7: The quality of human resources (KSA) negatively influences the potential for corruption in government procurement (PBJP) through the implementation of PBJP policies at the Corruption Eradication Commission (KPK). Policy implementation can be positioned as an intervening variable, one of which is the relationship using causality theory, one of which is the appropriate allocation of resources. These resources can be in the form of adequate human resources in terms of quality or quantity.

### 3. Proposed Method

The type of research used is a quantitative research method. Wallance in Sinambela & Sinambela (2022:39) states that quantitative research begins with a problem, then examines general theories, and then proposes a hypothesis, which is something that can be observed and measured. This quantitative research method aims to test the proposed structural hypothesis using the Partial Least Squares – Structural Equation Modeling (PLS-SEM) method. Chin and Newsted in Ghozali & Latan (2019:5) state that PLS-SEM is used to explain the existence or absence of relationships between latent variables and to confirm and explore existing theories. The population in this study is the implementing elements of the PBJP policy within the Corruption Eradication Commission consisting of PPK, Procurement Officers, UKPBJ Working Groups and Providers with a total population of 1860. The sample determination in this study used the purposive random sampling method, According to Sinambela (2022) the purposive sampling technique is a technique for determining samples for certain purposes and determining the criteria. The sample determination in this study uses the following criteria: (1) All internal implementing elements of PBJP at the KPK and (2) external implementing elements and end users of PBJP services at the KPK with a budget ceiling for the procurement of goods and services above IDR 1 billion in the 2024 fiscal year period with a sample size of 170 respondents.

#### 4. Results and Discussion

The implementing elements of the PBJP policy consist of the PPK (Commitment Making Officer), the Goods/Services Procurement Work Unit (UKPBJ), Procurement Officers, and PPTK (Technical Activity Implementation Officers). The Commitment Making Officer (PPK) can be a structural official, functional official, or other qualified civil servant (ASN). The requirement for PBJP competency certification is absolute. The PPK exercises the authority of the KPA (Regional Acquisition Commission) in carrying out actions that result in budget expenditures.

Characteristics of study respondents based on gender, education level, job position, and duration of assignment in PBJP implementation at the KPK.

**Table 1.** respondents PBJP implementation at the KPK

(Vendor) and the Corruption Eradication Committee (KPK). Sumber: Data diolah

Respondent Identity Variable	Category	Total	Percentage
Gender	Man	76	50,33
	Women	75	49,67
Level of Education	Diplomas	21	13,91
	Bachelor	112	74,17
	Master's Degree	18	11,92
Work experience with the Corruption Eradication Committee	0 s.d 1 tahun	11	8,53
	1 s.d 3 tahun	25	19,38
	Di atas 3 tahun	93	72,09
Period of cooperation between the Provider and the Corruption Eradication Committee	0 s.d 1 tahun	1	4,55
	1 s.d 3 tahun	6	27,27
	Di atas 3 tahun	15	68,18

Source: Processed from research data

Based on Table 1 above, it is clear that the number of male and female respondents is not significantly different. This aligns with the characteristics of the PBJP job at the Corruption Eradication Commission (KPK), which does not require a specific gender because the job demands skills, knowledge, or professional attitudes, not physical strength or biological

characteristics. Furthermore, the balanced gender composition also provides a more representative perspective from both groups.

The educational level of PBJP implementers at the KPK is dominated by bachelor's (S1) graduates, followed by master's (S2) graduates, while the number of implementers with diplomas (D3/D4) is the lowest. Regarding assignment experience, PBJP implementers with more than three years of experience (68.29%) dominate. This is because the minimum standard for PBJP implementers requires specialized expertise and the limited number of employees with expertise in the PBJP field. This situation requires attention through planned cadre development efforts, so that the process of coaching and developing human resources is carried out in a planned manner with the aim of preparing competent individuals in the PBJP field.

As many as 68.18% of respondents from the provider side have had experience of working together, Frequently, the Corruption Eradication Commission (KPK) has been involved in the procurement of goods and services through the Government Procurement of Goods and Services (PBJP) process.

