IMPLEMENTATION OF TRANSFORMATIONAL LEADERSHIP IN PREVENTION OF CORRUPTION BEHAVIOR THROUGH E-GOVERNMENT IMPLEMENTATION

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Abstract: Corruption is a behavior that becomes one of the weaknesses in the government bureaucracy.Therefore, it is necessary to make an effort to prevent the problem through the implementation of e-government. However, many people consider e-government to be just a matter of technology, whereas non-technological factors are also very influential, even more dominant. This research aims to find out and testthe influence of transactional leadership and knowledge management in preventing the tendency to behavecorruption through the implementation of e-government. The research method used is the quantitativemethod, using the quantitative approach that is factor analysis to confirm the success factor that has bought inprevious research. The survey This process was completed successfully.By distributing questionnaires to 210civil servants of the Ministry of Home Affairs of The Republic of Indonesia, the data had undergoneprocessing using 8.80 lisrel. The results of empirical statistical research show that transformational leadershipaffects preventing corruption behavior mediated by the implementation of e-government. At the same time,knowledge management cannot directly control the occurrence of a tendency to behave corruption. Based onthe research results suggested, the Ministry of Home Affairs prioritizes the implementation of e-government.Researchers can then use this research model with different research variables.

Keywords: Transformational Leadership, Knowledge Management, E-Government Implementation,Corruption Behavior, Ministry of Internal Affairs Republic of Indonesia.

I. Introduction

The Ministry is one of the state government operators who serve as budget managers and runs services to the community and stakeholders (OECD, 2014). Good Governance is in line with the decreasing level of corruption because reasonable control will not be put into effect if public services are not transparent (Srivastava, 2009). The administration, the state bureaucracy that plays an essential part in providing public services, is experiencing significant problems. The condition is recognized as one of the weaknesses that are consideredcorruption (Yamshchikov et al., 2018). Vazquez &Granado (2012) said that bureaucratic actors (leaders) with enormous authority have discretion in Governance.

The lack of public understanding of the eradication of corruption is the reason the community provides bad money to make it easier to take care of things, the lack of freedom of the mass media in preaching the administration also gives an early gap in the occurrence of a culture of corruption because it is given an opportunity. Efforts to suppress the corruption culture create a tracingsystem (Wijayati, Hermes, & Holzhacker 2016).

The use of information and communication technology in the form of e-government seems to be a tool that can reduce corruption through improved internal efficiency, public services, or democratic processes of government (Oktaviani et al., 2019). Therefore, e-government, in line with the advancement of information technology, is considered capable of improving transparency and providing access to information related to the government as the embodiment of good Governance(Ionas, 2014). In countries that have implemented e-government,some countries have been quite good in their application, although some countries still have difficulty implementing it. E-government progress in Indonesia is still ranked 88th for the advancement of e-government in the world (United Nations, 2020).

Ordiyasa (2015) stated that the availability of information technology is not the cause of the failure of e-government development in Indonesia, but rather the obstacles faced by the central and local governments. Infrastructure development, leadership, and the community's culture are all tied together because of this connection. One of the factors inhibiting the application of e-government in Indonesia comes from leadership factors. The factors are influenced, among others,by conflicts between central government policies and unstable regions, regulations and budgets that have not been cosponsored, the overlap of existing systems, where these things.They are clear-cut. by the commitment of leaders for the implementation of e-government. Whereas according to Heeks (2003), the cause of the failure of the application of e-government in developing countries is incomprehension about the "current situation"(where we are now) with "what will are strong-willed with the e-government project" (where the e-government project wants to get us).

Government bureaucracy is vital in carrying out development. Because in the government bureaucracy can carry out government functions by making and carrying out government policies, serving the community, and then conducting evaluations. Government bureaucracy is interpreted as a supporter of the

government in terms of service function (service), empowerment (empowerment), and development (development). To be carried out optimally, qualified people should lead the bureaucracy (Nag Yeon Lee, 2012). The existence of good Governance can suppress corruption (Hoinaru et al., 2020). According to Northouse (2012), one of the main factors influencing good Governance is leadership style, a transformational leadership style (can motivate individuals to achieve targeted goals). Good Governanceapplies robust and accountable development management principles based on democratic principles to avoid allocating budgets and preventing corruption both politically and administratively (Mustapa, 2020).

Leadership itself plays an essential role in building organizations and influencing good governance elements (Elmasry &Bakri, 2019). In principle, leadership refers to the influence of leaders who can master the situation, clearly understand the vision of the mission, motivate, transform leadership well in two directions, and improve the work performance and performance of the organization (Jatmiko, 2013). Bass (1990) divided leadership types into two styles,transformational and transactional leadership. Transactional leadership is the type of leader who observes and seeks a form of deviation from standards and procedures. A leader who can intervene when those standards and practices have not been fulfilled has incompetent decision-making or relinquishing responsibility. Transformational leadership is the type of leader who can make changes and motivate employees through the importance of the results of a job (task outcomes), prioritize the interests of the organization rather than personal interests, and be responsible for all decisions.

This research is a development from previous studies. Previous research is generally limited to testing the direct influence of transformational leadership to reducecorruption (Asamoah, 2017). In addition, previous research has found a positive impact of transformational leadership's influence on the implementation of e-government (Seyal, 2015). Not only the influence of transformational leadership as an effort to prevent corruption and succeed in the implementation of e-government,but Prabowo et al. (2018) research stated that knowledge management also has a positive effect in efforts to prevent corruption, and in the study of Abu-Shanab &Shehabat (2018) knowledge management affects the successful implementation ofe-government. Mas-Machuca (2014) also showed a relationship between the role of knowledge management and the influence of leadership style, namely good transformational leadership would give rise to values such as trust, transparency so that to share knowledge and information in an organization will be maximizedor by Choi (2014), and Kim (2014) who researched the influence of -government on efforts to prevent corruption between countries (cross country), but there has been no research that uses the same variables in this study to prove the direct influence of leadership control authority/policy) Furthermore, knowledge management prevents the tendency to behave option by maximizing the implementation of e-government in developing countries.

