

The Effect of Independence and Competence on Performance of Employees with Integrity as Moderation (Case Study on the Corruption Eradication Commission in Indonesia)

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ABSTRACT

The Corruption Eradication Commission (KPK) was established as a legal institution that is independent and in carrying out its duties and authorities is free from any power. Based on Law Number 19 of 2019 concerning the Corruption Eradication Commission. The KPK was given the mandate to eradicate corruption in a professional, intensive, and sustainable manner

The goal of this research is to examine the influence of integrity on performance while controlling for the effects of autonomy and competence. The Corruption Eradication Commission's Deputy for Enforcement and Execution distributed a questionnaire to up to 100 of its permanent employees. A causal associative design was used in conjunction with descriptive statistics in Smart PLS 3 and quantitative analysis to uncover relationships between the variables in the dataset. In this study, the findings revealed that: 1) Independence has a significant effect on employee performance; 2) Competence has a significant effect on employee performance; 3) Integrity does not have a significant impact on employee performance; 4) Integrity moderates the effect of independence on employee performance; and 5) Integrity does not moderate the effect of competence on employee performance.

Keywords: Independence, competence, integrity, employee performance and Corruption Eradication Commission.

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I. INTRODUCTION

Corruption is a distinct issue in Indonesia, where it harms people's welfare, impedes national development, tarnishes the image of a clean and authoritative state apparatus, and disregards the Indonesian nation's ethics and morals as a whole.

Corruption has risen to the top of the priority list for Indonesian law enforcement, and it will remain there for the time being. An international phenomenon, not just one that affects a single country, has been declared by the United Nations Convention Against Corruption (UNCAC), which makes it important for countries to work together to stop and control it (Sumaryanto, 2019).

Indonesia has a score of 37 on Transparency International's 2020 Corruption Perception Index, which places it at position 102 out of 180 (Transparency International, 2018). The score is three points lower than last year, and the CPI (Corruption Perception Index) score is indicative of increased anti-corruption efforts in government, including through the Corruption Eradication Commission, as well as in the financial and business sectors (Suyatmiko, 2020).

The CPI is an annual publication that ranks countries based on public perceptions of public and political corruption. A lack of progress by the CPI in Indonesia has led many to conclude that corruption is widespread, endemic, and systemic (Lubis, 2005).

The changing employment status in Indonesia is currently generating a plethora of perceptions from a variety of circles, including the public and legal experts. An investigation by the Corruption Eradication Commission team concluded that the new Corruption Eradication Commission Bill contained 26 provisions which could undermine the Corruption Eradication Commission, as stated in a press release issued on September 25, 2019. Preliminary research indicates that this uproar may be triggered by several factors, including: the appointment of Corruption Eradication Commission employees to state civil service positions, the existence of a Supervisory Board chaired by the President, and the Supervisory Board's obligation to report to the President and Indonesia's House of Representatives on its activities (Telaumbanua, D, 2019).

According to a survey conducted by the Directorate of Research and Development of the Corruption Eradication Commission, public perception decreased significantly in 2020. Since the Corruption Eradication Commission was established, public confidence in the agency's ability to combat corruption has steadily decreased over time. This decline is not a new occurrence, according to the 2020 indicator survey results. Public trust in the Commission for the Eradication of Corruption remained stable in the low 80s in 2017 but fell to 74.7 percent in 2020. The President and the Police reported in February 2019 that public trust in the

institution of the Corruption Eradication Commission had already reached an all-time high (Litbang KPK, 2020).

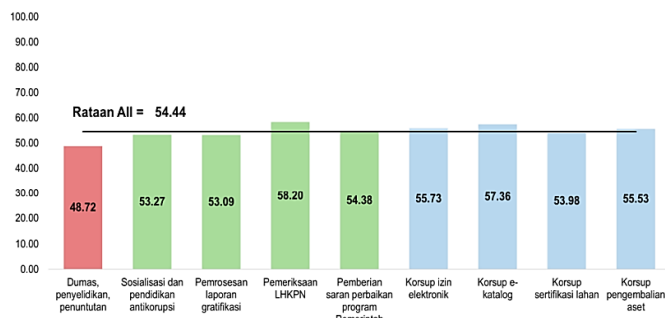


Fig. 1. Survey Results of the Research and Development Directorate of the Corruption Eradication Commission

At 54.44 out of 100, the public gives the Corruption Eradication Commission's performance an adequate rating for its effectiveness in eradicating corrupt practices. This explanation is supported by the distribution of performance appraisal for each Corruption Eradication Commission task, where there is no significant difference ranging from 48.72 to 58.20.

According to the description and findings of previous research, there are numerous concerns about the independence and competence of Corruption Eradication Commission employees while implementing Law Number 19 of 2019. The declining performance over time is not only due to external factors, but it is also influenced by the poor performance of Corruption Eradication Commission employees.

