

The Influence of Competency Development and Transformational Leadership on Employee Performance with Employee Engagement as Intervening Variable at the Secretariat General of the Corruption Eradication Commission

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ABSTRACT

The purpose of this study was to examine the effect of competency development and transformational leadership on employee performance with employee engagement as an intervening variable at the General Secretariat of the Corruption Eradication Commission. This study uses a quantitative approach with an associative research type, the unit of analysis used is employees at the General Secretariat of the Corruption Eradication Commission, the population that is the object of study is all employees at the General Secretariat, totaling 194 people, the sampling technique uses probability sampling with simple random sampling, the sample are 112 employees, data collection in this study was carried out using a questionnaire measured using a Likert scale, explanation and confirmation of the research results were carried out using SmartPLS software. The results of this study are that the better the competency development, the better the employee engagement, the better the transformational leadership, the better the employee engagement, the better the competency development, the better the performance, transformational leadership does not affect the performance, the better the employee engagement, the better the employee performance, the better the competency development, the better the employee performance through the employee engagement, the better the transformational leadership, the better the employee performance through the employee engagement

INTRODUCTION

The Corruption Eradication Commission (KPK) is a state institution within the executive power family that was formed with the aim of increasing the effectiveness and results of efforts to eradicate criminal acts of corruption. KPK in carrying out its duties and authorities is independent and free from the influence of any power. With the enactment of Law Number 19 of 2019 concerning the Second Amendment to Law Number 30 of 2002 concerning the Corruption Eradication Commission (State Gazette of the Republic of Indonesia of 2019 Number 197, Supplement to the State Gazette of the Republic of Indonesia Number 6409), the KPK's employment system and status have changed to become the State Civil Apparatus (ASN). After the revision of the law, all KPK employees must change their status to Civil Servants (PNS) or Government Employees with Work Agreements (PPPK) in accordance with the provisions in Law Number 5 of 2014 concerning the State Civil Apparatus. This change will come into effect after the process of transferring the status of KPK employees to ASN, which will be carried out in 2021. This has an impact on the KPK staffing system, including procurement rules of employees, ranks and positions, career development, competency development, performance appraisal and payroll systems that now refer to ASN regulations in Indonesia.

KPK's most valuable asset is its competent and efficient human resources. Therefore, KPK's human resources need to have adequate qualifications, both in terms of knowledge, skills, and integrity, in order to optimally support the effectiveness of corruption eradication. The effectiveness of corruption eradication is highly dependent on employee performance, which is reflected in various aspects, such as an increase in the number of corruption cases successfully handled, more effective implementation of prevention strategies, and increased public trust in law enforcement institutions. Optimal employee performance will ensure that every stage of corruption eradication, from prevention to prosecution, can be carried out in a professional, transparent and accountable manner. The General Secretariat of KPK has the task of coordinating the implementation of tasks, coaching, and providing administrative support to all organizational units within the KPK. The Secretariat General organizes functions, among others:

1. Coordination of KPK activities;
2. Coordination and preparation of KPK plans, programs, and budgets;
3. Coaching and providing administrative support which includes administration, staffing, finance, housekeeping, cooperation, public relations, archives, and documentation of KPK;
4. Guidance and structuring of organization and procedures;
5. Coordinating the drafting of regulations and legal products as well as litigation support and witness protection;
6. Organizing the management of state property/wealth, procurement services, security, and management of KPK detention centers;
7. Providing public information and communication services, news and publications as well as documentation of KPK activities; and

8. Coordination and synchronization in evaluation and preparation and submission of reports on task implementation periodically and/or at any time as needed.

In an effort to improve employee performance at the KPK, effective strategies are needed, one of which is through continuous competency development and the application of transformational leadership styles. Employee competency development plays an important role in improving the skills, knowledge and attitudes needed to carry out tasks with professionalism and integrity. Employees who have high competence will be better able to carry out their duties optimally in enforcing the law and eradicating corruption.

KPK has implemented various employee competency improvement programs, which are summarized in the following table:

Table 1. Employee Competency Improvement

No	Year	Number of Trainings	Percentage of Employees Meeting Min. 20 JP
1	2023	269	98,01%
2	2024	242	90,70%

Competency development is carried out in the form of education and/or training. Competency development in the form of education is carried out by providing learning assignments while competency development in the form of training is carried out through classical and non-classical training channels. In addition, competency development can provide opportunities for personal and career development of employees. Employees who see opportunities for self-development and career advancement tend to be more attached to the organization.

Leadership is one of the basic values of the KPK, namely the ability to mobilize and influence others to achieve predetermined common goals and the courage to make timely decisions that can be accounted for. The elements of basic leadership values include service orientation, equality, exemplary, pioneering, driving change, persuasiveness, initiative, and the ability to guide the behavior of a person or group of people. Meanwhile, transformational leadership is a leadership style in which a leader tries to inspire, motivate, and change employees to improve their performance, reach their best potential, and participate in creating positive changes in the organization. The transformational leadership style in KPK is reflected in several aspects, including:

1. Leaders inspire and motivate employees to work not only for the sake of duty, but also for the big vision of eradicating corruption.
2. Leaders become role models, upholding the values of integrity and transparency.
3. Leaders encourage systemic change and innovation, especially in dealing with increasingly complex forms of corruption.

