



Moderation of Supervision in the Influence of Competence and Work Motivation on the Performance of Government Goods/Services Procurement Executors in the Prevention of Corruption Crime: Empirical Study at Universitas Sriwijaya



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Keywords

*competence;
performance;
services procurement
executors;
supervision;
work motivation;*

Abstract

This research aims to obtain empirical evidence by knowing and analyzing competence and motivation on employee performance with supervision as a moderating variable at Sriwijaya University; this research uses a quantitative approach. The sampling technique in this study was a saturated / census sampling technique, and data collection using a questionnaire. The population selected as a sample represents a population of 120 people. The results show that the competence possessed by the executor of government procurement of goods/services at Universitas Sriwijaya is good enough to improve performance in preventing criminal acts of corruption. Furthermore, good employee performance can be influenced by employee motivation. In addition, supervision becomes a moderating variable in the influence of the competence of procurement executors so that it positively impacts improving performance. The leadership of Sriwijaya University is expected to pay more attention to what factors might cause an increase or decrease in employee performance so that policies can be sorted out that are more effectively used in increasing employee motivation and morale.

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1 Introduction

Transparency International has released the results of the Corruption Perception Index (CPI) for the 2022 measurement year worldwide. The results show that Indonesia scored 34/100 and ranked 110 out of 180 countries surveyed. This is the most drastic drop in the index since 1995 (Indonesia Corruption Watch, 2022). In the last five years, the number of corruption cases and the value of state losses have increased. In the semester of 2022, there were 252 corruption cases with a potential state loss value of IDR 33.665 trillion and 612 suspects. Of the 252 instances successfully revealed by law enforcement officials, 147 points, or 58.33%, were cases of public procurement of goods/services. The high number of corruption cases over the past 5 years in the procurement of goods/services has made stakeholders and implementers of goods/services procurement afraid, feel incapable, and refuse to be part of the implementers of government procurement of goods/services, which has an impact on the decline in the performance of goods/services procurement (Indonesia Corruption Watch, 2022).

Sriwijaya University is one of the largest state universities in Indonesia; according to the Regulation of the Minister of Research, Technology, and Higher Education Number 17 of 2018 concerning the Statute of Sriwijaya University, has a vision "To become a leading research-based university that excels in various fields of science and technology" (Laporan Kinerja UNSRI, 2021). In the Strategic and Business Plan (RSB) of the Public Service Agency (BLU) of Sriwijaya University for 2020-2024, there are 6 (six) strategic goals, one of which is strategic goal number 6, namely "Improving participatory, transparent, and accountable higher education governance within Sriwijaya University." One strategy to improve higher education governance is organizing Government Procurement of Goods/Services that are of the right quality, right amount, and on time (Laporan Kinerja UNSRI, 2021)

According to [Dessler \(2020\)](#), performance is a comparison between the results of work achieved by a person and the work standards set by the company. The results of work (output), both quality and quantity, achieved by HR unity over time in carrying out its duties by the responsibilities given to it. Performance is the final result given by individuals or employees to attain the goals of an organization, whether the performance is good or bad ([Robbins, 2018](#)).

In implementing Government Procurement of Goods/Services at Sriwijaya University, there are often problems and obstacles faced by procurement executors that impact the non-optimal performance of goods/services procurement at Sriwijaya University. The number of construction work projects at Sriwijaya University that experienced delays until they passed the highest budget year in the last three years occurred in 2022, namely 5 contracts. This indicates that the performance indicators of the executor of goods/services procurement, namely the timeliness aspect, have yet to be achieved (Data Pelaksana Kontrak UNSRI, 2023).

In addition to timeliness, the performance of service procurement implementers at Sriwijaya University can also be measured by the occurrence of findings in the BPK RI examination report. During 2012-2021, the incidence of financial audit findings by BPK RI on Sriwijaya University was still relatively high, one of which was due to the lack of optimal internal and external supervision (LHP et al. - SPI UNSRI, 2022). Supervision is a function in functional management that must be carried out by every leader of all units/work units to implement work in their environment ([Kadarisman, 2019](#)). Supervision is observing the implementation of all organizational activities to ensure that all work being carried out is by a predetermined plan ([Daulay, 2019](#)).