Integrity will be linked to the competence and independence of Corruption Eradication Commission employees in its implementation. Employees have an obligation to uphold their integrity standards to the organization to which they belong, the profession, society, and themselves, where employees have a responsibility to be competent as well as to uphold their integrity and objectivity. Workers' personal characteristics, including knowledge, skills and also capabilities honed over time, are referred to as their "competences." Employees who are competent are those who are able to complete a task quickly and with minimal error because of their abilities.

In short, independence is a state or condition in which we are not bound by any party, implying that we are independent and free, not representing the interests of specific parties or organizations.

A good employee must not only be competent and independent, but also have high integrity in practice. Integrity is a value or norm that limits an employee's ability to do his or her job. Employee integrity is the foundation for achieving the highest levels of organizational performance and achievement. Integrity results in work behavior that is honest, responsible, disciplined, trusted, diligent, reliable, and works wholeheartedly for the organization. Integrity is a value that must be used as the foundation for all work behavior in order for the work to be of high quality and purposeful.

The Corruption Eradication Commission's performance is influenced by a wide range of factors, including the legal information and research presented above. Researchers conducted a preliminary survey of 25 employees, asking questions and then assigning top to bottom rankings (1 to 3)

and obtaining the following information:

TABLE I: RESULTS OF PRE-SURVEY OF FACTORS INDICATED TO AFFECT EMPLOYEE PERFORMANCE

Factors	Total	Total
Leadership	2	8%
Organizational culture	3	12%
Employee Motivation	1	4%
Competence	4	16%
Integrity	6	24%
Salary/Remuneration System	2	8%
Independence	5	20%
Cooperation	1	4%
Work Discipline	1	4%
Total	25	100%

Source: Researcher Data (2021).

Table I shows that the three most important factors influencing employee performance are integrity (24%), independence (20%), and competence (16%). The researcher conducted a follow-up pre-survey by distributing questionnaires to 25 employees of the Corruption Eradication Commission's deputy for Enforcement and Execution in order to obtain information on Independence, Competence, and Integrity, yielding the following results:

1. Because the Deputy for Enforcement and Execution is currently in charge of Integrity, this does not fully affect employees in carrying out their duties.

2. Employees in the prosecution and execution care receive intervention in their work, which may have an impact on the performance of employees in the Deputy for Enforcement and Execution.

3. Current competence has not been fully utilized by employees of the Deputy for Enforcement and Execution, which may have an impact on the performance of employees of the Deputy for Enforcement and Execution.

Previous research has found that a variety of factors influence performance, including independence, organizational commitment, competence, and integrity (Handayani, 2019), (Yadnya, 2017), (Rosmaini & Tanjung, 2019), and (Prayitno *et al.*, 2020). According to research (Handayani, 2019) and (Prayitno *et al.*, 2020), the independence factor and leadership style have a positive impact on performance. Subsequent research found that competence and job satisfaction influenced performance (Rosmaini & Tanjung, 2019) and (Charli *et al.*, 2020), whereas other studies found that independence and competence had no positive effect on employee performance (Basori *et al.*, 2017) and (Pamilih, 2018). Due to the mixed findings of these studies, the current study will employ a survey design to determine whether integrity mitigates the impact of independence and competence toward the performance of Corruption Eradication Commission employees transitioning to a new employment status.

II. LITERATURE REVIEW

A. Employee Performance

An individual's work output or accomplishments are referred to as their "performance" when they are used in this context. An employee's performance can be defined as both the quality and quantity of the work he or she performs in accordance with his or her assigned duties.

Performance is a way to show how the organization and company's goals and vision are being realized through the actions of its employees (Nayaka, 2019). When an employee performs well, it means that he or she is more efficient, effective, and produces better results when completing the tasks that have been assigned to them.

In the context of a job, performance is defined as an employee's ability to successfully complete a task over a predetermined period of time. An organization's goals cannot be achieved without the active participation of its employees, who have a direct impact on the organization's ability to achieve those goals through their use of organizational resources. A person's performance as an employee is an evaluation of how well they perform their job duties and responsibilities in order to achieve the goals of the company as a whole.

According to TR Mitchell (Sedarmayanti *et al.*, 2019), Individual performance is important because each employee has a different level of ability in carrying out each task. Performance includes several dimensions, namely:

1. Work quality, namely the quality of the work produced in order for it to be satisfactory for its users or not, is what is used as a work standard.
2. Promptness (speed), the speed of work as measured by the unit of time, so that employees are required to work quickly in order to achieve job satisfaction and improvement within certain limits.
3. Initiative, i.e., in order to avoid work delays, each employee must be aware of and capable of resolving his or her own work problems.
4. Capability (ability), i.e., the ability to complete the task completely.
5. Communication, specifically the ability of employees to communicate effectively with customers,

B. Integrity

Integrity is derived from the Latin words "integer," "incorruptibility, and "steadfast adherence to a set of particularly moral acristic values." Integrity is an attitude that is tolerant of divergent views but cannot accept fraud on a fundamental level (Pandoyo, 2019). This attitude is inherent in a person who creates and is capable of working as a whole, skillfully, and not easily divided between principles and actions, as well as between each individual's attitudes and actions. Self-integrity occurs when a person consistently adheres to a set of life principles or a way of life.