Sustainable corruption eradication performance will not run without commensurate budget support. KPK seeks to utilize the mandated budget to support corruption eradication works to be measurable and right on target. In

addition to managing the budget mandated by the state in eradicating corruption in Indonesia, KPK also continues to save state finances, especially from corrupt behaviors of irresponsible parties. This rescue does not only come from financial losses arising from a corruption case or often called asset recovery, but also from governance studies, gratification reports from the public that have been determined as state property to efforts to save potential state and regional financial losses from asset recovery / control, realization of PSU, potentially uncollectible PAD receivables, and asset certification.

Table 2. Budget Performance and State Financial Rescue

Performance	Budget	State Financial Rescue
2022	IDR 1.2 Trillion	IDR 84 Trillion
2023	IDR 1.306 Trillion	IDR 114.8 Trillion
2024	IDR 1.357 Trillion	Rp 68.1 Trillion

Meanwhile, the realization of budget absorption at the KPK Secretariat General is as follows.

Table 3. Budget Realization of KPK Secretariat General

Year	Percentage
2022	99,40%
2023	100,30%
2024	99,36%

Employee engagement has many positive impacts and is critical to an organization's success. Employees with high levels of engagement tend to contribute more to their work. High engagement is associated with increased productivity, quality of work, and operational efficiency. Engagement provides the impetus to contribute with new ideas and creative solutions. Employees who feel engaged tend to be more loyal to the organization. Organizations with high levels of engagement tend to have a better reputation as places to work. By understanding and paying attention to employee engagement, organizations can create a work environment that supports long-term growth, productivity and sustainability. Employee engagement is not only a benefit for individual employees, but also for the entire organization. In an organizational context, the level of employee engagement can also be measured by the retention rate or the number of employees who resign. The higher the employee engagement, the higher the tendency to stay in the organization. The data on the number of employees who resigned from 2022 to 2024 at the KPK can be seen in the following table

Table 4. Employee Resignation Data

No	Year	Number of Employees	Number of Employees Resigned	Turnover Rate
1	2022	1619	5	0,31%
2	2023	1701	6	0,35%
3	2024	1638	10	0,61%

Companies with engaged employees have higher productivity, profitability, growth, and customer satisfaction. Whereas companies with disengaged employees will experience wasted effort and lost talent, have less committed employees, face increased absenteeism, reduced customer focus, reduced productivity, and reduced operating margins and net income. Based on the importance of increasing employee competence and transformational leadership in facing future challenges, this underlies the researcher in choosing the research objectives:

1. Analyze the influence of competency development factors on employee engagement at the KPK Secretariat General?
2. Analyzing the influence of transformational leadership factors on employee engagement at the General Secretariat of the KPK?
3. Analyzing the influence of competency development factors on employee performance at the Secretariat General of the KPK?
4. Analyzing the influence of transformational leadership factors on employee performance at the General Secretariat of the KPK?
5. Analyzing the influence of employee engagement factors on employee performance at the General Secretariat of the KPK?
6. Analyzing the effect of competency development factors on employee performance through employee engagement as an intervening variable at the General Secretariat of the KPK?
7. Analyze the effect of transformational leadership factors on employee performance through employee engagement as an intervening variable at the KPK General Secretariat?

LITERATURE REVIEW

Employee Performance

Robbins & Judge (2023) argue that performance is the result achieved by a person in his job which is influenced by ability, effort, and work situation. Mathis & Jackson (2020) state that performance is what employees do and produce in their work. Mangkunegara (2015) explains that performance is the quality and quantity of work achieved by a person in carrying out tasks in accordance with the responsibilities given to him. Meanwhile, Gomes (2003) reveals that performance is an expression of a person's ability in the form of achieving results that can be measured and compared with predetermined standards. Robbins & Judge (2023) provide a view that the factors that affect employee performance include:

1. Individual abilities consisting of intellectual abilities and technical skills;
2. Effort or motivation, measuring how much effort an employee puts into work;
3. Work opportunities, including: organizational support, work equipment, and access to resources.

In general, factors that affect employee performance can be grouped into:

1. Individual factors consisting of: knowledge, skills, attitudes and motivation;
2. Organizational factors include leadership, work culture, rewards, career development and work environment;

These two aspects are interrelated in determining the effectiveness and productivity of employees in the organization. From the explanation above, it can be concluded that individual abilities, which include knowledge, technical skills and attitudes are the main factors that influence employee performance. These abilities can be improved through the development of employee competencies, such as training, education, and relevant work experience. In addition, leadership style also plays an important role in improving employee performance.

Robbins & Judge (2023) identified aspects of performance appraisal that include:

1. Task Performance, namely the extent to which employees are able to carry out their main tasks effectively;
2. Contextual Performance is the employee's contribution in creating a positive work environment, such as teamwork and work ethic;
3. Adaptive Performance is the ability of employees to adjust to changes in the organization.