#### 4.1. Measurement Model Analysis (Outer Model)

Model Validity Test: Convergent Validity This study uses reflective indicators. Therefore, convergent validity is declared valid if the following two SEM PLS evaluation methods meet the requirements with loading factor values between 0.60 and 0.70, thus categorizing convergent validity (Ghozali & Latan, 2019). Furthermore, if AVE > 0.5, it is considered valid. In the first test, data processing results showed that the loading factor value for the leadership style variable (GK8) was -0.318, and the potential for corruption variable was 0.055 in the PK1 instrument. Therefore, both values did not meet the minimum requirement, namely a loading factor value between 0.60 and 0.70, and had to be removed. The second stage of testing yielded the following results, presented in Table 2 below:

**Tabel 2.** Hasil Loading Factor Uji Convergent Validity Step 1

Indicator	Leadership Style	PBJP Implementation	HR Quality	Potential for PBJP Corruption	Decision
GK1	0,820				Valid
GK2	0,773				Valid
GK3	0,799				Valid
GK4	0,799				Valid
GK5	0,729				Valid
GK6	0,821				Valid
GK7	0,806				Valid
GK9	0,671				Valid
IK1		0,824			Valid
IK2		0,791			Valid
IK3		0,854			Valid
IK4		0,821			Valid
IK5		0,837			Valid
IK6		0,824			Valid
IK7		0,901			Valid
KSDM1			0,864		Valid
KSDM2			0,847		Valid
KSDM3			0,708		Valid
KSDM4			0,816		Valid
KSDM5			0,780		Valid
KSDM6			0,887		Valid
KSDM7			0,811		Valid
KSDM8			0,802		Valid
KSDM9			0,764		Valid
PK2				0,702	Valid
PK3				0,834	Valid
PK4				0,882	Valid
PK5				0,848	Valid

Source: data processed with SmartPLS 4.0.9.9

All indicators had loading factor values above 0.60, thus being considered valid and meeting convergent validity criteria (Ghozali & Latan, 2019). This indicates that each statement successfully measured the correlation between the indicator and the construct it represented, thus supporting the construct validity of the measurement model used. This supports the construct validity of the measurement model used.

### Average Variance Extracted (AVE)

A variable is said to be valid if it meets the requirements of  $AVE > 0.50$ , in table 16 the results of the AVE test are shown for each variable:

**Table 3.** Average Variance Extracted (AVE)

Variabel	Average variance extracted (AVE)	Decision
Gaya Kepemimpinan	0,607	Valid
Impelementasi PBJP	0,700	Valid
Kualitas SDM Aparatur	0,657	Valid
Potensi Korupsi PBJP	0,671	Valid

*Source: data processed with SmartPLS 4.0.9.9*

All four variables had AVE values  $\geq 0.50$ , thus being categorized as valid. It can be concluded that the indicators (statement items) in this study represent the four variables.

### Discriminant Validity

Discriminant validity indicates that the constructs or variables in the measurement truly measure different things and are not highly correlated with each other.

### Crossloading Value

The crossloading value aims to describe the magnitude of the correlation between an indicator (question item) and factors (constructs) other than the main construct that the indicator is supposed to measure. The following are the results of the crossloading value test using the SmartPls 4.0.9.9 application.