Thoughts and actions, in the form of decision making, are the two entities that make up the concept of integrity. Behaviour and ethics and morals are frequently used to define both integrity and behavior. Work-related stress is expected to lead to a rise in integrity, but the individual must also realize that integrity is essential to building a better family, organization, or country.

In the Riau Provincial Government's Integrity Front Dissemination module (Riau, 2017), the concept of executive brand assessment integrity is classified into three dimensions, namely:

1. Honesty is a potential dimension of integrity that demonstrates the component aspects of integrity in truth awareness through an attitude of honesty, which includes elements of empathy (empathy), reluctance to accuse others

of wrongdoing (lack of blame), and humility (humility).

2. Consistency is a dimension of potential integrity that demonstrates the component of integrity in action consistency, which includes aspects of emotional mastery, accountability, and a holistic perspective.

3. Courage is a potential dimension of integrity that demonstrates the component of integrity in the courage to speak the truth openly, which entails both courage and self-confidence.

C. Competence

An individual's level of competence is defined as their desire for influence and their ability to influence others through persuasion and influence strategies (Rosmaini & Tanjung, 2019).

To do their jobs correctly, employees must be competent. Professional skills acquired through formal education, seminars, symposiums, and examinations, are referred to as competence.

The dimensions of competence are divided into three parts, namely: a competent person is someone who completes their work with high quality results (Sukrisno. A, 2013). Competence in a broad sense includes:

1. Science is mastered through knowledge.
2. Skill is sufficient.
3. Attitude is having the right attitude and behavior for the job or profession.

D. Independence

Independence is defined as the absence of executive or other state power influence, as well as the absence of coercion, directives, or recommendations from extrajudicial parties, except as expressly authorized by law (García Reyes, 2013).

According to Arifah (Pamilih, 2018), independence refers to a mental state that is free of influence, unaffected by external factors, and self-sufficient. Mautz and Sharaf (Theodorus, 2011) emphasize three dimensions of independence:

1. Programming Independence refers to the freedom (from external control or influence, such as in the form of restrictions) to choose audit techniques and procedures, and some of them are used.
2. Investigative Independence is the ability to examine any area, activity, personal relationship, or managerial policy (as defined above). This implies that the examiner should have access to all legitimate sources of information.
3. Reporting Independence refers to the freedom (as defined previously) to present the facts uncovered during the examination.

III. METHODOLOGY

A quantitative paradigm method approach is used in this study, in which data is collected based on previous experience and current conditions, and information is gathered through the use of a questionnaire administered to several samples (Abdullah, M, 2015). Workers' performance (Y) is used as a dependent variable in this study in an effort to better understand the relationship between various variables, such as the independence variable (X1), competency variables

(X2), and integrity variables (X3).

This study made use of the Simple Random Sampling method. The Slovin method was used to obtain the sample, and an error tolerance of 10% was used. It consisted of 100 permanent employees of the Corruption Eradication Commission's Deputy for Enforcement and Execution. This study's data are primary data, which means they were obtained directly from data owners (respondents). The data was gathered using a questionnaire technique. The questionnaire was constructed using several references and then modified into statements; the study then used a Likert Scale to ascertain respondents' attitudes, opinions, and perceptions. Prior to distributing the questionnaire, the research instrument was subjected to validity and reliability tests. The SmartPLS 3 measuring instrument was used to process the research data

IV. RESULTS AND DISCUSSION

A. Evaluation of Outer Model

1) Convergent Validity Test

Each relationship between an indicator and a latent construct or variable must be validated using convergent validity. A loading factor of 0.60 will be used as the upper limit in this study.

Table II and Fig. 2 show that all indicators meet the convergent validity requirement by having a loading factor greater than 0.60, as demonstrated by the results.

A loading factor of at least 0.60 is required for all indicators to meet the convergent validity requirement, as shown in Table II and Fig. 2.