Dessler (2020) explains that the objectives of performance appraisal include:

1. Assess employee work performance objectively;
2. Identifying training and development needs to improve employee competencies;
3. Assist in decision making regarding promotion, transfer and dismissal;
4. As a basis for improving work systems and increasing organizational productivity.

Armstrong & Baron (2005) emphasize that the objectives of performance appraisal are:

1. Improve individual and organizational work effectiveness;
2. Helping employees understand work expectations and how they can improve;
3. Improves communication between employees and management through regular feedback;
4. Identify employee development needs to achieve the organization's strategic goals.

With a good performance appraisal, organizations can identify and develop the potential and competence of employees, ensuring that each individual has the opportunity to develop according to their abilities and roles. In addition, increased productivity can be achieved through objective evaluation, constructive feedback, and development programs that meet employee needs.

Competency Development

In the view of Meister and Willyerd (2010), competence is a combination of knowledge, skills, and attitudes that enable individuals to succeed in a particular job or work situation. Competencies can change over time and adapt to changes in the work environment. Dessler (2020) explains that competence is a collection of skills, knowledge, and traits required to do a particular job well. This includes both technical skills and interpersonal skills relevant to the tasks to be performed. Meanwhile, according to Armstrong (2014) competence is a characteristic, quality, or expertise that allows a person or organization to achieve certain goals better than without these characteristics. Competency development, among others, aims to improve employee performance and productivity, increase the organization's competitive advantage, encourage career development, deal with changes in technology and the work environment, and increase employee satisfaction and engagement. This is in line with Boyatzis' (2008) opinion that competency development is important to produce superior performance. According to him, competencies help individuals and organizations to achieve goals effectively, especially in the context of leadership and human resource development. Kram (1988) emphasizes that competency development helps individuals develop the skills necessary to advance their careers. According to him, competency development opens up opportunities for personal growth and development. Meanwhile, McClelland (1973) argues that competency development is important because certain competencies can predict an individual's success in a particular job or role. According to him, understanding and developing key competencies can help individuals achieve better performance. From the point of view of these experts, competency development is considered important because it can help individuals achieve better performance, advance their careers, produce excellence in the workplace, and face dynamic changes in the work environment. Through competency development, individuals can develop the skills, knowledge and attitudes required to succeed in their role or profession.

Dessler (2020) says that the development and application of competency models are important in human resource management because:

1. Helps identify employee needs, Competency models can be used to determine what skills are required by employees to succeed in their roles.
2. Performance evaluation, Competency models can be used as a basis for evaluating employee performance and providing constructive feedback.
3. Employee development planning, By understanding the required competency model, organizations can plan appropriate employee development programs.
4. Employee selection and recruitment, Competency models can also assist in the process of selecting and recruiting employees who have the skills and characteristics that match the needs of the company.

Dessler's competency model consists of behavioral competencies and technical competencies. Behavioral competencies refer to an individual's personality attributes, attitudes and behaviors that influence how they interact with others and work in the work environment while technical competencies refer to specific technical knowledge, skills and abilities that are directly related to the tasks or jobs performed by the individual.

Transformational Leadership

In general, Bennis (2009) defines leadership as the process of directing and influencing the activities of others for the achievement of group goals. Bass & Stogdill (1990) state that leadership is a series of processes that direct individuals in group efforts to achieve goals. Meanwhile, Daniel Goleman (1998) defines leadership as a combination of technical and personality abilities that enable a person to influence and motivate others. The opinions of some of these experts reflect various views on leadership as a process, ability, or quality that allows a person to influence others in achieving certain goals. Leadership often involves a combination of skills, attitudes, and behaviors that are effective in directing, motivating, and inspiring individuals or groups to achieve desired outcomes. Leadership helps in directing an organization's vision, mission, and goals. An effective leader is able to communicate clear direction to team or organizational members, providing focus and motivation to achieve set goals. Charismatic and influential leaders can inspire and motivate team members or employees to perform better. They are able to instill morale, boost confidence, and encourage individuals to reach their full potential. Good leaders help in developing talent and other leadership abilities within the organization. They promote the personal and professional development of team members and create an environment that supports individual growth. Strong leadership establishes a positive and inclusive organizational culture. They set high standards in ethics, integrity, and organizational values that encourage employee satisfaction, loyalty, and retention. Therefore, leadership serves not only as a manager of tasks and responsibilities, but also as an agent of change and motivation that can have a major positive impact on the growth and success of the organization. Effective leaders possess not only strong technical abilities but also personality qualities that enable them to influence, inspire, and guide others towards mutual success.

Robbins & Judge (2023) argue that transformational leadership is a leadership style that inspires followers to perform beyond expectations through personal influence, passion, and attention to individuals. In Northouse's view (2025) transformational leadership focuses on processes that create significant changes in individuals and social systems. Transformational leaders foster commitment, increase motivation, and create positive changes in the organization. Meanwhile, according to Avolio & Bass (2004), transformational leaders motivate subordinates to do more than expected by raising awareness of the importance of work results, encouraging self-development needs and prioritizing organizational interests over personal interests. The elements of transformational leadership according to Robbins & Judge (2023) are:

1. Idealized Influence, Leaders provide examples that can be emulated, show a high commitment to moral and ethical values, so as to gain the trust of subordinates.
2. Inspirational Motivation, Leaders convey a compelling and encouraging vision, creating optimism and enthusiasm for the future.
3. Intellectual Stimulation, Leaders encourage innovation and creativity, and invite subordinates to think critically and question old assumptions.
4. Individualized Consideration, Leaders treat each follower as a unique individual, providing personal attention, training, and guidance according to their individual needs.