The Management of Sriwijaya University in the last 5 years (2017-2021) has collaborated with external parties through guidance, consultancy, review, and assistance to improve supervision over the procurement of government goods/services at Sriwijaya University. According to SPI and UKPBJ UNSRI data (2022), all procurement executors at Sriwijaya University have fulfilled their formal educational background, whereas 81.00% of procurement executors have completed their master's degree. Competence can also be seen from

As'ari, R., Perizade, B., & Isnurhadi, I. (2023). Moderation of supervision in the influence of competence and work motivation on the performance of government goods/services procurement executors in the prevention of corruption crime: Empirical study at Universitas Sriwijaya. International Journal of Social Sciences and Humanities, 7(3), 220-234. <https://doi.org/10.53730/ijssh.v7n3.14675>

the employee's tenure/experience in carrying out tasks in their field ([Lam & Gurland, 2008](#); [Paulsson et al., 2005](#); [Polinsky & Shavell, 2001](#)).

Most procurement executors employees have less than 5 years of experience, which is 75.00%. Work experience is decisive for executors of goods/services procurement in mastering their work; employees who have worked in their fields for a long time are more competent and able to complete work and contribute positively to performance (SPI and UKPBJ UNSRI, 2022).

Less than half of employees have a basic expert competency certificate, 18.00% (SPI and UKPBJ UNSRI, 2022). Goods / Services Procurement Executors who still need a basic competency certificate (not yet competent) are SPM Signatories, Financial Managers, PPK Support Team, SPI, and Supervisory Consultants. A basic level certificate of competency for Goods / Services Procurement Experts is the main requirement for employees to be appointed Commitment Officers (PPK). These positions in government procurement of goods/services have the authority to sign contracts (Lembaga Kebijakan Pengadaan Barang/Jasa Pemerintah, 2021).

The current phenomenon is that the State Civil Apparatus (ASN) in several government agencies refuses to be appointed as a Commitment Making Officer (PPK). One of them is the data released (Kompas, 2022) showing that in 2022, 18 PPK and Field Supervisors in the Muaraenim Regency Government resigned from their positions. This condition is in line with the results of research conducted by [Marlina \(2020\)](#), which concluded that the two causes of ASN not being willing to become PPK are (1) There is intervention from external parties so that PPK is not independent in carrying out its primary duties and functions and (2) There is a fear factor of criminal risk and a heavy workload factor ([Kugler et al., 2005](#); [Marjit & Shi, 1998](#); [Gamba et al., 2018](#); [Emmanuel et al., 2017](#)).

Based on data recorded at SPI UNSRI during 2022, UNSRI leaders consistently gave directions to increase work motivation to the executors of goods and services procurement on every occasion, primarily related to hard work, future orientation, and time utilization. According to UNSRI's invitation data and meeting minutes (2023), during 2022, UNSRI leaders consistently motivated the executors of goods/services procurement at every stage to improve the quality of work motivation of the executors of goods/services procurement. Through the direction given by the leadership, it can motivate and improve understanding of work and get solutions to problems faced in the field.

The author finds several problems regarding the performance of executors of goods/services procurement, including the need for more competence and motivation of procurement executors in carrying out procurement control. Other impacts arising from these problems are (1) Administration that needs to be orderly and (2) repeated inspection findings from BPK / RI, BPKP, Itjen Kemendikbud, and SPI UNSRI. Research conducted by [Hawa et al. \(2019\)](#), found that supervision and motivation affect performance at the South OKU Muaradua Hospital. Research conducted by [Larosa & Pane \(2021\)](#), found that the variables of motivation and supervision have a positive and significant effect on the performance of the Gunungsitoli City Transportation Office employees. Research conducted by [Nurjaya & Rizal \(2021\)](#), also found that the variables of supervision and motivation have a positive and significant effect on professional competence.

The same research results were also revealed by [Kurniasih \(2022\)](#). Nining found that motivation and competence together affected the performance of Nurses at the Tandang Pavilion Installation at the Sumedang Regency Regional General Hospital. Research conducted by [Putri et al. \(2019\)](#), found that motivation variables have a positive and significant effect on auditor performance, and supervision actions strengthen the effect of motivation on auditor performance.