TABLE II: CONVERGENT VALIDITY

Variable	Indicator	Outer Loading	Keterangan	
Independence	ID2	0,732	Valid	
	ID4	0,779	Valid	
	ID5	0,893	Valid	
	ID6	0,906	Valid	
	ID7	0,881	Valid	
	ID9	0,796	Valid	
Competence	K1	0,891	Valid	
	K2	0,850	Valid	
	K5	0,871	Valid	
	K6	0,836	Valid	
	K7	0,765	Valid	
	K8	0,853	Valid	
	K9	0,804	Valid	
	K10	0,835	Valid	
	K11	0,726	Valid	
	Integrity	IG6	0,812	Valid
		IG7	0,837	Valid
IG8		0,776	Valid	
IG9		0,841	Valid	
IG10		0,803	Valid	
IG11		0,902	Valid	
IG12		0,882	Valid	
Performance	KK1	0,938	Valid	
	KK2	0,926	Valid	
	KK3	0,902	Valid	
	KK4	0,939	Valid	
	KK5	0,944	Valid	
	KK6	0,924	Valid	
	KK7	0,935	Valid	
	KK8	0,847	Valid	
	KK9	0,827	Valid	
	KK10	0,828	Valid	

	KK11	0,873	Valid
	KK12	0,826	Valid
	KK13	0,774	Valid
	KK14	0,829	Valid
	KK15	0,854	Valid
	KK16	0,823	Valid
	KK17	0,863	Valid
	KK18	0,719	Valid
	KK19	0,782	Valid
	KK20	0,740	Valid
	KK21	0,789	Valid
	KK22	0,777	Valid
	KK23	0,815	Valid
Independence * Integrity	ID*IG	1,012	Valid
Competence * Integrity	K*IG	1,029	Valid

Source: SmartPLS Processed Data.

2) Discriminant Validity Test

The discriminant validity of the indicators, in particular reflective indicators, is demonstrated by the cross-loading between their constructs and the indicators. Valid indicators have a loading factor greater than the loading factor of other indicators in the intended construct. Consequently, latent constructs are better able to predict indicators within their block than those outside of it.

Following the estimated cross loading results in Table III it is determined that the loading value of each indicator item is equal to zero on the construct of the cross-loading value. This points to the fact that all constructs or latent variables already possess superior discriminant validity when compared to indicators from other blocks.

3) AVE Test

The model, it can be said to have a good discriminant validity value if the construct is > 0.50.

TABLE IV: AVERAGE VALIDITY EXTRACT

Variabel	AVE
Independence	0,695
Competence	0,672
Integrity	0,721
Employee Performance	0,684
Independence * Integrity	1,000
Competence * Integrity	1,000

Source: SmartPLS Processed Data.

From the results of table above, it explains the AVE (Average Variance Extracted) value for all constructs has a value > 0.50. Therefore, there is no convergent validity problem in the model being tested.

4) Fornell Lacker Criterium Test

Each construct is considered good if it has a correlation coefficient greater than the correlation coefficient between the other constructs in the model.

Table V below shows that each construct is greater than the other constructs of the model, so it can be stated that all constructs have good validity.

5) Composite Reliability dan Cronbach's Alpha Test

The Cronbach's alpha and composite reliability tests are used to assess the instrument's dependability in a research model. Since Cronbach's alpha is also 0.70 for all latent variables combined, this study's construct or questionnaire appears to be stable and dependable as a measurement tool.