Robbins & Judge emphasize that transformational leaders have the ability to change value consciousness, build commitment to greater goals, and improve overall subordinate performance.

Employee Engagement

MacLeod and Clarke (2009) defined employee engagement as when a person has a strong commitment to the organization and puts in extra effort to see the organization succeed. Blanchard (2018) links employee engagement to the concept of servant leadership, where leaders prioritize the needs and development of their employees. Employee engagement is the result of leaders empowering and inspiring their team members. Meanwhile, Kahn (1990) said that employee engagement is a mental state that occurs when someone feels physically, emotionally, and cognitively involved in their work. Meanwhile, Schaufeli and Bakker (2002) describe employee engagement as characterized by a positive, satisfying, and work-related state of mind characterized by 3 (three) dimensions, namely: vigor (work enthusiasm), dedication (dedication), and absorption (full involvement). Vigor is characterized by high energy levels and mental resilience while working and is motivated in the face of work challenges. Dedication is indicated by strong feelings of involvement in work, such as a sense of enthusiasm, inspiration, and pride in work. Dedicated employees see their work as meaningful and important. Absorption is a state where a person is fully focused and immersed in their work so that time seems to pass quickly. Employees who experience absorption have high concentration and are difficult to distract while working.

The level of employee engagement is often divided into 3 (three) categories based on the concept developed by Gallup (2016), namely:

1. Engaged

Engaged employees are those who feel emotionally, cognitively, and behaviorally connected to their work and organization. Employees are usually very enthusiastic about their work, have a strong understanding of the organization's goals, and actively seek ways to contribute positively. Engaged employees tend to be positive change-makers in the work environment and contribute significantly to the company's success.

2. Not Engaged

Non-engaged employees typically meet the minimum demands of their job and do not show strong enthusiasm or engagement. Employees may perform their jobs adequately, but lack the motivation to give their best or do more than expected. Non-engaged employees often do not have strong emotional ties to the organization and tend to look for opportunities elsewhere.

3. Actively Disengaged

Actively disengaged employees are the most detrimental to the organization. Not only are they not engaged or enthusiastic about their work, but they may also exhibit detrimental behaviors, such as spreading negativity in the workplace, resisting change, or even undermining team productivity. Actively disengaged employees can be a burden to the organization and can be detrimental to the well-being and performance of the team.

Identifying the level of employee engagement is important to help organizations understand where employees are and to develop strategies to improve employee engagement and well-being in relation to improving overall organizational performance.

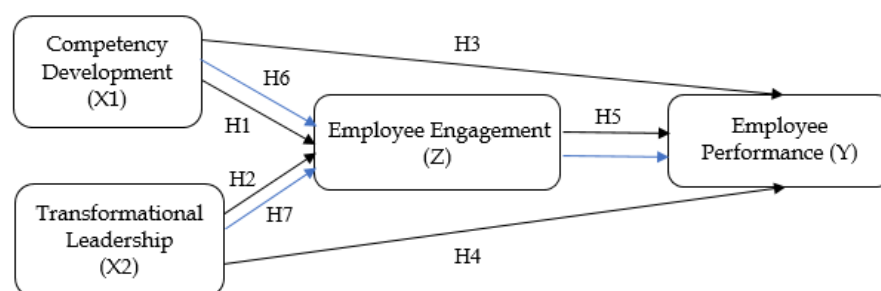


Figure 1. Conceptual Framework

Hypothesis:

1. H1 : Competency development has a positive and significant effect on employee engagement.
2. H2 : Transformational leadership has a positive and significant effect on employee engagement
3. H3 : Competency development has a positive and significant effect on employee performance.
4. H4 : Transformational leadership has a positive and significant effect on employee performance.

5. H5 : Employee engagement has a positive and significant effect on employee performance.
6. H6 : Competency development has a positive and significant effect on employee performance through employee engagement.
7. H7 : Transformational leadership has a positive and significant effect on employee performance through employee engagement.