Literature Review

Agency theory

[Jensen & Meckling \(1978\)](#), define agency relationship as "a contract by which one or more persons (the principal) hire another person (the agent) to perform some service on their behalf which involves delegating some decision-making authority to the agent". The agency theory coined by [Jensen & Meckling \(1978\)](#), describes the agency relationship as a relationship that arises because of a contract established by the principal (the people) who use the agent (the government) to perform services that use the agent (the government) to perform services that are in the interest of the people.

Competition theory

According to [Wibisono et al. \(2022\)](#), competence is the ability to carry out or perform a job or task based on skills and knowledge and supported by the work attitude required by the job. Competence also shows the characteristics of knowledge and skills possessed or required by each individual that enable them to effectively perform their duties and responsibilities and improve professional quality standards in their work. [Dessler \(2020\)](#) states that the importance of employee competence is as follows: (i) To know how to think critically about cause and effect, (ii) to Understand sound measurement principles, (iii) to ensure causal relationships, and (iv) to Communicate the results of strategic human resource work to superiors.

Some aspects contained in the concept of competence, according to [Sugiyanto & Santoso \(2018\)](#), are as follows: (i) Knowledge (knowledge), (ii) Understanding (understanding), (iii) Ability / Skill (skill); (iv) Value (value); (v) Attitude (attitude); and (vi) Interest (interest). Human resources can survive because they have managerial competence, namely the ability to formulate the company's vision and strategy and obtain and direct other resources to realize the vision and implement the company's strategy.

Job motivation

According to [Dewi et al. \(2022\)](#), motivation is a process that refers to a person's efforts where the person is energized, directed, and sustained toward achieving a goal. [Mullins & McLean \(2019\)](#), says that, in general, motivation can be interpreted as direction and persistence in action. [Mullins & McLean \(2019\)](#), revealed several kinds of motivation theories, namely (1) Maslow's Hierarchy of Needs Theory, (2) Alderfer's ERG Needs Theory, (3) Herzberg's Two-Factor Needs Theory, and (4) McClelland's Achievement Needs Theory. First, Maslow's Hierarchy of Needs Theory, Abraham Maslow's theory suggests that a person will continue to be motivated by opportunities for self-fulfillment as long as other needs are still being satisfied; the greater the need is satisfied, the stronger the employees will be to develop their performance.

Second, Clayton P. Alderfer's ERG Motivation Theory. According to ERG theory, any type of need will affect individual behavior at a certain time. ERG theory contains a unique frustration-regression principle, where according to this principle, a lower level need that has been satisfied can be met again and affect behavior if higher level needs can be satisfied.

Third, Herzberg's Two-Factor Need Theory. The two-factor theory was developed by Frederick Herzberg. Two factors cause a sense of satisfaction or dissatisfaction, namely maintenance factors and motivating factors. Maintenance factors include administration and company policies, quality of supervision, relationships with supervisors, relationships with subordinates, wages, job security, and status while motivating factors include encouragement of achievement, recognition, advancement, work-it-self, development opportunities, and responsibility.

Fourth, McClelland's Achievement Needs Theory. David McClelland, in his theory, emphasizes that a person's needs are formed through the learning process and are obtained in interaction with the environment. McClelland's approach to motivation emphasizes the importance of three kinds of needs, namely: (1) Achievement needs, (2) Need for power, and (3) Affiliation needs.

Supervision

According to [Siagian et al. \(2018\)](#), supervision as one of the organic functions of management is observing all organizational activities to better ensure that all work being carried out is in accordance with a predetermined plan. The objectives of supervision, according to [Akhtar et al. \(2017\)](#), are as follows: (1) Stop or eliminate errors, deviations, irregularities, waste, and obstacles; (2) Prevent the recurrence of errors, deviations, waste, and obstacles; and (3) Improve the smooth operation of construction projects.