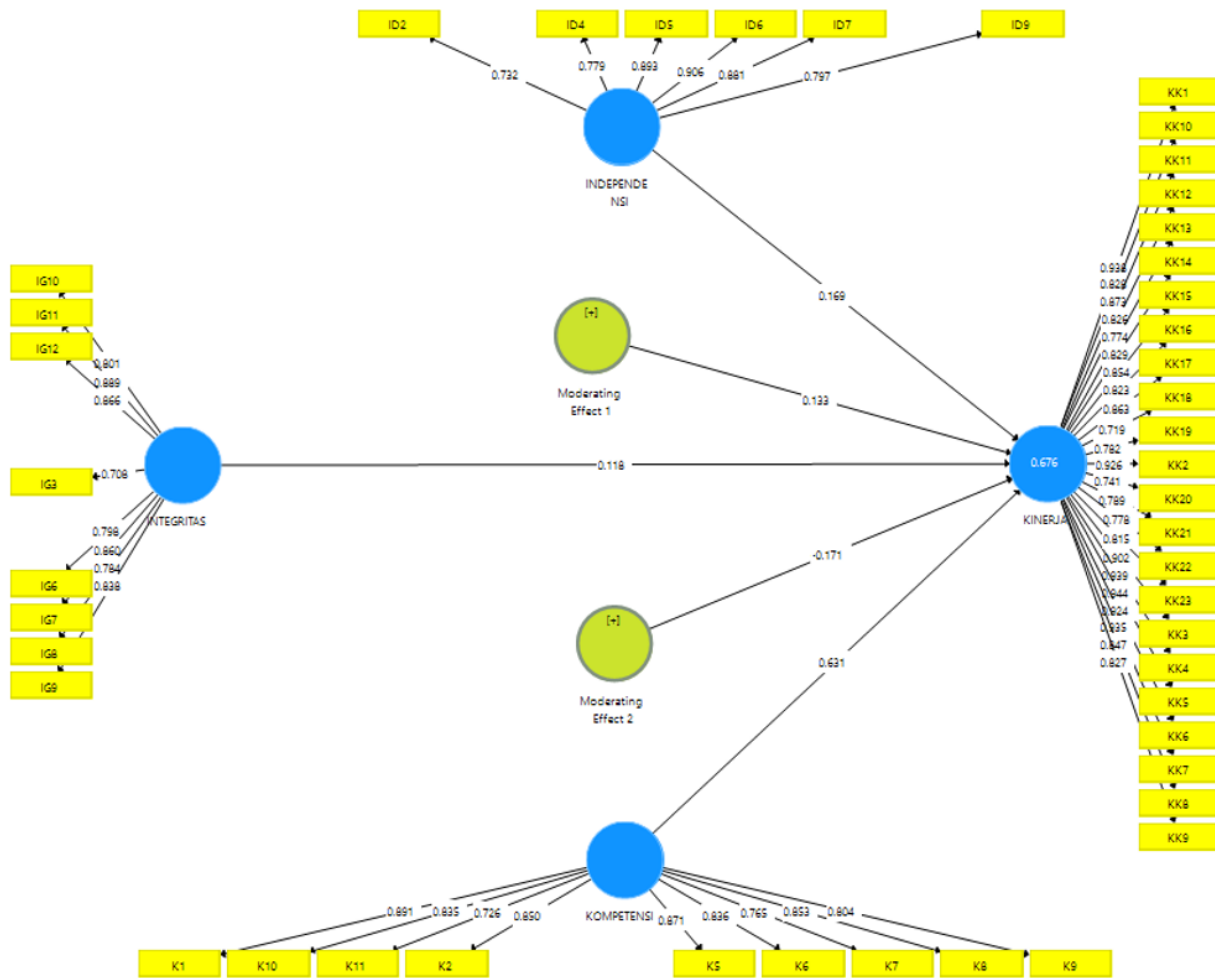


Fig. 2. Results of the Algorithm PLS.

TABLE III: DISCRIMINANT VALIDITY

	Independence	Integrity	Performance	Competence	Independence*	Competence*
					Integrity	Integrity
ID2	0,732	0,235	0,336	0,273	0,019	-0,090
ID4	0,779	0,285	0,300	0,192	-0,078	-0,134
ID5	0,893	0,331	0,372	0,274	-0,082	-0,117
ID6	0,906	0,285	0,338	0,205	-0,063	-0,185
ID7	0,881	0,349	0,357	0,249	-0,076	-0,126
ID9	0,797	0,304	0,456	0,379	-0,048	-0,233
IG10	0,250	0,801	0,556	0,447	-0,270	-0,457
IG11	0,289	0,889	0,517	0,528	-0,233	-0,465
IG12	0,286	0,866	0,551	0,533	-0,208	-0,414
IG3	0,432	0,708	0,549	0,521	-0,350	-0,365
IG6	0,212	0,798	0,384	0,350	-0,306	-0,577
IG7	0,257	0,860	0,425	0,421	-0,186	-0,389
IG8	0,303	0,784	0,436	0,460	-0,211	-0,463
IG9	0,300	0,838	0,361	0,347	-0,153	-0,459
K1	0,330	0,506	0,682	0,891	-0,233	-0,229
K10	0,162	0,430	0,610	0,835	-0,149	-0,107
K11	0,173	0,361	0,517	0,726	-0,234	-0,027
K2	0,284	0,483	0,621	0,850	-0,198	-0,201
K5	0,359	0,548	0,656	0,871	-0,241	-0,264
K6	0,202	0,474	0,677	0,836	-0,058	-0,164
K7	0,310	0,506	0,659	0,765	-0,030	-0,233
K8	0,298	0,451	0,632	0,853	-0,089	-0,220
K9	0,270	0,411	0,616	0,804	-0,187	-0,081
KK1	0,379	0,558	0,938	0,703	-0,111	-0,359
KK10	0,424	0,503	0,828	0,603	-0,043	-0,267
KK11	0,360	0,572	0,873	0,657	-0,076	-0,295
KK12	0,306	0,522	0,826	0,611	-0,117	-0,345
KK13	0,200	0,458	0,774	0,588	-0,081	-0,256