METHODOLOGY

Research design according to Sugiyono (2017) is a strategy in research to obtain valid and reliable data to answer research questions and test hypotheses. Creswell (2018) argues that research design is a framework used to collect, analyze, and interpret data in a study to answer research questions in a systematic way. This research uses a quantitative approach with an associative research type, which is a hypothesis that states a relationship or relationship between two or more variables in a study. This approach aims to test whether there is a relationship between the variables studied, how strong the relationship is, and what is the direction of influence. The unit of analysis is the object or entity that is the main focus in a study, which is used as the basis for the data collection and analysis process. In this study, the unit of analysis used is employees at the General Secretariat of the Corruption Eradication Commission, who are the main subject in examining the effect of competency development and transformational leadership on employee performance with employee engagement as an intervening variable. Nazir (2017) states that population is a group of individuals with certain qualities and characteristics that have been determined to be studied by researchers. From the various definitions above, population can be interpreted as a group of individuals or objects that have certain characteristics and become the focus of research in a scientific study. In the context of this study, the population that is the object of study is all employees at the Secretariat General, totaling 194 people. Samples according to Sugiyono (2017) are part of the number and characteristics possessed by the population used in a study while Creswell (2018) argues that a sample is a group of individuals selected from a population to represent that population in research. In this study, researchers will take a probability sampling technique with simple random sampling because the population is homogeneous and has complete data. According to Creswell (2018) probability sampling is a sampling technique that uses random procedures, so that each member of the population has the same chance of being selected in the study, the slovin formula is used to find a representative sample of the total 194 population so that the sample size obtained is around 112 people.

The data source for this research is primary data. Sugiyono (2017) describes that primary data is data directly collected by researchers from the first source through methods such as interviews, observations, or questionnaires. Meanwhile, Sekaran & Bougie (2016) provide a view that primary data is data obtained directly from individuals or organizations that are the subject of research, without intermediaries. Data collection in this study was carried out using a questionnaire. Sugiyono (2017) explains that a questionnaire is a data collection technique that is done by giving a set of questions or written statements to respondents to answer. Sekaran & Bougie (2016) reveal that a questionnaire is

a list of questions designed to obtain specific information from respondents related to the research being conducted. The measurement uses a Likert scale to assess the level of agreement or individual perception of a statement on a graded scale, namely 1 - 5. Explanation and confirmation of the research results were carried out using SmartPLS software. This tool was chosen because of its ability to process and analyze data through the Structural Equation Modeling approach based on Partial Least Squares (SEM-PLS), which is considered very suitable for complex research models and not too large a sample size. According to Hair et al. (2017), SEM-PLS is a variance-based structural modeling approach used to estimate the relationship between latent constructs and their indicators (measurement model), as well as the relationship between latent constructs (structural model). This approach also allows researchers to be more flexible in dealing with data that is not normally distributed and focus on the predictive aspects of the model.

Table 5. Research Object

Demographics	Characteristics	Number	%
Gender	Male	67	59,82%
	Female	45	40,18%
	Total	112	100,00%
Age	<30 years old	25	22,32%
	30-39 years old	49	43,75%
	40-49 years old	36	32,14%
	>50 years	2	1,79%
	Total	112	100,00%
Last Education	High School Equivalent	28	25,00%
	Diploma	15	13,39%
	S1	47	41,96%
	Master's degree and above	22	19,64%
	Total	112	100,00%
Position	Executive	53	47,32%
	Administrator Position	2	1,79%
	Intermediate Expert Functional Officials	2	1,79%
	Junior Expert Functional Officials	10	8,93%
	First Expert Functional Officials	17	15,18%
	Advanced Functional Officials	20	17,86%
	Skilled Functional Officials	7	6,25%
	Middle High Leadership Officials	1	0,89%
	Total	112	100,00%

Agency tenure	< 1 year	20	17,86%
	1 - < 5 years	12	10,71%
	5 - < 10 years	38	33,93%
	10 - < 15 years	25	22,32%
	15 - < 20 years	16	14,29%
	> 20 years	1	0,89%
	Total	112	100,00%
Period of service at the KPK Secretariat General	< 1 year	24	21,43%
	1 - < 5 years	17	15,18%
	5 - < 10 years	38	33,93%
	10 - < 15 years	23	20,54%
	15 - < 20 years	9	8,04%
	> 20 years	1	0,89%
	Total	112	100,00%

RESULTS AND DISCUSSION

Convergent Validity

Convergent validity is the extent to which multiple indicators designed to measure the same construct actually show a high degree of consistency in representing the construct. Loading ≥ 0.70 is considered very good, as it indicates that more than 50% of the indicator variance is explained by the construct.

Table 6. Outer Loading

	Transformational Leadership	Employee Engagement	Performance	Competency Development
x1.10				0,735
x1.11				0,762
x1.2				0,846
x1.3				0,826
x1.4				0,810
x1.5				0,754
x1.6				0,736
x1.8				0,725
x2.1	0,810			
x2.2	0,819			
x2.3	0,810			
x2.4	0,863			
x2.5	0,882			
x2.7	0,819			
x2.8	0,787			
y1			0,747	
y2			0,724	
y3			0,782	
y4			0,759	
y5			0,754	

y6			0,821	
z1		0,704		
z2		0,837		
z3		0,821		
z4		0,855		
z5		0,828		
z6		0,852		

Outer loading value of each indicator > 0.70. All indicators in the reflective model are convergently valid because they have high loading values and are suitable for further analysis

Discriminant Validity

According to Hair et al. (2021), discriminant validity ensures that certain constructs do not overlap with other constructs, either theoretically or empirically. In other words, indicators used to measure one construct should not be more correlated with other constructs than with the original construct itself. Hair et al. (2021) suggest two main approaches that should be used complementarily to evaluate discriminant validity in SEM-PLS :

Table 7. Fornell-Larcker Criterion

	Transformational Leadership	Employee Engagement	Performance	Competency Development
Transformational Leadership	0,882			
Employee Engagement	0,817	0,918		
Performance	0,798	0,780	0,854	
Competency Development	0,823	0,845	0,824	0,875

The diagonal value (root AVE) of each construct is greater than the correlation between other constructs. All diagonals ($\sqrt{\text{AVE}}$) are greater than other horizontal correlations, which means that discriminant validity is met based on the Fornell-Larcker criterion.