Based on the explanation above, the purpose of this study is to test the influence of transformational leadership and knowledge management in preventing the tendency to behave corruption through the implementation of e-government in the scope of one of the Ministries in Indonesia so that the test will provide benefits for related parties, especially ministries in Indonesia.

II.   LIBRARY REVIEW

Transformational Leadership

First conceptualized by a political scientist (Burns, 1978; Wright &Pandey, 2010), transformational leadership has the most prominent organizational behavior theory. In contrast to administration based on individual profits and rewardsor employees' efforts, transformational leadership motivates behavior by changing the attitudes and assumptions of its followers. To direct and inspire individual efforts, transformational leaders transform their followers by raising their awareness of the importance of organizational outcomes to create a higher standard and get followers to put aside their interests for the sake of the organization. Although such leadership is initially expected to be different and more effective than reward-relying leadership, empirical findings consistently suggest that leaders adopt a pattern of transformational behavior within the organization (Bass et al., 2006).

Leading by changing a leader's followers and commitment to the organization's mission requires several met. First, leaders must motivate employees inspiringly by clearly articulating an exciting vision of the mission and future of the organization (Tourish, 2019). However, making a vision is not enough. Transformational leaders must also encourage and facilitate their followers to work towards that vision (Tucker &Russell, 2004). The second factor is that leaders become idealized sources of influence, serve as role models (modeling behaviors consistent with established visions), and build trust and pride of the organization's employees (Chai et al., 2017). Similarly, the third factor is that leaders should help followers achieve missions by intellectually stimulating them to challenge old assumptions about organizational problems and practices. By using these three factors, namely inspirational motivation, enormous influence, and intellectual stimulation, transformational leaders essentially direct, inspire, and empower employees (Frazier, 2018).

Thus, the emphasis on writing can result in transformational leadership being very useful in public organizations, given the service and community-oriented nature of the mission. The notion of transformational leadership has been concerned with making good on the opportunity for motivational impact on the mission of the organization, as per these research studies on employee motivation (Perry &Porter, 1982; Perry &Wise, 1990; Rainey & Steinbauer, 1999; Weiss & Piderit, 1999; Wright, 2007).

Knowledge Management

Knowledge management is an integral component of a system of government. Knowledge management is an essential part of government governance because a competitive work environment is urgent to maximize performance, information revolution, and rapid changes in technology (Hossain, 2017).

The implementation of knowledge management in Governancecan improve its performance and standards and alignment with strategy, transparency, delegation, and monitoring (Onions &de Langen, 2006). Improving the performance pattern of companies with good human capital has usually implemented sound corporate governance principles. Therefore, knowledge management is oriented towards leadership patterns that can direct subordinates (Olubunmi, 2015).

Implementing Information and Communication Technology management that is part of knowledge management will provide benefits in anticipation of risks to be managed, including the issue of access to knowledge resources, how quality is maintained and decisions are made, allocated resources, problems resolved, and how investments in knowledge management prove beneficial to Governance (Zyngier, Burstein, &Mckay, 2016).

Thus, the existence of knowledge management can make it easier for every employee to utilize existing knowledge sources so that the utilization of knowledge management can be It was improving competencies that will determine the implementation of e-government (Widayanti &Riya, 2019; Abubakar et al., 2019).

E-Government Implementation

E-Government is one way to provide the best government services because the government needs innovation in providing services to the community (Firmansyah, 2017). The implementationof e-government by the government is the transformation of digital technology to facilitate and improve effectiveness, efficiencyin the process of public services (OECD, 2016). So that the application of e-government itself in the form of information and communication technology in the government public service process facilitates government and public communication, consisting of information and services (Torres &Miles, 2017).

The basic concept of developing information and communication management system arrangement from e-government implementation is to provide two-way communication between the government and the public in electronic services(e-services) through internet network media, mobile phones, and multimedia platforms (Hole, 2016).

Thus, the expected result of the Implementer's e-government, namely the establishment of two-way communication between the government and the public, can suppress corruption behavior because it reduces face-to-face and transparency of service patterns that increase comfort (Bahar et al., 2014).

Behaving Corruptly

Corruption is considered cultural because it speaks of patterns that have become human values, such as the gotong-royong system. Culture itself is a system of values (designs) that should be of positive value rather than negative. Therefore, it can be said that corruption is not a culture but against culture (Nur &Ningsih, 2019).

Corruption is defined as giving a reward or something to a person to act contrary to the laws and regulations relating to specific daily tasks (Mohamed, Ismail, &Abu Bakar, 2014). Good Governance is proven to produce positive effects on anti-corruption behavior (Tseng &Wu, 2016).

Corrupt behavior harms governance patterns. The problem occurs due to the existence of absolute power (substantial monopoly power) in the leader or policymakers in making decisions, so that there can be arbitrariness that cannot be primarily accounted for morally and regulatory (Tuanakotta, 2010). Absolute power (substantial monopoly power) can trigger one's behavior in conducting abuses against the law and existing norms (Santoso &Meyriswati, 2014)**.**

The cause of the low capacity of countries among developing countries is corruption. Corruption can be quickly denounced socially and then controlled, but small rewards, nepotism, and the exchange of aid continue, still acceptable and unchanging (Truex, 2011). Thus, preventing the tendency to behave corruption in Governance can be done by upholding openness, honesty, and transparency in every government process, decision-making until the final result. Therefore, if it can be implemented, then all forms of irregularities can be detected from the beginning, both by the community and related parties (Johnston, 2016).