**Table 4.** Crossloading Value

Instrument	Leadership Style	PBJP Implementation	HR Quality	Potential for PBJP Corruption	Decision
GK1	<b>0,820</b>	0,608	0,471	-0,306	Valid
GK2	<b>0,773</b>	0,549	0,577	-0,343	Valid
GK3	<b>0,799</b>	0,596	0,534	-0,354	Valid
GK4	<b>0,799</b>	0,595	0,531	-0,398	Valid
GK5	<b>0,729</b>	0,588	0,481	-0,462	Valid
GK6	<b>0,821</b>	0,552	0,525	-0,388	Valid
GK7	<b>0,806</b>	0,586	0,472	-0,382	Valid
GK9	<b>0,671</b>	0,515	0,611	-0,317	Valid
IK1	0,707	<b>0,824</b>	0,756	-0,473	Valid
IK2	0,541	<b>0,791</b>	0,504	-0,304	Valid
IK3	0,667	<b>0,854</b>	0,626	-0,328	Valid
IK4	0,542	<b>0,821</b>	0,494	-0,419	Valid
IK5	0,666	<b>0,837</b>	0,630	-0,478	Valid
IK6	0,495	<b>0,824</b>	0,562	-0,392	Valid
IK7	0,657	<b>0,901</b>	0,683	-0,375	Valid
KSDM1	0,551	0,577	<b>0,864</b>	-0,210	Valid
KSDM2	0,497	0,582	<b>0,847</b>	-0,225	Valid
KSDM3	0,539	0,539	<b>0,708</b>	-0,195	Valid
KSDM4	0,537	0,591	<b>0,816</b>	-0,180	Valid
KSDM5	0,515	0,618	<b>0,780</b>	-0,188	Valid
KSDM6	0,636	0,755	<b>0,887</b>	-0,349	Valid
KSDM7	0,535	0,605	<b>0,811</b>	-0,196	Valid
KSDM8	0,602	0,572	<b>0,802</b>	-0,306	Valid
KSDM9	0,462	0,477	<b>0,764</b>	-0,195	Valid
PK2	-0,355	-0,414	-0,275	<b>0,702</b>	Valid
PK3	-0,356	-0,435	-0,261	<b>0,834</b>	Valid
PK4	-0,456	-0,385	-0,196	<b>0,882</b>	Valid
PK5	-0,384	-0,328	-0,211	<b>0,848</b>	Valid

*Source: Data processed with SmartPLS 4.0.9.9*

Based on Table 4 above, the crossloading values for the variables Leadership Style, Human Resource Quality of PBJP Implementation Apparatus, and Potential for Corruption in PBJP have correlation values between the indicators (instruments) and their constructs (variables) that are greater ( $>$ ) than the indicators (instruments) in the other constructs

(variables). All indicators in the table meet the criteria for discriminant validity. Each indicator measures its intended construct and is not significantly influenced by other constructs.

### Model Reliability Test

Construct reliability can be analyzed using one of two methods: Cronbach's Alpha and composite reliability. These two methods are used to test the reliability of indicators within a variable.

#### Cronbach's Alpha

Cronbach's Alpha is used to diagnose the consistency of an entire scale by examining the reliability coefficients. This is to determine whether each indicator reflects the same construct or variable. A high Cronbach's Alpha value indicates that the variable or construct is measured well and consistently during the testing phase.

**Table 5.** Cronbach's Alpha

Variabel	Cronbach's alpha	Decision
Leadership Style	0,906	Reliabel
PBJP Impelementation	0,929	Reliabel
HR Quality	0,934	Reliabel
Potential for PBJP Corruption	0,834	Reliabel

*Source: Data processed with SmartPLS 4.0.9.9*

Based on the Cronbach's alpha test results in Table 5 above, each variable has a value > 0.70, thus categorizing them as reliable. Furthermore, it can be concluded that the variables in this study are considered reliable for analysis.

#### Composite Reliability

This is a measure of the reliability of latent constructs in structural equation modeling (SEM), used to measure the internal consistency of construct or variable indicators. The indicators in this test do not have the same contribution as those in the Cronbach's Alpha method.

**Table 6.** Composite Reliability

Variable	Composite reliability	Keterangan
Leadership Style	0,925	Reliabel
PBJP Impelementation	0,942	Reliabel
HR Quality	0,945	Reliabel
Potential for PBJP Corruption	0,890	Reliabel

*Source: Data processed with SmartPLS 4.0.9.9*

Based on the test results in table 6 above, the four variables in this study have a Composite Reliability value  $\geq 0.70$ , so this value meets the standards for research.