The principles of supervision according to [Silalahi \(1992\)](#), are: (1) Supervision must take place continuously along with the implementation of activities or work; (2) Supervision must find, assess and analyze data about the implementation of work objectively; and (3) Supervision is not merely to find fault but also to look for or find weaknesses in the implementation of work; (4) Supervision must provide guidance and direct to facilitate the implementation of work in achieving goals; (5) Supervision does not hinder the

implementation of work but must create efficiency (beneficial results); (6) Supervision must be flexible; (7) Supervision must be oriented towards plans and goals that have been set (Planned Objective Oriented). (8) Supervision is carried out mainly at strategic places or activities that are very decisive or controlled by Exception; (9) Supervision must bring and facilitate corrective action (Corrective Action).

According to [Handoko \(2017\)](#), there are several indicators in the supervision process, namely: (1) Setting standards; (2) Determination of job measurement/assessment; (3) Measurement of job implementation; (4) Comparison of implementation with standards and analysis of deviations; and (5) Correction of deviations. According to [\(Robbins, 2018\)](#), it consists of four dimensions: standards measurements, comparison, and action. The four dimensions of supervision, which are the reference or grand theory underlying the research, are as follows: (1) The dimension of setting standards; (2) The dimension of measurements; (3) The dimension of comparing; and (4) The dimension of taking action.

Performance

Performance, according to [Dessler \(2020\)](#), is work performance, which is a comparison between the results of work achieved by a person and the work standards set by the company. The results of work (output), both quality and quantity, achieved by HR unity over some time in carrying out its work duties by the responsibilities given to it. Performance is the final result given by individuals or employees in achieving the goals of an organization, whether the performance is good or bad.

The concept of [Agarwal \(2019\)](#), proposes six criteria for measuring employee performance, namely: (1) Quality, concerning the extent to which the process or results of carrying out activities approach the expected goals; (2) Quantity, concerning the amount produced, for example, the number of Rupiah, the number of units, the number of cycles, activities completed, (3) Timelines, the extent to which an activity is completed according to a predetermined time, (4) Cost-Effectiveness, The extent to which the level of use of organizational resources (human, financial, technological, material), (5) Need for supervisor, the extent to which an official can carry out work without requiring supervisory supervision, and (6) Interpersonal impact, concerning the extent to which employees maintain self-esteem, good name and cooperation among employees.

The dimensions in performance appraisal, according to [Dessler \(2020\)](#), are (1) Quality, including accuracy, thoroughness, and acceptable work appearance; (2) Productivity, including quality and efficiency of work produced; (3) Working knowledge, including technical, practical and information skills used in work, (4) Reliability, including completion of tasks, effort, and follow-up, (5) Availability, including work breaks and attendance records, and (6) Independence, namely: performing a wider range of work with little or no supervision.

According to [Robbins \(2018\)](#), performance indicators are tools to measure how much employee performance has been achieved. Indicators for measuring employee performance are 1) Work Quality, 2) Quantity, 3) Timeliness, 4) and 5) Independence. In connection with the size of the work performance assessment employee performance [\(Robbins, 2018\)](#), the factors that affect performance are as follows: (1) Quantity of work, (2) Quality of work, and (3) Timeliness.

Research hypothesis

The hypotheses proposed to give direction to the study are as follows:

- 1) Competence has a positive and significant effect on the performance of procurement executors;
- 2) Motivation has a positive and significant effect on the performance of procurement executors;
- 3) Supervision significantly moderates the effect of competence and motivation on performance.

2 Materials and Methods

Design and sample

In this study, the authors used a quantitative approach. The hypothesis that has been formulated will be tested to determine the effect between the variables in this study. This study examines competence and motivation on employee performance with supervision as a moderating variable at Sriwijaya University. The sampling technique in this study was a saturated / census sampling technique, and data collection using a questionnaire. This research design is determined by the variables used in the study, namely ability, motivation, supervision, and employee performance. In connection with the research to be carried out, the population in this study are all personnel involved in procuring goods and services, starting from the planning, budgeting, and implementation to the completion and accountability of the procurement of goods and services. Personnel in the population selected as samples represent a population of 120 people.