Table 8. HTMT

	Transformational Leadership	Employee Engagement	Performance	Competency Development
Transformational Leadership				
Employee Engagement	0,656			
Performance	0,690	0,779		
Competency Development	0,786	0,706	0,812	

All HTMT values are below the 0.90 threshold. No HTMT value approaches or exceeds 0.90, which means that each construct in the model shows a significant enough difference and there is no multicollinearity between constructs so that discriminant validity is strictly and statistically fulfilled

Construct Reliability and Validity

Construct reliability and validity are measures that show how consistently the indicators in one construct are able to measure the construct stably and consistently. In other words, construct reliability describes the extent to which an instrument or questionnaire can produce the same results when used repeatedly under the same conditions

Table 9 Reliability and Validity Test

	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
Transformational Leadership	0,923	0,924	0,938	0,685
Employee Engagement	0,900	0,904	0,923	0,669
Performance	0,849	0,857	0,888	0,569
Competency Development	0,905	0,906	0,923	0,601

All constructs are reliable and convergently valid. The measurement model has high statistical power to proceed to the structural model analysis (inner model).

R-Square

R² indicates the extent to which endogenous variables are explained by exogenous constructs. The higher the R², the greater the proportion of variance in the dependent construct that can be explained by the independent constructs.

Table 10. R-Square

	R Square	Adjusted R Square
Employee Engagement	0,907	0,905
Performance	0,908	0,906

With a value of 0.907, employee engagement is substantially explained by two exogenous constructs: competency development and transformational leadership. With a value of 0.908, employee performance is also substantially explained, both directly by the exogenous constructs and indirectly through employee engagement as a mediator

F-Square

F-Square (f²) is used to assess the individual effect of each exogenous construct on endogenous constructs in the structural model. F² shows how much the R² value of an endogenous construct changes if certain exogenous constructs are removed from the model

Table 11. F-Square

	Transformational Leadership	Employee Engagement	Performance	Competency Development
Transformational Leadership		0,184	0,013	
Employee Engagement			0,791	
Performance				
Competency Development		0,704	2,236	

Competency development has a very large effect on employee performance ($f^2 = 2.236$), indicating that competence is the main lever of performance. Employee engagement also has a large effect and plays a very important role in improving performance ($f^2 = 0.791$). In contrast, transformational leadership had no significant effect on employee performance ($f^2 = 0.013$), but still played a moderate role in shaping engagement ($f^2 = 0.184$).

Q-Square

Q-Square (Q^2) is a measure of predictive relevance in PLS-SEM. The Q^2 value is obtained from the blindfolding technique, and measures the ability of the model to predict indicators of endogenous constructs

Table 12. Q-Square

	SSO	SSE	$Q^2 (=1-SSE/SSO)$
Transformational Leadership	784,000	358,281	0,543
Employee Engagement	672,000	313,596	0,533
Performance	672,000	433,491	0,355
Competency Development	896,000	484,672	0,459

The Q^2 value for all variables is > 0.35 , which means that the model has very good predictive ability

Hypothesis Test

Table 13. Hypothesis Test

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STD EV)	P Values
Transformational Leadership -> Employee Engagement	0,302	0,317	0,101	2,988	0,003
Transformational Leadership -> Employee Performance	0,228	0,218	0,122	1,859	0,066

Employee Engagement -> Employee Performance	0,883	0,866	0,134	6,597	0,000
Competency Development -> Employee Engagement	0,666	0,652	0,100	6,640	0,000
Competency Development -> Employee Performance	1,538	1,531	0,128	11,973	0,000
Transformational Leadership -> Employee Engagement -> Employee Performance	0,266	0,274	0,097	2,757	0,007
Competency Development -> Employee Engagement -> Employee Performance	0,588	0,565	0,124	4,761	0,000

Effect of Competency Development on Employee Engagement (H1)

The positive coefficient value of 0.666 indicates that every increase of 1 standard unit in competency development will increase employee engagement by 66.6% of the standard unit. This value is quite large and shows a strong influence. The t-statistic value = 6.640 > 1.96 and the p value = 0.000 < 0.05 which shows that competency development has a positive and significant effect on employee engagement (H1) is accepted. This means that when employees feel that the organization pays attention to developing their skills, knowledge, and professionalism, their level of engagement will increase significantly.