III.   Hypothesis

Transformational leadership towards the prevention of corrupt behavior

Different understanding of leadership and leadership style, namely leadership is a system used by a person in achieving his goals by influencing others. At the same time, the leadership style is a pattern that the leader (ruler) applies to his men in completing the work using the system that the leader and (Rosiana, 2015). Transformational leadership provides a mindset that encourages and motivates to do better and has good ethics. So, most peoplebelieve that the solution to preventing corruption is ethical leadership (Gomaa, 2018).

Research suggests that transformational leadership can suppress indications of corruption by emphasizing ethics and morals while acting as mentors in daily interactions with employees, helping to create awareness of the need to stop unethical behavior, and influencing those employees to quit all corrupt practices.

In addition to the research mentioned above conducted by Karmann (2013), Okpokwu (2016) asserts that transformational leadership contributes to an organization's informal and formal control to deter corruption.

H1: Transformational leadership can prevent the tendency to behave corruption.

Knowledge management on prevention of tendency to behave corruption

As enable knowledge management role of information technology that is there is a role in creating (to create), role in the process of accessing (to access), role in terms of processing (to function), then a role in utilizing (to utilize) information quickly and accurately (Sutabri, 2014).

Some studies agree that knowledge management influences suppressing the level of corruption. Adam &Fazekas (2018) suggestthat information and communication system technologydevelopment can stop corruption prevention efforts. In other words, the prevention of corruption can be buried with technology (electronic systems).

Another research conducted by ECLAC (2013) states the point of view of knowledge management is gradually aimed at changing the behavior of public officials by first removing their old knowledge directly or indirectly related to corruption behavior. Corruption or is changed using progressively electronic systems that in the future aim to manage good Governance, which has integrity and accountability. This statement aligns with Prabowo et al. (2018) research which states that through tacit and explicit knowledge management, the risk of corruption in public institutions will gradually decrease over time.

H2: Knowledge managementcan gradually prevent the tendency to behave corruption.

Transformational leadership on e-government implementation

The most critical problem in the implementation of e-government lies in the leadership pattern, where there is a conflict of interest between the central government and local government. The absence of absolute power (substantial monopoly power) in the leadership pattern of the central government leads to uneven information, regulations on the use, and allocation of infrastructure budgets. So, it can be concluded that the implementation of e-government has not been a priority (Kumorotomo, 2008).

Some studies agree that transformational leadership is a revolutionary change that will increase digital(e-government) use to achieve transparency, accountability, and efficiency (Mahmood et al., 2018). Transformational leadership can be a leadership style by adopting technology, implementing organizational change, and being open to innovation (Seyal, 2015).

E-government has a significant role in fostering leadership, according to research performed by (Xia 2017). This is following research conducted by Furuholt &Wahid (2008), which states that a strong leadership style is one of the most critical success criteria for all e-government implementations.

H3: Leadership Transformation can affect successful implementation
e-government.

Knowledge management of e-governmentimplementation

Knowledge management uses information and communication technology (ICT) platforms., there is a new pattern in the process of working, namely using electronic media, thus turning the work done manually into an electronic-based system. The two-way relationship between the government and the community by implementing e-government implements the wheels of government to be good in service (Bogor City, 2014).

Some researchers agree that knowledge management influences the implementation of e-government. Zhou &Gao (2007) stated that effective Governance through e-government looks very dependent on knowledge management capabilities.

Another research conducted by Al-Rawajbeh &Haboush (2011) with the results of knowledge management is a government model in providing a government system to improve the efficiency of government functions. The results are followingthe research that has been conducted by Allahawiah &Alsaraireh (2014), which states that knowledge management is a tool to achieve the main national goals utilizing successful implementation of e-government programs.

H4: Knowledge Management can affect the progress of e-government implementation.

E-government implementation to prevent the tendency to behave corruption

E-government can reduce crime by changing the behavior in government that is to make all with an open government system (Open Government) to allow the public to access information about policy decision making, implementation, and evaluation process more efficiently, openly, and transparency (Park &Kim, 2019).

Some studies that agree that e-government influences the prevention of corruption behavior, namely Hussain &Riaz (2012), states that corruption in government is vulnerable to political interference, superficial political will, not optimal use of anti-corruption applications, complicated and unclear bureaucracy and strategies for the capacity of anti-corruption agencies. The implementation of e-governance aims to improve electronic-based public services, whose benefits are also felt by the government, namely to be able to physicalize performance in the bureaucracy, increase government accountability, and suppress corruption behavior with transparency (Adi, 2018).

Other research conducted by Oni et al. (2016) stated the benefits of e-government implementation in developing countries include improved efficiency, convenience and faster access to government services, increased transparency, accountability of government officials, reduced administrative service costs, and increased democracy. This is following research conducted by (Choi 2014; Kim, 2014; and Iqbal, 2010), where the results showed that the implementation of e-government could be an effective primary way to suppress corruption in Governance.