	Independence	Integrity	Performance	Competence	Independence* Integrity	Competence* Integrity
KK14	0,231	0,498	0,829	0,640	-0,125	-0,311
KK15	0,314	0,520	0,854	0,648	-0,023	-0,256
KK16	0,378	0,488	0,823	0,634	-0,063	-0,306
KK17	0,508	0,564	0,863	0,631	-0,045	-0,260
KK18	0,448	0,439	0,719	0,517	0,015	-0,187
KK19	0,385	0,558	0,782	0,593	-0,076	-0,293
KK2	0,356	0,568	0,926	0,720	-0,048	-0,344
KK20	0,336	0,346	0,741	0,631	-0,125	-0,268
KK21	0,451	0,500	0,789	0,597	-0,107	-0,290
KK22	0,446	0,416	0,778	0,692	-0,155	-0,206
KK23	0,388	0,445	0,815	0,709	-0,151	-0,271
KK3	0,402	0,535	0,902	0,668	-0,172	-0,355
KK4	0,382	0,547	0,939	0,719	-0,075	-0,308
KK5	0,394	0,545	0,944	0,725	-0,072	-0,329
KK6	0,404	0,530	0,924	0,694	-0,088	-0,355
KK7	0,387	0,524	0,935	0,694	-0,117	-0,377
KK8	0,340	0,432	0,847	0,614	-0,087	-0,265
KK9	0,356	0,474	0,827	0,603	-0,152	-0,294
Independence * Integrity	-0,066	-0,298	-0,108	-0,188	1,000	0,433
Competence * Integrity	-0,183	-0,544	-0,350	-0,210	0,433	1,000

Source: SmartPLS Processed Data.

TABLE V: FORNELL LACKER CRITERIUM

	Independence	Integrity	Performance	Competence	Independence * Integrity	Competence * Integrity
Independence	0,834					
Integrity	0,360	0,820				
Performance	0,440	0,593	0,849			
Competence	0,324	0,564	0,765	0,827		
Independence * Integrity	-0,066	-0,298	-0,108	-0,188	1,000	
Competence * Integrity	-0,183	-0,544	-0,350	-0,210	0,433	1,000

Source: SmartPLS Processed Data.

TABLE VI: COMPOSITE RELIABILITY DAN CRONBACH'S ALPHA

Variabel	Cornbach's Alpha	Composite Reliability	Description
Independence	0,911	0,932	Reliabel
Independence * Integrity	1,000	1,000	Reliabel
Integrity	0,941	0,951	Reliabel
Competence	0,942	0,951	Reliabel
Competence * Integrity	1,000	1,000	Reliabel
Performance	0,982	0,983	Reliabel

Source: SmartPLS Processed Data.

From the results above, all latent variables have reliable composite values, so Cronbach's alpha and composite reliability are both satisfactory measures and *cronbach's alpha* ≥ 0,70. According to this, all of the latent variables are considered to be reliable.

B. Inner Model Test

1) R-square Value Testing Results

Consider the R-square value, which represents the model's goodness-of-fit.

TABLE VII: VALUE OF R² ENDOGEN VARIABLE

Variable of Endogen	R-square
Employee Performance	0,682

Source: SmartPLS Processed Data.

Because the Employee Performance variable model has a value greater than 0.67, it is considered strong. According to the results of the model of the influence of exogenous latent

variables (Independence, Competence, and Integrity) on Employee Performance, the R-square value for the model is 0.682, indicating that 68.2% of the variability in the constructs of Independence, Competence, and Integrity can be explained by the variability in the constructs of Employee Performance, and 31.8% can be explained by variables that were not included in the study.

2) Goodness of Fit Model Testing Results

Value of Q² can be used to measure how well the observed values and the estimated parameters are generated by the model A Q² value greater than 0 (zero) indicates that the model has predictive relevance, whereas a Q² value less than 0 (zero) indicates that the model is ineffective. Predictive Relevance (Q²) yielded the following results:

TABLE VIII: PREDICTIVE RELEVANCE (Q²) TEST

Variable	SSO	SSE	Q ² (=1- SSE/SSO)
Employee Performance	2300,000	1196,941	0,480

Source: SmartPLS Processed Data.

Predictive Relevance (Q²) values above zero indicate that the model is deemed adequate.

3) F Square Testing Results

F-Square is a measure used to assess the relative impact of an influencing variable (exogen) on an influencing variable (endogen).

TABEL IX: F SQUARE TEST

	KK	Effect
ID	0,082	Weak
ID*IG	0,045	Weak
K	0,801	Strongh
K*IG	0,059	Weak

Source: SmartPLS Processed Data.

Based on Table IX above, it is known that:

- a. The effect of independence on performance has an F² value of 0.082 indicating that there is a small (weak) effect.
- b. The effect of independence on performance moderated by integrity has an F² value of 0.045 indicating that there is a small (weak) effect.
- c. The effect of competence on performance has an F² value of 0.801 indicating that there is a large (strong) effect.
- d. The effect of competence on performance moderated by integrity has an F² value of 0.059 indicating that there is a small (weak) effect.