### 4.2 Structural Model Testing (Inner Model)

Inner model analysis aims to describe the relationship (cause and effect) or predict the relationship between one latent variable and another, along with hypothesis testing. The following test methods are used Model Accuracy Test (R2)

The R-square test measures the effectiveness of the latent independent variables in a model by examining the R-square value for each dependent latent variable as a measure of the predictive power of the structural model. R-square values range from 0 to 1. Higher values, or values closer to 1, indicate a better model in explaining variance. Table 7 shows the results of the R-square test:

**Table 7.** Structural Model Testing (Inner Model)

Variable	R-square	R-square adjusted
PBJP Impelementation	0,651	0,647
Potential for PBJP Corruption	0,286	0,272

*Source: Data processed with SmartPLS 4.0.9.9*

Based on the analysis results in Table 7 above, the R-square value for the "PBJP Implementation" variable was 0.647 and the "Corruption Potential" variable was 0.286. These R-square values indicate that 64.7% of the total variance in the "PBJP Implementation" variable can be explained or predicted by the independent variables in the model, while 35.3% is influenced by other factors outside the model. This indicates a very high or strong predictive ability of the model regarding PBJP Implementation.

For the "Corruption Potential" variable, the R-square test results indicate that 28.6% of the total variance in the "PBJP Corruption Potential" variable can be explained or predicted by the independent variables in the model, while 71.4% is influenced by other factors outside the model. These values also indicate a moderate predictive ability of the model regarding PBJP Corruption Potential.

### 5. Comparison

Significance testing was conducted to determine the influence between variables. Significance testing was performed using a bootstrapping procedure. The following are the results of the bootstrapping test for the direct and indirect effects research models.

#### Bootstrapping Results for Direct Effects

The following are the results of the bootstrapping for direct effects.

**Table 8.** bootstrapping for direct effects

Path Coefficient	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics ((O/STDEV))	P values	Decision
H <sub>1</sub> – Leadership Style (X <sub>1</sub> )-> Impelementation PBJP (Z)	0,443	0,444	0,070	6,339	0,000	Accepted
H <sub>2</sub> – HR Quality (X <sub>2</sub> ) -> Impelementation PBJP (Z)	0,439	0,440	0,073	5,978	0,000	Accepted
H <sub>3</sub> - Impelementation PBJP (Z) -> (Z) Potential for PBJP Corruption (Y)	-0,405	-0,409	0,124	3,267	0,001	Accepted
H <sub>4</sub> - Leadership Style (X <sub>1</sub> )-> Potential for PBJP Corruption(Y)	-0,339	-0,337	0,132	2,571	0,005	Accepted
H <sub>5</sub> - Kualitas SDM Aparatur (X <sub>2</sub> ) -> Potential for PBJP Corruption(Y)	0,240	0,234	0,094	2,545	0,005	Accepted

#### The Influence of Leadership Style on PBJP Implementation

The results show that leadership style has a significant positive influence on PBJP implementation, with a coefficient value (influence) of 0.443, a T-statistic of 6.339, greater than the T-table (>1.96), and a P-value of 0.000 (<0.05). These results indicate that the better the leadership style, the better the PBJP implementation at the Corruption Eradication Commission (KPK).

The first hypothesis 1 (H1) is accepted, namely that there is a significant influence of leadership style on improving the implementation of PBJP policies.

#### The Influence of Civil Servant Human Resource Quality on the Implementation of the Public Service Procurement System

The results show that the quality of civil servant human resources has a positive and significant effect on the implementation of the Public Service Procurement System (PBJP), with a coefficient of 0.439. The T-statistic value of 5.978 is greater than the T-table value of 1.96, while the P-value of 0.000 is less than the significance level (0.05). The results of this study indicate that the quality of civil servant human resources has a significant effect on the implementation of the Public Service Procurement System (PBJP).

Hypothesis 2 (H2) is accepted, indicating that the quality of civil servant human resources has a significant positive effect on the implementation of the Public Service Procurement System (PBJP) at the Corruption Eradication Commission (KPK).

### The Influence of Public Service Procurement System (PBJP) Implementation on the Potential for Corruption

The implementation of the Public Service Procurement System (PBJP) has a negative effect on the potential for corruption, with a coefficient value of -0.405, a T-statistic value of 3.267 greater than the T-table value of 1.96, and a P-value of 0.001, less than the significance level (0.05). The PBJP implementation variable has a significant negative effect on the potential for corruption. The better the PBJP implementation, the more likely it is to reduce the potential for PBJP corruption at the Corruption Eradication Commission (KPK).