H5 E-Government implementation can prevent the occurrence of the tendency to behave corruption.
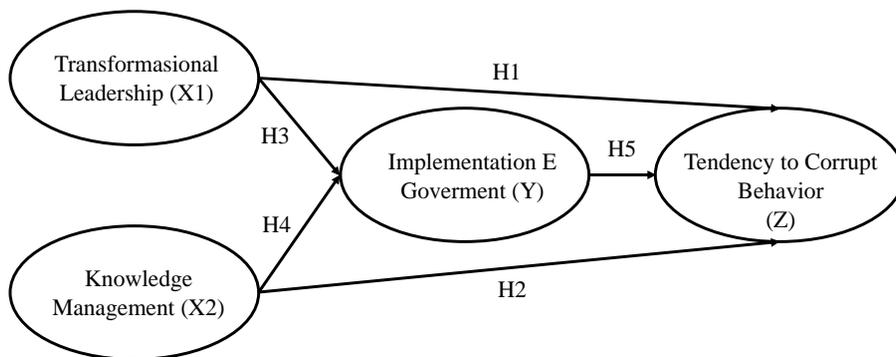Based on the hypothesis above, it can be created as a conceptual framework as in Figure 1 below:

Figure 1: Frame of Mind

IV.   Methodology

The research method used to process the results is a comparative quantitative method. Comparative research compares one or more variables found in two or more different samples (Sugiyono, 2012). The purpose of this study is to know the relationship of transformational leadership variables (X1), knowledge management (X2), implementation ofe-There are ten people and 30 people in four different work units (Secretariat General, Inspectorate General, BPSDM, and Directorate General of Population and Civil Registration).Government (Y), and prevention of tendencies to behave corruption (Z).

Hair (2010) states that if the population is unknown, the minimum sample count is five times the number of questionnaires. The indicators in this study consisted of 42 statements, so that the number of samples in this study was 210 respondents. Ten people in 9 (nine) Work Units (IPDN, BNPP, BPP, Directorate General of Bina Bangda, Directorate General of Regional Autonomy, Directorate General of Regional Finance, Directorate General of Regional Administration, Directorate General of Village Government Development, and Directorate General of Politics and General Government), as well as 30 people in 4 (four) Work Units (Secretariat General, Inspectorate General, BPSDM, and Directorate General of Population and Civil Registration).

The survey was conducted by disseminating questionnaires using quantitative methods. The data sourced from the questionnaire data collection is the number of scores obtained through respondents' answers to the question of indicators of research variables, namely transformational leadership (X1), knowledge management (X2), implementation of e-government (Y), and prevention of tendency to behave corruption (Z). The indicators of these variables are then analyzed statistically descriptively using Lisrel 8.80 Structural Equation Modeling (SEM) software. The use of SEM because it is a model that describes the causal relationship between exogenous variables (causes) and endogenous variables (as a result) and combines two statistical concepts, namely confirmatory factor analysis (CFA) and explanatory factor analysis (EFA), as a model of measurement and path analysis (path analysis) as structural models.

The reason is to test the validity and reliability in SEM using CFA procedures. The function of the CFA itself is to try how well the variables will be measured by representing a small number of indicators (constructions). Analysis of affirmative factors using instruments in the form of questionnaires in the form of statements and measured using a Likert scale with a score of 1 to 5.

Questionnaires are used as a data collection tool in a study, then first will be conducted a test of validity and reliability so that the conclusions obtained from the research are not mistaken. Reliability is a test to measure the instrument's consistency, while validity is a test that shows the examination of the validity (whether or not) of the tool developed in measuring the concept of a study (Roopa, 2012). In this study, the free variables used in the form of leadership style variables (X1) and knowledge management (X2), intervening variables, i.e., e-government implementation variables (Y), and bound variables that are variables preventing the tendency to behave corruption (Z).

In this study, the transformational leadership variable refers to Omar Elmasry &Bakri (2019), whose dimensions consist of idealized influence, intellectual stimulation, inspirational motivation, and individualized consideration using 20 statement items. Knowledge management refers to Ryan et al. (2012), using 8 (eight) statements. The implementation of e-government refers to Alhammadi (2018) by using 8 (eight) reports. As well as in measuring the prevention of tendency to behave corruption refers to Seregig et al. (2018) by using 6 (six) statement items.

V.   Result

The purpose of this research is to know and find out about the relationship of four variables, namely Transformational Leadership, Knowledge Management, E-government Implementation, and Corruption Behavior.

Profil Respondent

Table 1 Characteristics of Respondents

Characteristics	Description of	Number of Employees	Total (%)
Gender	Male	115	54,7
	Female	95	45,3

Position	Echelon II	7	3,3
	Echelon III	7	3,3
	Echelon IV	47	22,6
	APIP Madya	16	7,5
	APIP Muda	37	17,5
	APIP Pertama	14	6,6
	Pelaksana (JFU)	82	39,2
Education	Bachelor (S1)	120	56,9
	Magister (S2)	64	40,2
	Doctorate (S3)	8	2,9
Working Time	< 10years	84	39,9
	10- 20 years	86	40,8
	>20 years	40	19,2
Income	Rp.5,000,000, -s.d Rp.10.000.000, -	178	84,9
	Rp.10.000.000, -s.d Rp.20.000.000, -	24	11,3
	≥Rp. 20.000.000, -	8	3,8
TOTAL		**210**	**100**

Descriptive Test Statistics

To obtain an overview of efforts to prevent the tendency to behave corruption through the implementation of e-At the initiative of the Director-General of Ten people in 9 (nine) Work Units (IPDN, BNPP, BPP, Directorate General of Bina Bangda, Directorate General of Regional Autonomy, Directorate General of Regional Finance, Directorate General of Regional Administration, Directorate General of Village Government Development, and Directorate General of Politics and General Government), as well as 30 people in 4 (four) Work Units (Secretariat General, Inspectorate General, BPSDM, and Directorate General of Population and Civil Registration)210 civil servants. The characteristics of respondents in this study consisted of gender, position, education, tenure, and income. Based on Table 1, it is concluded that most are male and in Group III (Echelon IV and Young APIP).