4) Path Coefficient Testing Results

TABLE IX: PATH COEFFICIENT TEST

	Original Sample	T Statistics	P Values	Note
Independence -> Employee Performance	0,173	2,158	0,031	Positive - Significant
Competence -> Employee Performance	0,628	6,951	0,000	Positive - Significant
Independence * Integrity -> Employee Performance	0,173	2,158	0,031	Positive - Significant
Competence * Integrity -> Employee Performance	-0,173	2,094	0,037	Not significant

Source: SmartPLS Processed Data.

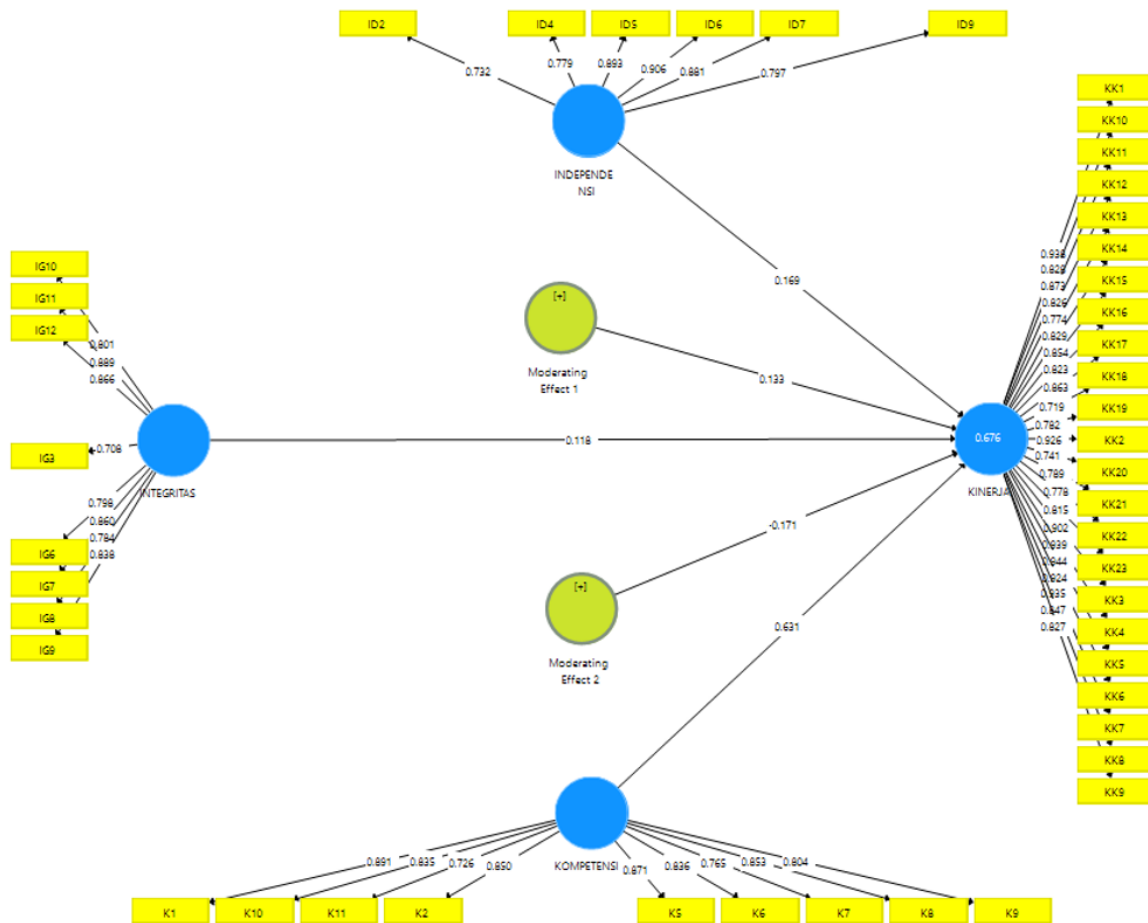


Fig. 3. Bootstrapping Results.

C. Discussions

1. The influence of independence has an effect on employee performance.

It was found that a T-statistic of 2.158, an original sample of 0.173 and a P-value of 0.031 were obtained from the hypothesis test in this study. Independent work has a positive and significant effect on employee performance, as shown by the fact that the T-statistic is greater than 1.96 than the T-table value; the original sample value is positive; and the P-values are below 0.05.

Employee productivity improves significantly when workers feel free to make their own decisions, according to the results of this study. Employee performance is likely to improve as a result of greater independence. Performance is the result of an employee's work in terms of quality and quantity accomplished while he or she is completing his or her assigned duties in accordance with his or her responsibilities. Independence refers to a mental attitude that is uninfluenced, uncontrolled by others, and unreliable on others. Employee independence is demonstrated through the development of work programs that are free of third-party

intervention and are truly based on the analysis discussed. Additionally, when verifying and reporting examination results, employees are able to put their personal interests aside. Employee independence is demonstrated by the absence of employees involved in cases. This demonstrates the value of employee autonomy.