Effect of Transformational Leadership on Employee Engagement (H2)

The positive coefficient value of 0.302 indicates that every increase of 1 standard unit in transformational leadership will increase employee engagement by 30.2% of the standard unit. The t-statistic value = 2.988 > 1.96 and the p value = 0.003 < 0.05 which shows that transformational leadership has a positive and significant effect on employee engagement (H2) is accepted. Leaders who inspire, value new ideas, and understand team needs are able to foster a sense of belonging and loyalty.

Effect of Competency Development on Employee Performance (H3)

The positive coefficient value of 1.538 indicates that every increase of 1 standard unit in competency development will increase employee performance by 153.8% of the standard unit. The t-statistic value = 11.973 > 1.96 and the p value

= 0.000 < 0.05 which shows that competency development has a positive and significant effect on employee performance (H3) is accepted. Proper training and development can produce employees who are more adaptable, more productive, and more professional.

Effect of Transformational Leadership on Employee Performance (H4)

The t-statistic value = 1.859 < 1.96 and the p value = 0.066 < 0.05 which shows that transformational leadership has no significant effect on employee performance (H4) is rejected. Transformative leaders do not necessarily directly drive technical performance if employee engagement has not been formed. Leadership functions as a catalyst when employees feel psychologically and emotionally connected to the mission.

Effect of Employee Engagement on Employee Performance (H5)

The positive coefficient value of 0.883 indicates that every increase of 1 standard unit in employee engagement will increase employee performance by 88.3% of the standard unit. The t-statistic value = 6.597 > 1.96 and the p value = 0.000 < 0.05 which shows that employee engagement has a positive and significant effect on employee performance (H5) is accepted. Employees who feel engaged will show a high work ethic, complete tasks on time, and work voluntarily beyond expectations.

The Effect of Competency Development on Employee Performance Through Employee Engagement (H6)

The positive coefficient value of 0.588 indicates that the indirect effect of competency development on performance through engagement is 58.8%. The t-statistic value = 4.761 > 1.96 and the p value = 0.000 < 0.05 which shows that competency development has a positive and significant effect on employee performance through employee engagement (H6) is accepted. When competence increases, attachment also increases, and subsequently has an impact on better performance.

Effect of Transformational Leadership on Employee Performance through Employee Engagement (H7)

The positive coefficient value of 0.266 indicates that the indirect effect of transformational leadership on performance through engagement is 26.6%. The t-statistic value = 2.757 > 1.96 and the p value = 0.007 < 0.05 which shows that transformational leadership has a positive and significant effect on employee performance through employee engagement (H7) is accepted. A good leader is able to create a sense of engagement, and from there employee performance increases.

CONCLUSION AND RECOMMENDATION

The Better the Competency Development, the Better the Employee Engagement of the General Secretariat of KPK

Every employee capacity building program, whether technical, managerial, or conceptual in nature, contributes significantly to increasing employees' sense of attachment to the organization. The KPK General Secretariat continues to encourage systematic competency development to create a work atmosphere that encourages employees to continue learning, innovating, and feeling more confident in carrying out their duties. Employees face complex tasks, ranging from state budget management, procurement of goods and services, to strict and transparent digital-based administrative systems. In this context, technical skills such as mastery of financial applications, electronic reporting systems, and understanding of internal and external regulations continue to be a concern. Institutions provide continuous training and learning, so that employees feel they are given room to grow and develop. This emotionally increases their attachment to the institution, as they feel valued and considered an important part of the system.

The Better the Transformational Leadership, the Better the Employee Engagement of the General Secretariat of KPK

Transformational leaders not only rely on formal power, but also lead by moral example, clear vision, and attention to the individual needs of employees. In the context of an organization that upholds high integrity such as the KPK, transformational leadership is key to fostering deep employee engagement. This kind of leadership is seen in superiors or unit leaders who are open to subordinate suggestions, support career development, and actively provide constructive feedback. Employees feel that their leaders understand work challenges, value initiative and encourage innovation, so they feel more emotionally connected to their tasks and institutions. This is important in creating an anti-corruption work culture that is not only rule-abiding, but also value-driven.

The Better the Competency Development, the Better the Performance of KPK General Secretariat Employees

Competency development of KPK Secretariat General employees results in outputs that have relevant knowledge and skills, work more efficiently, produce quality outputs, and are able to complete work independently. The ability to carry out administrative tasks such as budgeting, recording assets, documenting activities, and preparing performance reports is obtained through training, work experience, and strengthening regulations to improve work accuracy and reduce bureaucratic errors. In addition, they are able to carry out innovations, such as the adoption of information technology in reporting, electronic document processing, and monitoring of internal activities.

Transformational Leadership Does Not Affect the Performance of KPK General Secretariat Employees

Within the KPK General Secretariat, the effectiveness of transformational leadership is only felt strongly if it is accompanied by communication that builds emotional and psychological closeness between superiors and subordinates. Many superiors have shown exemplary leadership and transparency, but the real impact

on performance is more effective if employees feel that they are fully involved, including in decision-making, self-development, and achievement recognition.