Construct Validity and Reliability Test

The validity and reliability test of construct in SEM using the LISREL 8.80 program is conducted using the confirmatory factor analysis (CFA) procedure. CFA testing was conducted on each of the research variables conducted by looking at the standardized loading factor value from each indicator to its latent variable and comparing it with the standardized loading factor set at ≥ 0.50. The calculation of Lisrel 8.80 shows the results of validity and reliability tests on each research variable that has met the criteria, namely standardized loading factor above ≥ 0.50, CR value ≥ 0.7, and AVE value ≥ 0.5. This indicates that all four variables have a good level of validity and reliability.

The test phase of model compatibility (Goodness of Fit) is done at the level of compatibility between data and model. Based on Table 2 evaluation results on the model in this research model conformity testing, it is known that out of 15 (fifteen) models of conformity testing measures, there are 10 (ten) measurements of good fit models, namely RMSEA, NFI, CFI, NNFI, IFI, RFI, PGFI, PNFI, RMR and Critical N (CN). In contrast, the conformity testing of Chi-Square, ECVI, AIC, GFI, and AGFI models is declared inadequate (bad fit). Hair (2010) suggests that none of the goodness of fit indices (GOFI) can be directly used as the basis for calculating the overall suitability evaluation of the model. Therefore it is recommended to use other match criteria. Thus, from the results of this test, it can be concluded that this research model can be used. This means that empirically the influence of transformational leadership and knowledge management on the implementation of e-government and its implications for corruption behavior is appropriate (fit) with the theoretical model.

Structural Model Match Test

The following presented a picture of the model structure and t-value on the research model:
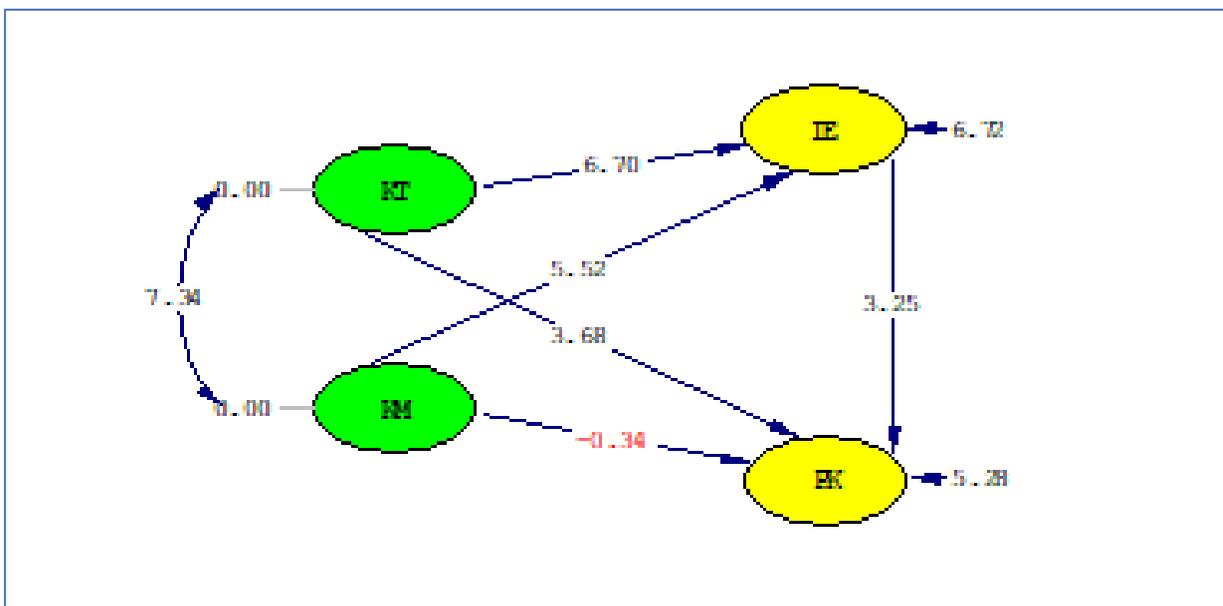
Figure 2: Model Structure Estimation Results
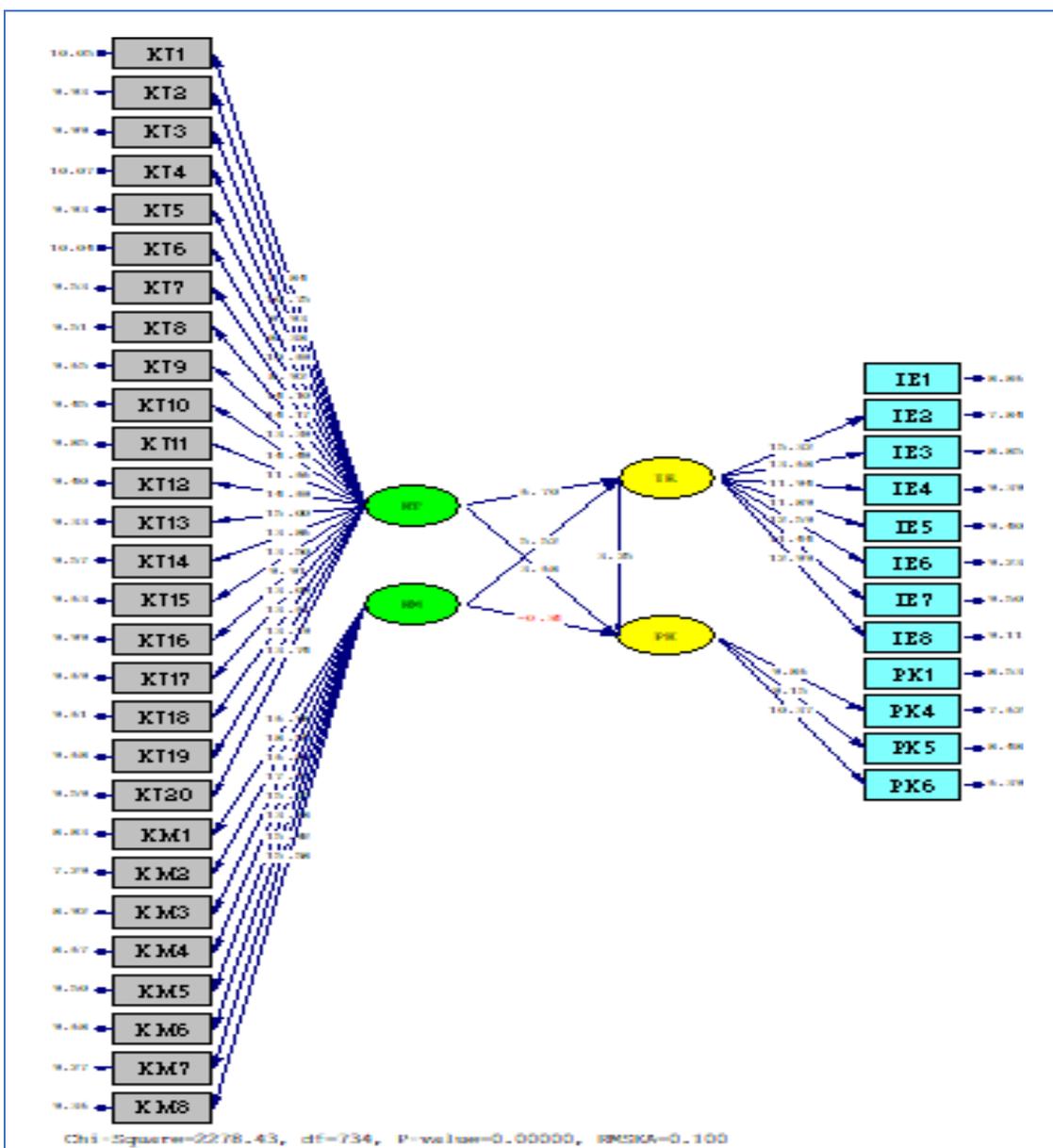Source: Researchers' 2021 image (LISREL Output 8.80)