Hypothesis 3 (H3) is accepted, meaning there is a significant effect. PBJP implementation can reduce the potential for PBJP corruption at the KPK.

### The Influence of Leadership Style on the Potential for Corruption

The results show that leadership style has a significant negative effect, with a coefficient value of -0.339. The T-statistic value of 2.571 is smaller than the T-table (1.96), and the P-value of 0.005 is smaller than 0.05 (the significance level). This study can explain that leadership style significantly reduces the potential for corruption in the procurement of government services (PBJP) at the Corruption Eradication Commission (KPK).

The second hypothesis 4 (H4) is accepted, namely that leadership style significantly reduces the potential for corruption in the procurement of government services (PBJP) at the KPK.

### The Effect of Civil Service Human Resource Quality on Corruption Potential

The quality of civil service human resources has a positive relationship with the potential for corruption in the procurement of government services (PBJP) sector, with a coefficient value of 0.240, a T-statistic of 2.545 < T-table (1.96), and a P-value of 0.005, smaller than P-value = 0.05. The test results indicate that the quality of civil service human resources has a direct, significant, positive effect on the potential for corruption.

The test results indicate a relationship that is inconsistent with expectations, namely that improving the quality of human resources (HR) actually contributes to an increased potential for corruption. This finding indicates the possibility that individuals with high competence in their fields can use this knowledge to exploit loopholes in the system if their integrity and morality do not align with their technical abilities.

Hypothesis 5 (H5) is rejected, namely that there is a significant positive effect of the quality of human resources in civil servants on the potential for PBJP (Profit and Loss) at the Corruption Eradication Commission (KPK).

### Bootstrapping results for the indirect effect

The following are the bootstrapping results for the indirect effect

**Tabel 9.** Path Coefficient Bootstrapping In Direct Effect Result

Path Coefficient	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics ( O/STDEV )	P values	Ket.
Leadership Style (X1) -> PBJP Implementation (Z) -> Potential for PBJP Corruption (Y)	-0,179	-0,182	0,064	2,823	0,002	Mediated
Quality HR (X2) -> PBJP Implementation (Z) -> Potential for PBJP Corruption (Y)	-0,178	-0,179	0,062	2,855	0,002	Mediated

### The Influence of Leadership Style on Corruption Potential through Public Procurement Implementation

The analysis shows that leadership style has a significant indirect negative effect on corruption potential in public procurement through public procurement implementation, with a coefficient value of -0.179, a T-statistic of 2.823 greater than T-table >1.96, and a P-value of 0.002 (<0.05). Based on this description, there is a negative and significant effect of leadership style on corruption potential in public procurement, mediated by public procurement implementation. This indicates that a better or more effective leadership style can reduce corruption potential by improving the implementation of public procurement (Public Procurement).

The direct relationship between the independent variable, represented by leadership style, and the dependent variable, the potential for corruption in public procurement, yielded a significant relationship. Therefore, the Public Procurement Implementation variable acts as a partial mediator. The Public Procurement Implementation strengthens the influence of leadership style on corruption potential in public procurement.

Based on the indirect bootstrapping test, the policy implementation variable plays a role in mediating the influence of leadership style on the potential for corruption in the procurement and procurement sector.

Hypothesis 6 (H6) is accepted, indicating a significant indirect effect of leadership style on the potential for corruption through procurement and procurement implementation. Leadership style has an indirect and significant effect on reducing the potential for corruption through procurement and procurement implementation.

#### **The Influence of Human Resource Quality on Corruption Potential through the Implementation of PBJP**

There is a negative indirect effect of the Quality of Human Resources (HR) of Civil Servants on the Potential for Corruption, mediated by the Implementation of the Public Service Procurement System (PBJP). The coefficient value is -0.178, the T-statistic of 2.855 is greater than the T-table (1.96), and the P-value of 0.002 is less than the significance value (0.05).

The results of the indirect effect test indicate that the implementation of the PBJP policy, as an intervening variable, will improve the implementation of PBJP, ultimately contributing to reducing the potential for corruption.