Data collection method

The data collection technique in this study used a questionnaire. The questionnaire is a primary data collection technique that gives respondents a set of questions or written statements to answer. In this study, the authors distributed questionnaires directly to the Goods / Services Procurement Executive at Sriwijaya University. The distribution of this questionnaire aims to determine the respondents' opinions regarding the effect of ability and motivation on the performance of goods/services procurement executors with supervision as a moderating variable. Furthermore, the researcher used the Likert scale method to determine the measurement of respondents' answers in this study, which used a research instrument in the form of a questionnaire. According to [Sugiono & Safitri \(2019\)](#), the Likert scale measures the attitudes, opinions, and perceptions of a person or group of people about social phenomena.

Instruments and analysis techniques

Descriptive analysis

Descriptive statistics is a method that describes or gives an overview of the object under study through data or samples that have been collected without analyzing and making conclusions that apply to the public. In other words, descriptive analysis takes problems or focuses on the issues as they are when the research is carried out, and the research results are then processed and analyzed to conclude.

Quantitative analysis

Quantitative data from questionnaires distributed to respondents were analyzed using Structural Equation Modeling (SEM) analysis using partial least square (PLS) software. Analysis in PLS is carried out in three stages, namely:

- 1) Testing the Measurement Model (Outer Model)
- 2) Testing the structural model (Inner Model)
- 3) Hypothesis testing

Instrument test

Before collecting data from all samples, an instrument test is first carried out to determine the accuracy of the research instrument. Instrument testing in this study was conducted through validity and reliability tests on partial least square (PLS) software and data transformation with the successive interval method (MSI). Tests carried out on instrument testing include (1) Validity Test, (2) Reliability Test, and (3) Successive Interval Method (MSI).

Partial least square (PLS) method

PLS can be used on any type of data scale (nominal, ordinal, interval, ratio) as well as more flexible assumption requirements. PLS is also used to measure the relationship between each indicator and its construction.

Moderating variable test

This test will show an increase or decrease in the variable relationship. Usually, if there is no significant relationship in the independent variable from the interaction between the moderator and the dependent variable, then the moderating effect does not exist. Classification of Moderating Variables can be classified into 4 types (Solimun, 2017), namely:

- 1) Pure Moderation Variable (Pure Moderator)
- 2) Quasi Moderation Variable (Quasi Moderator)
- 3) Potential Moderation Variable (Homologer Moderator)
- 4) Moderation Predictor Variable (Predictor Moderation Variable)

This moderating variable only plays a role as a predictor variable in the relationship model formed. The moderating variable in this study is included in the Quasi Moderator Variable. Because the moderating variable interacts with the independent variable at the same time as the independent variable. The MRA (Moderated Regression Analysis) Model Regression Equation is as follows:

$$Y_i = \alpha + \beta_1 X_{1i} + \beta_2 X_{2i} + \beta_3 X_{1i} X_{2i} + \epsilon$$

Hypothesis test

F-Test

F-test is a method used to test the effect of independent variables together on the dependent variable.

$$F_{\text{Count}} = \frac{R^2 (k-1)}{(1-R^2)/(N-k)}$$

T-Test

A partial (t-test) or individual significant test is used to test whether an independent variable has an effect or not on the dependent variable.

The coefficient of determination

The coefficient of determination shows a proportion of the variance that can be explained by the regression equation to the total variance. The coefficient of determination is formulated as follows:

$$F_{\text{hitung}} = \frac{n(a \cdot \sum y + b_1 \cdot \sum y_1 + b_2 \cdot \sum y_2 + b_3 \cdot \sum y_3) - (\sum y)^2}{n \cdot \sum y^2 - (\sum y)^2}$$

The value of R² will range from 0 to 1. The value of R² = 1 indicates that 100% of the total variation is explained by the variance of the regression equation or independent variables, both x₁, x₂, and y by 100%. Conversely, if R² = 0 indicates that no total variance is explained by the independent variables of the regression equation, either x₁ or x₂.

3 Results and Discussions

Result

Measurement models (outer model)

Evaluation of the measurement model / Outer Model in PLS-SEM is carried out by including Convergent Validity, Discriminant Validity, and Composite Reliability.