Studies (Mentari, T. *et al.*, 2018) show that empowering employees to make decisions about their own work leads to better results. According to the findings, an employee's appearance should convey a sense of self-determination. An employee's performance of his or her duties is not in anyone's best interest.

2. The influence of competence has an effect on employee performance.

Hypothesis testing performed in this study produced T-statistic values of 6.951 and 0.000, respectively, as well as an original sample size of 0.62 and a P value of 0.001. There was a positive sample value and a P value of less than 0.05, showing that competence has a positive and significant effect on employee performance, according to the T-statistic value, which exceeds the T-table value of 1.96.

Analysis shows that competence has a positive and significant impact on employee performance. This means that the more competent an employee is, the more likely they are to perform at a higher level.

According to research (Tri rejeki, R. & Widigdo, 2021) and (Pertiwi, C. *et al.*, 2020), competence has only a small impact on employee output. Compelling leadership is essential for driving high levels of productivity from your workforce. Regular technical guidance is expected to improve employee performance by increasing their level of technical competency.

3. The Influence of Independence on Employee Performance Through Integrity as Moderation.

The T-statistic value was 1.976, the original sample value was 0.129, and the P-value was 0.049 in this study's hypothesis test. Employee Performance is positively related to Independence, with a moderating effect provided by Integrity in the Corruption Eradication Commission, as evidenced by the T-statistic, which is higher than the T-table value of 1.96 and lower than 0.05 in the P-Values. According to this study's findings, integrity can strengthen or weaken the influence of independence on employee performance, whereas it has been shown to increase independence's effect on performance. Employees' productivity rises when they uphold a high standard of ethical conduct. Alternatively, it can be stated that an employee's lack of independence and integrity will result in a decrease in performance, which is consistent with the findings of research (Agustina, 2020), (Yulianti & Wuryanti, 2015), (Putu, P. *et al.*, 2017), and (Sirajuddin *et al.*, 2018) that independence affects performance and that the relationship between independence and performance implementation is unidirectional, meaning that the greater an employee's independence, the greater the resulting performance.

4. The Influence of Competence on Employee Performance Through Integrity as Moderation.

The T-statistic value was 2.094, the original sample value was -0.173, and the P-value was 0.037 in this study's hypothesis test. According to these findings, in the Corruption Eradication Commission independence has a

negative relationship with employee performance through integrity as a moderating variable, which is greater than the T-table value of 1.96. The original sample value also shows a negative value, and the P Values value is greater than 0.05.

If an employee wants to be trusted, they need to be honest and open about their actions. They also need to be brave, wise, and responsible. Competence focuses on how well an employee can do their job. Integrity would have no effect on performance in this research. This is because employees are more concerned with maintaining their integrity in order to earn public trust or trust in the Corruption Eradication Commission agency, whereas employee competence is more concerned with preparing employees' abilities to handle each case effectively and correctly. In this study, the integrity variable has not been able to moderate the competence variable on the performance variable. This is due to the decrease in the integrity of the Corruption Eradication Commission employees at the time of the transition to employment status, there is a lack of clarity on the provisions and guidelines for behavior which results in changes in the attitude of the employees themselves, so that integrity is the basis for improving abilities and skills. employees in carrying out activities in accordance with applicable rules and regulations cannot be carried out properly and automatically employees in carrying out their work rely more on their competencies.

This demonstrates that integrity does not have an effect on encouraging employees to manage their competencies because Corruption Eradication Commission employees should be able to clearly understand all acquired knowledge in order to use it properly regardless of how an employee maintains their integrity. This study confirms previous research (Yuli P. & Widanaputra, A.A.G.P, 2016) indicating that integrity as a moderator has been unable to moderate the effect of competence on performance.

V. CONCLUSION

The following conclusions can be drawn from research conducted in the Corruption Eradication Commission:

1. Independence has a positive and significant effect on employee performance. Thus, the greater the degree of independence, the more likely it is that employee performance will improve. This demonstrates that an employee's performance of his duties is not justified in the interest of anyone.

2. Competence has a significant and positive impact on employee performance. Which means that the higher the level of competence, the more likely it is that employee performance will improve. The greater the competence of employees, aided by routine technical guidance, is expected to aid in the execution of work and have an effect on employee performance.

3. Integrity has no effect on employee performance; however, it could be argued that Corruption Eradication Commission employees who changed their employment status to civil servants were unable to maintain appropriate integrity in light of the current situation, conditions, and work environment, thereby affecting human resource performance both directly and indirectly. This is not optimal.

4. Integrity has the ability to amplify the influence of independence on employee performance, or in other words, the presence of integrity increases the influence of independence on employee performance. A lack of independence and integrity on the part of an employee will result in a decrease in performance.

5. With integrity as a moderating variable, there is no effect of competence on employee performance. Thus, integrity has been unable to mitigate the effect of Competence on Employee Performance.

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