The previous direct effect test found that the quality of human resources (HR) of civil servants on the potential for corruption in PBJP was insignificant. Thus, the implementation of the PBJP policy acts as a partial mediator, meaning that the entire effect of HR quality on the potential for corruption in PBJP occurs through PBJP implementation.

Hypothesis 7 (H7) is accepted; there is a significant indirect effect of HR quality on the potential for corruption through PBJP implementation. The quality of HR in civil servants has an indirect and significant effect on reducing the potential for corruption through PBJP implementation.

## **6. Conclusions**

Based on the results of the Structural Equation Modeling (SEM-PLS) analysis, it can be concluded that leadership style has a significant positive effect on the implementation of government procurement of goods and services (PBJP). This means that the better the leadership style applied, the more effective the implementation of government procurement of goods and services (PBJP). Leadership style also has a direct and negative effect on the potential for corruption, meaning that a good leadership style can reduce the potential for corruption.

The quality of civil servant human resources has been shown to have a significant positive effect on the implementation of the Public Service Provision (PBJP) and the potential

for corruption. However, the positive relationship between the variable of civil servant human resource quality and the potential for corruption was unexpected. The results of this analysis indicate that civil servant human resource quality alone is insufficient to reduce the potential for corruption if it is not accompanied by sound and effective implementation of the PBJP.

Furthermore, the results of the mediation test indicate that the implementation of the PBJP significantly mediates the effect of leadership style on the potential for corruption, indicating that some of the influence of leadership style on the potential for corruption operates through the effectiveness of the PBJP implementation. The implementation of the PBJP also fully mediates the effect of civil servant human resource quality on the potential for corruption, meaning that human resource quality only impacts the reduction in the potential for corruption when mediated by the implementation of the PBJP.

The results of the model fit test (R-Square) in this study indicate that the R-Square value for the PBJP Implementation variable is 0.647 and the Corruption Potential variable is 0.286. The R-Square value explains that 64.7% of the total variance in the "PBJP Implementation" variable can be explained or predicted by the independent variables in the model, while 35.3% is influenced by other factors outside the model. This indicates a very high or strong predictive ability of the model regarding PBJP Implementation.

For the Corruption Potential variable, the R-Square test results indicate that 28.6% of the total variance in the "Potential for Corruption in PBJP" variable can be explained or predicted by the independent variables in the model, while 71.4% is influenced by other factors outside the model. This value also represents a moderate predictive ability of the model regarding the Potential for Corruption in PBJP.

The theoretical implications of this study explain the phenomena causing corruption in PBJP in the field. The ideal leadership style variable can directly improve the quality of PBJP policy implementation at the Corruption Eradication Commission (KPK) and, conversely, can directly influence the reduction of potential corruption in PBJP. This fact suggests that PBJP policy implementation as a mediating variable helps explain part (partial mediation), but not all, of the independent variables' influence on the dependent variable.

Based on the results of the influence test, the quality of human resources in the apparatus was proven to be significant in reducing the potential for corruption in PBJP at the KPK, but the coefficient direction was positive, an undesirable finding. Therefore, this variable requires the presence of PBJP implementation as a mediating variable that bridges the relationship between the independent and dependent variables.

The influence of the Human Resources Quality variable as an independent variable on the PBJP Corruption Potential variable as a dependent variable is channeled entirely through the PBJP policy implementation variable as a mediating variable. The direction of the coefficient changes to negative when the PBJP policy implementation variable is present as an intervening variable. This means that PBJP implementation becomes a control mechanism for this impact.