Convergent validity

Based on the results, the AVE value of each construct in the model, it is concluded that the AVE value is above 0.5. The AVE value of Performance is 0.771 (77.1%), which means that the amount of variation in measurement items K.1 - K.9 contained by the Performance variable is 77.1%. The AVE value of Work Competency is 0.548 (54.8%), which means that the variation of measurement items KO.1 - KO.18 contained by the Work Competency variable is 54.8%. The AVE value of Work Motivation is 0.506 (50.6%), which means that the variation of measurement items MK.1 - MK.21 contained by the Work Motivation variable is 50.6%. The AVE value of Supervision is 0.709 (70.9%), which means that the variation of measurement items P.1 - P.11 contained by the Supervision variable is 70.9%. These results indicate that this research is convergent valid and eligible to proceed to the next stage.

Discriminant validity

The performance variable has a root AVE (0.777) greater correlation with the competency variable (0.712), motivation (0.655), and supervision (-0.009). The competency variable has a root AVE (0.839) greater correlation with motivation (0.711) and supervision (0.608). The motivation variable has a root AVE (0.699) greater correlation with supervision (0.021). Furthermore, competency-supervision moderation has a root AVE (1,000) greater correlation with the motivation variable (0.761) and the supervision variable (-0.097). Thus the AVE root value of each variable is greater than the AVE root of its correlation with other variables so that Discriminant Validity is fulfilled.

Composite reliability

Based on the results, all constructs are reliable, both composite reliability and Cronbach's alpha have values above 0.70. So it can be concluded that all indicators are indeed measuring their respective constructs.

Structural models (inner model)

R-Square

R-Square is a measure of the proportion of variation in the value of the affected variable (endogenous) that can be explained by the variables that affect it (exogenous). The criteria for the R-Square value are 0.75, 0.50, and 0.25 which can be concluded that the model is strong, moderate/moderate and weak. This means that the higher the R2 value, the better the prediction model and the proposed research model.

Table 1
Result of the R-Square Test

| Endogen/Dependent Variable | R-Square | R-Square Adjusted |
|----------------------------|----------|-------------------|
| Employee Performance | 0.678 | 0.663 |

Source: Processed Primary Data, 2023

Based on Table 1, the R-Square value obtained on the employee performance variable is 0.678, which means the category is medium. This means that the competency (X1) and motivation (X2) variables simultaneously affect the employee performance variable (Y) by 67.8%, while the rest is influenced by other variables not in this study.

F-Square (F^2)

F - Square is a measure used to see the relative impact of an independent variable on the dependent variable. If the f-square value is 0.02, there is a small effect of the independent variable on the dependent, and if the f-square value is 0.15, there is a moderate or moderate effect of the independent variable on the dependent variable and if the f-square value is 0.35, there is a large effect of the independent variable on the dependent variable (Susilowati et al., 2021). Below is the f-square value of each variable in this study:

Table 2
Result of F-Square

| | Performance | Competition | Competency- Supervision | Motivation | Supervision |
|-------------------------|-------------|-------------|----------------------------|------------|-------------|
| Performance (Z) | | | | | |
| Competition (X1) | 0.074 | | | | |
| Competency- Supervision | 0.028 | | | | |
| Motivation (X2) | 0.057 | | | | |
| Supervision (M) | 1.034 | | | | |

Source: Processed Primary Data, 2023

Based on Table 2 above, it can be seen that X1-Z has a value of 0.074 (small), X2-Z is 0.057 (small) and M-Z is 1.034 (Strong).

Hypothesis test

Before testing the hypothesis of the structural model, it is necessary to see whether there is multicolored between variables, namely with the inner VIF statistical measure <5 , the level of multicolored between variables is low.

Table 3
Results of VIF Analysis

| | Performance |
|-------------------------|-------------|
| Performance | |
| Competition | 3.449 |
| Competency- Supervision | 2.417 |
| Motivation | 4.530 |
| Supervision | 2.091 |

Source: Processed Primary Data, 2023

Based on table 3 above, it can be seen that the VIF value is <5 so it is concluded that there is no multicollinearity between variables. The hypothesis testing stage of direct and indirect effects using Smart PLS 4.0 is carried out using the bootstrapping method. The Path Coefficients test is carried out by testing the P-Values and t-statistics which can be used to measure the effect of exogenous variables (X) on endogenous variables (Y). The provisions if the hypothesis is accepted, namely if the P-Values value is smaller than 0.05, it is said to have an effect, and the t-statistic > 1.96 is said to be significant.