Figure 3: Estimated t Values
Source: Researchers processed images in 2020 (LISREL Output 8.80)

Hypothesis Test

The test results of each hypothesis obtained a value of t-value as follows:

Table3. ResultsHypothesis Testing

Influence	Standardized Loading Factor Direct Effect	T Count	R2	Conclution
H1: KT > PK	0,33	3,68		Accepted Hypothesis
H2: Miles > PK	-0,33	-0,34	0,330	Rejected Hypothesis
H3: IE > PK	0,33	3,25		Accepted Hypothesis
H4: KT > PK	0,46	6,70	0,480	Accepted Hypothesis
H5: Miles > PK	0,36	5,52		Accepted Hypothesis

Source: Primary Data processed, 2021 Description:

KT: KM transformational leadership Knowledge management

IE: Implementation of e-government PK: Behaving corruptly

Based on Table 4 above shows the results of hypothesis testing on direct effects and indirect effects. SEM software utilizes testing criteria specific to a critical point value of 1.96 (a 5% error rate). These criteria state that if the value of the parameter (e.g., element concentration) is greater than or equal to the critical point (1.96 > t-value), then the parameter value is statistically significant.At the same time, column R^2 contains the importance of the coefficient of determination.

Before testing the hypothesis, the equation of coefficient of path based on equation model 1 and equation model,twowere first performed. The following are presented the results of equation one and equation model 2:

$IE = 0.46*KT + 0.36*KM$ (Figure 2)

From Figure 2 above, it can be explained that transformational leadership variables affect the implementation of e-government with a path coefficient value of 0.46, knowledge management variables jeopardize the implementation of e-government with a coefficient of path value of 0.36. From these results, it can be known that exogenous variables (transformational leadership and knowledge management) have a positive effect. In other words that the better transformational leadership and knowledge management, the better (increased) also the implementation of e-government. Based on the results of the equation above and in table 4, the coefficient of determination (R2) is 0.480 (48 percent), and 40.8 percent of e-government deployment is accounted for by transformational leadership and knowledge management. In comparison, the remaining 52% is influenced by other factors not observed in this study.

Next will be presented the second model equation.

$PK = 0.33*KT - 0.03*KM + 0.33*IE$ (Figure 3)

The data shown in Figure 3 explains that transformational leadership variables reduce the inclination to act corruptly, with an effective coefficient of 0.330, while knowledge management variables discourage the inclination to act corruptly, with an effective coefficient of -0.03. The result can be explained that the better (increased) transformational leadership and implementation of e-government will be followed by the better (high prevention in the tendency to behave corruption). In contrast,a decrease will follow the increasing variables of knowledge management in corruption behavior. Figure 3 and Table 4 obtained a coefficient of determination ($R^{2)}$) of 0.330 (33%). This result can be explained that 33% of corruption behavior variables are influenced by transformational leadership, knowledge management, and e-government implementation, while the remaining 67% is influenced by other factors not observed in this study.

The results obtained by the researchers draw and conclusion that the variable between transformational leadership with the implementation of e-government and the tendency to behave corruption, namely having an indirect and significant influence, troves that a good leadership pattern can directly affect the success of the implementation of e-government, and prevent the tendency to behave corruption subordinates. Similarly, the variable knowledge management with the propensity to behave corruption, which has a direct and insignificant influence, this s that the tendency to act corruption within the Ministry of Home Affairs cannot be prevented by the advancement of information technology electronically.