The Better the Employee Engagement, the Better the Performance of KPK General Secretariat Employees

KPK Secretariat General employees who are cognitively, emotionally, and physically engaged in their work show high productivity, are able to complete tasks faster, and show initiative beyond formal responsibilities. Employees work in a challenging environment, both in terms of bureaucracy, time pressure, and high public expectations. Employees with high engagement are more eager to be on time, active in discussions, do not hesitate to propose system improvements, and show loyalty to the institution even in difficult situations. Attachment also makes employees more prepared for changes, such as policy shifts or adjustments to digital work systems.

The Better the Competency Development, the Better the Employee Performance Through Employee Engagement of KPK General Secretariat

Employee development strategies include two aspects, namely capacity building (skills and knowledge) and the establishment of a psychologically binding work environment that has been provided and associated with meaningful work experiences and challenging responsibilities, making employees feel that their competencies are truly used and valued, encouraged to complete tasks with high initiative, maximum efficiency, and full dedication.

The Better the Transformational Leadership, the Better the Employee Performance Through Employee Engagement of the Secretariat General of KPK

Within the KPK General Secretariat, the organizational structure tends to be formal and hierarchical but is also balanced with a humanistic and inspirational leadership approach. Leaders give trust, appreciate work results, and understand the personal and professional needs of subordinates, thus generating higher work motivation. Leaders are able to facilitate open dialog, provide positive feedback, and understand the needs of staff so as to create a conducive work atmosphere, and increase staff morale. This attachment bridges employees' emotional connection to the organization and makes them work more responsibly and perform beyond formal expectations.

In the compensation development variable, the statement with the lowest average value is x1.12 (I participated in training or development to improve technical skills) with an average value of 4.41. Although still in the good category, this item has the lowest average score among all statements. Only 46 respondents (41.07%) strongly agreed, and 66 respondents (58.93%) agreed. No respondents chose neutral or disagree, but the intensity of the "Strongly Agree" response was lower than other statements. This value indicates that participation in training or technical competency development programs has not been evenly distributed or not optimal for all employees. The frequency of training, accessibility of development programs, or relevance of training materials to employees' technical needs still need to be improved.

On the transformational leadership variable, the statement with the lowest score is x2.8 (my supervisor provides guidance and support according to individual needs) with an average score of 4.55. Although the score is still high and in the "good" category, this score is the lowest compared to other statements. This

statement is included in the individualized consideration indicator, which is the extent to which leaders pay personal attention to the needs, strengths, and weaknesses of each team member. The existence of 11 respondents (9.82%) who answered "Neutral" to this statement signals that not all employees feel guidance or support that really suits their individual needs. This could be due to the leader's workload, time constraints, or a work system that does not fully support an optimal individualized approach. These results indicate the need for improvement in the individualized consideration aspect, so that each individual feels they are getting guidance and support that is more in line with their personal needs.

In the employee engagement variable, the statement with the lowest average score is statement z1 (I feel full of energy when carrying out work tasks) with an average score of 4.66. Although the value is still relatively high, statement z1 is the lowest compared to other statements. A total of 75 respondents (66.96%) stated 'Strongly Agree', 36 people (32.14%) answered 'Agree', and only 1 person (0.89%) answered 'Neutral'. No one stated 'Disagree' or 'Strongly Disagree'. The slightly lower score on this statement compared to others may indicate that the physical energy or vitality aspect of employees varies slightly more than other aspects such as pride, enthusiasm, or focus. Although still in the excellent category, this result could be a managerial concern, for example in providing adequate rest time, workload management, or work-life balance programs.

In the performance variable, the statement with the lowest average value is y2 (I understand well the responsibilities in the job) with an average value of 4.58. Although the average value of y2 is still relatively high (4.58), it is the lowest compared to other indicators. This means that there is still a little doubt or vagueness from a small number of employees regarding the boundaries, expectations or scope of responsibilities in their work. This can be a signal for management to ensure that all employees deeply understand the job description, work targets, and their respective roles in supporting the organization's mission.

FURTHER STUDY

Although this research has been carried out with careful planning and relevant scientific approaches, there are several limitations that need to be noted, both in terms of methodology and practical context in the field. These limitations are important considerations in interpreting the results and open up opportunities for further research development in the future. The limitations are as follows:

1. Population Scope Limited to One Organizational Unit

This study only focused on one work environment, namely employees at the Secretariat General of the Corruption Eradication Commission. Although this unit has a vital role in supporting the overall institutional function of the KPK, the findings cannot be fully generalized to all work units at the KPK or other government institutions, which may have different organizational characteristics, work cultures, and task loads.

2. Use of Quantitative Approach with Closed-End Questionnaire

This research method uses a pure quantitative approach through a Likert scale-based closed questionnaire instrument. This approach is effective in measuring the relationship between variables statistically, but has limitations in exploring deep perceptions, emotional experiences, or psychological dynamics felt

by employees contextually. Thus, the nuances of social and organizational culture may not be fully described.

3. Limited Research Variables

The independent variables used in this study are limited to two main aspects, namely competency development and transformational leadership, with employee engagement as the mediating variable. Still, there are other factors that also have the potential to affect employee performance, such as organizational climate, work-life balance, technology support, and reward and punishment systems. These limitations have implications for the coverage of theoretical models that are not yet fully comprehensive.

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