Table 4
Result of path coefficient

| | Original Sample (O) | T Statistics (O/STDEV) | P Values | Significant Level |
|--|---------------------|--------------------------|----------|-------------------|
| Competition -> Performance | 0.287 | 2.603 | 0.010 | Significant |
| Competency- Supervision -> Performance | 0.400 | 3.964 | 0.000 | Significant |
| Motivation -> Performance | 0.288 | 3.203 | 0.001 | Significant |
| Supervision -> Performance | 0.835 | 9.498 | 0.000 | Significant |

Source: Processed Primary Data, 2023

Based on the results of testing Table 4 above, it can be concluded that:

- 1) Hypothesis 1 testing, namely the effect between Competence on Employee Performance, obtained a positive original sample value of 0.287, which means that the higher the Competence, the Employee Performance also increases, the t-statistic value is $2.603 > 1.96$, and the P-value is $0.010 (< 0.05)$, it can be concluded that Competence has a positive and significant effect on Employee Performance, and thus Hypothesis 1 is accepted.
- 2) Hypothesis 2 testing, namely the effect between Motivation and Employee Performance, obtained a positive original sample value of 0.288, which means that the higher the motivation, the more Employee Performance also increases; the t-statistic value is $3.964 > 1.96$. The P-value is $0.000 (< 0.05)$. Motivation has a positive and significant effect on Employee Performance, and thus, Hypothesis 2 is accepted.
- 3) Hypothesis 3 testing, namely the effect of Competence on employee performance through work motivation as a moderating variable, obtained a positive original sample value of 0.400, which means that the supervision variable plays a role in moderating the effect of ability on employee performance, the t-statistic value is $3.964 > 1.96$, and the P-value is $0.00 (< 0.05)$, it can be concluded that Competence has a positive and significant effect on employee performance through work motivation as a moderating variable, and thus Hypothesis 3 is accepted.

Discussion

Effect of competence on employee performance

All the test results that have been carried out show that the Competency variable has a positive and significant effect on Employee Performance. This is evident from the positive original sample value of 0.287, which means that the higher the Competence, the higher the Employee Performance, the t-statistic value of $2.603 > 1.96$, and the P-value of $0.010 (< 0.05)$, it can be concluded that Competence has a positive and significant effect on Employee Performance, and thus Hypothesis 1 is accepted.

These results align with previous research conducted by [Wibisono et al. \(2022\)](#), who said that competence significantly affects employee performance. This means that if employees have sufficient competence and continuous competency improvement is carried out, the performance of employees in the company will also increase. The results of this study are also reinforced by research conducted by [Susilowati et al. \(2021\)](#), which reveals that competence has a positive and significant effect on performance. Likewise, the results of [Andriyani's \(2021\)](#), research show that the competency variable positively and significantly affects employee performance.

From this description, it can be concluded that the competence possessed by the executor of government procurement of goods/services within Sriwijaya University is good enough to improve performance in preventing criminal acts of corruption. This can be seen in the frequency distribution table, which shows that the dominant respondents answered agree and strongly agree by 93.33% on the statement of sufficient knowledge about job descriptions. This is in line with the phenomenon in the background, which states that the competence of personnel implementing the procurement of goods and services is sufficient, so it can be

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concluded that the phenomenon in the environment is by the research results (Neu et al., 2015; Furnham et al., 1999; Stoeber et al., 2013).

However, based on this, some personnel are still implementing the procurement of goods and services who give neutral answers. This can be seen in Table 4.5, Frequency Distribution of neutral respondents' answers of 3.94%. This means that there are still some implementers who doubt their competence.

The effect of work motivation on the performance of government goods/services procurement implementers

All the test results that have been carried out show that the motivation variable has a positive and significant effect on employee performance. This is evident from the positive original sample value of 0.288, which means that the higher the motivation, the higher the employee performance, the t-statistic value of $3.203 > 1.96$, and the P-value of 0.001 (< 0.05), it can be concluded that motivation has a positive and significant effect on employee performance, and thus Hypothesis 2 is accepted. Employee performance is said to be good if employees' motivation is also improving. In other words, good employee performance can be influenced by the inspiration of employees. Thus, an explanation in an organization is needed to boost employee performance.