VI. Discussion

The Influence of Transformational Leadership on The Prevention of Tendencies to Behave Corruption

The research results obtained are that transformational leadership can prevent the occurrence of tendencies to behave corruption. This means that transformational leadership types can directly influence their subordinates to avoid tendencies to behave in corruption. Transformational leadership can help suppress and prevent corruption by emphasizing ethics and morals while acting as mentors in everyday interactions (Dartey-Baah, 2016). In a government democracy, leadership is mainstream (Helms, 2020).

Transformational leadership provides a mindsetthat encourages and motivates in doing better and has good ethics (Gomaa, 2018).

According to the findings of this study, the conclusions of research performed by Orole et al. (2015) in Nigeria, which argues that transformational police commanders are effective in reducing corruption in the police, stand

supported.The administration of government is expected to have a standard of leadership with good ethics to motivate. The research supports results published in the paper by Nawangsari et al. (2015) conducted in the District / City Government Working Unit in Bakorwil IV East Java Province.

The Influence of Knowledge Management on The Prevention of Tendency to Behave Corruption

The research results obtained are that knowledge management cannot directly affect preventing the tendency to behave corruption. This means that knowledge management within the Ministry of Home Affairs has not been maximized to influence paranoid corruption. The results of this study are different from the findings of Prabowo et al. (2018) and ECLAC (2013), which stated that through knowledge management, the risk of corruption in public institutions would gradually decrease over time.

The results of this study support Mohrman et al. (2002) suggest that corruption is behavior, not a system (knowledge management). The system generates new knowledge, implements it in new settings, embeds it in process improvements, develops ordinary meaning and general knowledge, and supports the organization's ability to derive value from knowledge. So, acquiring and implementing the system alone does not mean that the individual will use it personally.

Thus, in the Ministry of Home Affairs, the knowledge management process itself has not had a significant effect on the prevention of corruption because the influence of the change in knowledge management itself is carried out gradually to change the behavior of public officials about corruption behavior and replace it with new knowledge about good governance, accountability, and integrity. While the use of electronic-based Information and Communication Technology (ICT) has not been the main thing in the Ministry of Home Affairs, and not all employees of the Ministry of Home Affairs become a digital community (technology literacy). These things support research that knowledge management is seen as not able to prevent corruption.

The above statement is supported by Prabowo et al. (2018) and ECLAC (2013), which stated that knowledge management gradually changed the behavior of public officials about corruption and replaced it with good Governance, accountability, and integrity. Although different in results still with the same understanding that knowledge management influencescorruption, just not directly.

Giving direct or indirect influence on the knowledge management will continue in a government order. So, for corruption itself back to each individual to change it, because each individual's mindset (mindset) is very different. Preventing the culture of corruption that occurs in the government bureaucracy can be done even though it cannot be bought change direction and requires processes and habits to use digitalization in the organizational environment.

The influence of Transformational Leadership on E-Government Implementation The research results hasfound that transformational leadership can affect the successful implementation of e-government. This means that the better the transformational leadership, the better the performance of e-government can be supported well and successfully. A strong leadership style is one of the most critical success criteria for e-government implementations (Furuholt and Wahid, 2008).

The results of this study support Mahmood et al., (2018) research conducted within the Government of Pakistan, which states that 80% of the population believes that transformational leadership is a tool of government success in the implementation of electronics through digital channels, and 60% of the population believes that through the implementation of e-government and transformational leadership will bring transparency. With data analysis and research results, transformational leadership is the primary support for achieving transparency, accountability, and efficiency by implementing electronic governance systems.

The study results are also supported by research (Xia, 2017), stating that e-government is very important in leadership because indirectly, the development of e-government will lead to increased political modernization. Then according to Seyal (2015), transformational leadership is a leadership style that can make organizational changes because it is open to innovation (e-government) by adopting technology.

It can come to a conclusion that one of the problems in the implementation of e-government system, in the aspect of leadership where usually there is a conflict of interest between the central government and local government, regulations that have not been well socialized, as well as the allocation of budget for the implementation of e-government in the state budget / apbd that has not been a priority (Kumorotomo, 2008).

The Effect of Knowledge ManagementonE-Government Implementation

The results of research that have been brought to fruition that knowledge management can affect the progress of e-government implementation. This means that the better the application of knowledge management in the organization, the performance of e-government can be carried out correctly. Knowledge management is a tool to achieve the main national goals by successfully implementing e-government programs (Allahawiah &Alsaraireh, 2014).

The results of this study support the research conducted by Al-Rawajbeh &Haboush (2011), research conducted in the Government of Jordan, with the results of knowledge management is a government model in providing a government system to improve the efficiency of government functions. Knowledge management conducted in

the e-government environment is an electronic workflow for controlling, emphasizing cooperation between different departments and staff awareness about collaboration—maximizing priorities and awareness about getting the government with existing conditions.

Previous research by Zhou and Gao (2007) found that successful Governance can become impossible via e-government, and the findings of this study show that. Then according to the research of Allahawiah &Alsaraireh (2014), knowledge management is a tool to achieve the main national goals through successful implementation of e-government programs.

According to research from (Bogor City, 2014), by utilizing knowledge management through information and communication technology (ICT) systems, there is a new pattern in working, namely using electronic media, thus turning the work done manually into an electronic-based system. The two-way relationship between the government and the community by implementing e-government makes implementing the wheels of government good in service.