## References

- Busro, M. (2018). *Telori-telori manajemen sumber daya manusia* (1st ed.). Pelnadameldia Group. [https://www.google.co.id/books/eldition/Telori\\_telori\\_Manajelmeln\\_Sumbelr\\_Daya\\_Manusi/W-delDwAAQBAJ?hl=en&gbpv=1](https://www.google.co.id/books/eldition/Telori_telori_Manajelmeln_Sumbelr_Daya_Manusi/W-delDwAAQBAJ?hl=en&gbpv=1)
- Crelssely, D. (1953). *Othelr peloplel's money; A study in thel social psychology of elmbelzlelmelnl*. Frelel Preless.
- Dellmana, L. P. (2019). Pelngaruh pelnelrapan good govelnancel dalam el-purcashing telrhada pelncelgahan korupsi. *Jurnal Ilmu Pelmelrintahan Widya Praja*, 45(1), 47–62. <https://doi.org/10.33701/jipwp.v45i1.241>
- Fajrian, A., & Amin, S. (2023). Dampak kelpelmimpinan dan budaya organisasi telrhada kinelrja pelrbankan delngan pelncelgahan fraud selbagai variabell melmediating (studi kasus PT.Bank Pelmbangunan Delrah Jambi Cabang Telbo). *Jurnal Manajelmeln Telrapan Dan Keluagan (Mankelu)*, 12(03), 703–717.

- Ghozali, I., & Latan, H. (2019). *Partial least squares konsep, teknik dan aplikasi menggunakan program smartPLS 3.0 untuk penelitian empiris* (2nd ed.). Badan Pelnelrbit - Undio.
- Kadji, Y. (2015). *Formulasi dan implementasi kebijakan publik (kelpemimpinan dan perilaku birokrasi dalam fakta realitas)* (Issue 1). Univelrsitas Nelgelri Gorontalo Prells.
- Klitgaard, R. (2005). *Melmbasmi korupsi* (3rd ed.). Yayasan Obor Indonelsia.
- Nasution, D. A. D. (2019). Pelngaruh kualitas aparatur dan skelma pelngelndalian intelrnal telrhada pelngantisipasi korupsi belrjamaah dalam pelaksanaan APBD delngan intelgritas selbagai variabel modelrating. *Jurnal Belnelrita*, 4(3), 464. <https://doi.org/10.22216/jbel.v4i3.4347>
- Nugroho, R. (2017). *Public policy* (6th ed.). PT. ELlelx Meldia Computindo.
- Rivai, V., & Jauvani, S. E. L. (2013). *Manajelmel sumber daya manusia untuk pelrusahaan dari telori kel praktis*. PT. Raja Grafindo Pelrsada.
- Saputra, A. Y., & Ramadan, Z. H. (2023). Gaya kelpemimpinan kelpala selkolah dalam pelaksanaan kurikulum melrdelka bellajar. *Jurnal Obselsi: Jurnal Pelndidikan Anak Usia Dini*, 7(4), 3946–3954. <https://doi.org/10.31004/obselsi.v7i4.5114>
- Saputra, K. A. K., Pradnyanitasari, P. D., Piliandani, N. M. I., & Putra, I. G. B. N. (2019). Praktelk akuntabilitas dan kempeltelnsi sumber daya manusia untuk pelncelgahan fraud dalam pelngelelolaan dana delsar. *Krisna*, 10(2), 168–176.
- Sinambella, L. P. (2016). *Manajelmel sumber daya manusia: Melmbangun tim kelrja yang solid untuk melningkatkan kinelrja*. Bumi Aksara.
- Tachjan. (2006). *Implelmentasi kelbijakan publik* (D. Mariana & C. Paskarina, Eds.). Asosiasi Ilmu Politik Indonelsia.
- Umaira, S., & Adnan. (2019). Pelngaruh partisipasi masyarakat, kempeltelnsi sumber daya manusia, dan pelngawasan telrhada akuntabilitas pelngelelolaan dana delsar (studi kasus pada kabupaten acelh barat daya). *Jurnal Ilmiah Mahasiswa Elkonomi Akuntansi (JIMELKA)*, 4(3), 471–481.
- Wolfel, D. T., & Helrmanson, D. R. (2004). Thel fraud diamond: Considelring thel four ellemelts of fraud. 12, 38–42.
- Zhang, W., Wang, L., Jiang, J., Zhang, X., Zhang, H., & Zhang, X. (2024). Wheln is an authoritarian leladelr pelrceliveld as morel abusivel: Inelstigations of thel elffelct of subordinatel' idelal and typical leladelrship schelma. *Journal of Leladelrship and Organizational Studiels*, 31(1), 25–40. <https://doi.org/10.1177/15480518231223554>