These findings are supported by previous research conducted by Basalamah (2022), which states that work motivation significantly affects employee performance. The same results were also revealed in research conducted by Ginting et al. (2021), which said that work motivation variables have a positive and significant relationship to employee performance, meaning that employee performance can be improved by motivating employees.

From this description, the work motivation felt by the personnel implementing the procurement of goods and services within Sriwijaya University is good enough to improve employee performance. This can be seen in the frequency distribution table, which shows that the dominant respondents answered agree and strongly agree with the statement of being encouraged to complete the work given by the leadership well and success becomes an incentive to carry out the same position in the future, this contradicts the phenomenon in the background which states that the executors of the procurement of goods and services feel less motivated and feel afraid in carrying out the tasks of procuring goods and services given and also often complain about the heavy duties as executors of the procurement assigned. So, the phenomenon in the background is only felt by some personnel but gives different results when studied. Another factor that could also cause the difference is that respondents have yet to show the solutions in providing answers to questionnaire statements.

However, based on this, there are also some personnel implementing the procurement of goods and services who feel that their duties and responsibilities are not on their education and abilities, there is no satisfaction in being able to complete complex work, and they do not have freedom in utilizing their working time. This can be seen in the Frequency Distribution table of respondents' answers, who said they disagreed by 0.45%. This means that not all personnel implementing the procurement of goods and services have the work motivation to carry out the tasks assigned by the leadership.

The effect of supervision variables in moderating the relationship between competency variables and performance

All the test results that have been carried out show that the Supervision variable significantly moderates the influence of the competency variable on the Performance of Goods / Services Procurement Implementers at Sriwijaya University. This is evident from the positive original sample value of 0.400, which means that the Supervision variable plays a role in moderating the effect of Competence on the Performance of Procurement Executors, the t-statistic value of $3.964 > 1.96$, and the P-Value of 0.000 (< 0.05), it can be concluded that Competence has a positive and significant effect on the Performance of Procurement Executors with Supervision as a moderating variable, and thus the 3rd Hypothesis is accepted.

It can be interpreted that the higher the level of competence of procurement executors supported by increased supervision will have an impact on improving performance, and vice versa; the lower the level of competence with decreased management will also reduce the performance of executors of procurement of goods/services which can have an impact on the risk of criminal acts of corruption.

The relationship between work supervision variables and performance was revealed by Efnita & Syaifullah (2019), in research, which found that work supervision has a positive and significant effect on performance. The findings in this study are supported by the results of Arsawati's (2016), research, which shows that work supervision significantly impacts employee performance, meaning that employee performance can be improved by implementing leadership employees. The same results were also stated in Anisa Hudyanti et al. (2019), research that work supervision has a significant effect on employee performance, meaning that the better the work supervision carried out, the higher employee performance will increase.

From this description, supervision is a moderating variable in the influence of the competence of procurement executors so that it positively impacts improving performance. This means that with supervision as a moderating variable, competence improves the executor's performance in procuring goods/services.

4 Conclusion

Based on the explanation described in the previous chapter, several conclusions can be drawn, namely as follows competence has a positive and significant effect on the performance of personnel implementing the procurement of goods and services within Universitas Sriwijaya. Motivation has a positive and significant effect on the performance of personnel implementing the procurement of goods and services with in Universitas Sriwijaya. Competence has a positive and significant effect on the performance of personnel implementing the procurement of goods and services within Sriwijaya University, with supervision as a moderating variable.

Based on the research results, several suggestions can be given, namely as follows: Universitas Sriwijaya leaders can pay attention again and further evaluate the results and impact of applying competence, motivation, and supervision on the performance of personnel implementing the procurement of goods and services. The leadership of Sriwijaya University is expected to pay more attention to what factors might cause an increase or decrease in employee performance so that policies can be sorted out that are more effectively used in increasing employee motivation and morale to advance the organization in achieving its goals. This research is also expected to be a reference for further investigation by increasing the number of respondents. Future research is also likely to expand the scope of analysis, not only at Sriwijaya University. Still, it can be broader coverage in other agencies and can increase the number of research variables, such as organizational commitment, work discipline, work environment, and so on.

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