Effect of E-Government Implementation on Prevention of Tendency to Behave Corruption

E-government adoption has the potential to help curb the spread of corruption.The means that the better the performance of e-government, it can prevent corruption. Conducting in government is vulnerable to political interference, superficial political will, inoperable use of anti-corruption applications, complexity, opaque bureaucracy, and strategies for the capacity of anti-corruption agencies (Hussain &Riaz, 2012). The implementation of e-government aims to improve electronic-based public services, which the benefits are also felt by the government, namely being able to streamline performance in the bureaucracy, increase government accountability, and suppress corruption behavior with transparency (Adi, 2018).

This study's findings support previous research by Park & Kim (2019), who showed that using electronic government systems to reduce corruption involves shifting public behavior, which allows everyone with an open government system (Open Government) to quickly obtain information about government policies, implementation, and evaluation process.

The results also support the research (Choi, 2014; Kim, 2014; & Iqbal, 2010), where the research resultsshow that e-government can be an effective tool to reduce corruption in government. Other research conducted by Oni et al. (2016) stated the benefits of e-government implementation in developing countries, among others, as an increase in efficiency, convenience and faster access to government services, increased transparency, accountability of government officials, reduced costs of administrative services, and increased democracy.

VII.   Conclusion

This research aims to determine the influence of transformational leadership and knowledge management in preventing the tendency to behave corruptionhampering the implementation of e-governmentwithin the Ministry of Home Affairs. Developing countries face similar challenges and obstacles as the Ministry of Home Affairs in implementing e-government. In particular, the problem relates to leaders who tend to be less open to modern patterns and not supported by the development of knowledge management in information and communication technology revolutions.

Based on the results of tests and analysis, in the Environment Ministry, leadership pattern influences taking the policy. The better the practice of leadership that is open to innovation, the more successful the implementation of e-government will be and gradually suppress corruption in the ministry bureaucracy. Other findings suggest that the success of e-government implementations has a positive and significant effect in preventing corruption. The successful implementation of e-government can gradually create patterns and digital communities to ensure transparency that can prevent corruption.

In addition, in this study, it was found that knowledge management does not affect preventing corruption. In this case, knowledge management provides something by processing or gradually, so that in the future, the more prioritized information and communication technology, the more successful the implementation of digital systems that are transparency to prevent corruption.

Limitation

This study has limitations in analyzing the results of the investigation. Regulations in this study should be realized to can be accomplished to a greater degree in future research. Factors to prevent the tendency to behave corruption with the success of the implementation of e-government in this study consists of only two variables, namely transformational leadership and knowledge management. Then this research is only conducted in one Ministry, namely the Ministry of Home Affairs, for the following analysis can be done in the Ministry or other institutions.

suggestion

Suggestions for further research: This research model can be reused for research with case studies on the prevention of corruption and the implementation of e-government, so it is expected that the governance system in Indonesia can build communication and digital employee communities. In order to increase the effectiveness of research and to have it be a better reference material for leaders, it is essential to work on issues

such as population and research samples, as well as variables, such as the skills of human resources in incorporating new technology, community culture, political factors, and financial conditions of the state.

Managerial Implications

This study's implications that preventcorruption have not been emulated by knowledge management, which indicates that Information and Communication Technology has not been a priority within the Ministry of Home Affairs. Therefore, several strategies are needed in preventing corruption with transparency, namely successful implementation of e-government within the Ministry of Home Affairs. First, a more concrete policy has been gained from the Minister of Home Affairs and the entire Echelon I rank within the Ministry of Home Affairs. Second, in the aspect of budgeting, from now on, the Ministry of Home Affairs must prioritize in allocating budgets to meet various technological and information devices needed in the development of e-government, so that access to telecommunications networks, internet, and other communication media can be used well by citizens when accessing public service sites widely. Third, suppose access to telecommunication and internet networks is well available. In that case,the synergy between government, society, and stakeholders set in their ways in building a digital community, at least within the Ministry of Home Affairs itself, must meet the standards of the digital community.

An essential factor to note in the successful implementation of e-government in preventing corruption is leaders' commitmentto making and making policies based on priorities. The Ministry of Home Affairs must start committing to policies to succeed in the implementation of e-government. With the commitment of leadership and the development of good knowledge management in advancing e-government, fraud that occurs due to opportunities can be minimized and prevented.

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Table 2 Evaluation *of Model Fit(Goodness of***Fit)**

Size (Goodness*of Fit*)		Match Level	Estimated Results	Match Level
1	Chi-Square.	*p-value*> 0.05	0	*Bad-fit*
2	RMSEA.	RMSEA < 0.08	0.096	*Good-fit*
3	ECVI.	ECVI < ECVI *Saturated* and ECVI *Independence*	11.71	*Bad-fit*
		- ECVI *Saturated*	7.85	
		- ECVI *Independence*	144.31	
4	AIC.	AIC < AIC *Saturated* and AIC *Independence*	2.450.430	*Bad-fit*
		- AIC *Saturated*	1.640.000	
		- AIC *Independence*	30.159.820	
5	NFI.	NFI ≥ 0.90	0.910	*Good-fit*
6	CFI.	CFI ≥ 0.90	0.930	*Good-fit*
7	NNFI.	NNFI ≥0.90	0.930	*Good-fit*
8	IFI.	IFI ≥ 0.90	0.930	*Good-fit*
9	RFI.	RFI ≥ 0.90	0.900	*Good-fit*
10	GFI.	GFI ≥ 0.90	0.650	*Bad-fit*
11	AGFI.	AGFI ≥ 0.90	0.610	*Bad-fit*
12	PGFI.	PGFI ≥ 0.60	0.580	*Good-fit*
13	PNFI.	PNFI >0.09	0.860	*Marginal-fit*
14	RMR.	RMR <0.05	0.066	*Good-fit*
15	CN.	*Critical N* (CN)< N	65.070	*Good-fit*