

DETERMINING FACTORS FOR THE PERFORMANCE OF AUDITOR EMPLOYEES AT THE BRI JAKARTA OFFICE III

Ana Ima Sofana* Yumhi**

* ,** Universitas La Tansa Mashiro. Rangkasbitung, Indonesia

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Corresponding Author:

yumhiahmad@yahoo.co.id

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Abstract

The purpose of this study is to determine whether work behavior, interpersonal communication, and job satisfaction all have an impact on performance. Using quantitative research, a saturation sample technique was used to survey 65 BRI Jakarta III auditor staff. With a questionnaire that employs correlation and regression data analysis techniques. The study's findings demonstrate that work behavior, interpersonal communication, and job happiness all have an impact on performance. Then, in partial testing, work behavior, interpersonal communication, and job happiness all have an impact on performance. According to research findings, businesses should consider work behavior characteristics, interpersonal communication, job satisfaction, and performance when planning and developing human resources for BRI Jakarta III auditor workers



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INTRODUCTION

Many businesses are reshaping themselves in the 4.0 era, when attention is increasingly focused on global competition caused by changes in economic conditions and technology innovations. Organizational reorganization is necessary for improvement. Restructuring typically begins with an intervention in the Human Resources (HR) component; HR plays a role in encouraging organizational management to continually optimize the potential that exists broadly towards organizational goals. The HR factor is measured in terms of the HR work.

Performance refers to all employee behaviors, both positive and poor, that contribute to the organization's success (Colquitt et al., 2019). Performance is associated with quality, efficiency, and effectiveness (Ivancevich et al., 2014). Performance is defined as the records that arise from employee conduct during a specific time period in relation to company goals. Individual performance is described as the evaluative and episodic behavior that a person exhibits at work as a result of his cognitive ability, personality, and experience, which adds value to the organization (Carlos & Rodrigues, 2016). According to McShane and Glinow (2018, p. 32), individual performance is determined by motivation, ability, role perceptions, and environmental circumstances. According to Carlos and Rodrigues (2016), employee performance is influenced by (1) job knowledge, (2) organizational skills, (3) efficiency, (4) consistent effort, (5) cooperation, (6) organizational consciousness, and (7) interpersonal and relationship abilities.

According to Na-Nan et al. (2018), performance metrics include job quality, quantity, and working time. Based on the perspectives mentioned above, it is possible to conclude that performance is the outcome obtained by employees in accordance with the applicable measures for the task in question, as well as expectations and appreciation measured by work quality, quantity, and working time.

This study focused on BRI Jakarta III auditor workers that conducted observations and collected secondary data using data processed from performance audit data, and then continued to extract data in the middle of August 2023. Table 1 shows the data gathered from first observations as well as the findings of secondary data processing.1. work conduct, interpersonal communication, and job satisfaction on OCB.

Table 1.1. Employee Performance of BRI Jakarta III auditor employees

No.	Performance Aspect	Target	Realization
1	Attendance of members in meetings	100%	70%
2	Accuracy in implementing SOP	100%	75%
3	Accuracy of data verification	100%	75%
4	Internal and external coordination	100%	65%
5	Carrying out supervisory functions	100%	87%
6	Investigation of field irregularities	100%	60%
7	Working visit in the framework of supervision	100%	86%
8	Data reporting	100%	84%

Source: processed from employee performance data of BRI Jakarta III auditor employees Tahun 2023

When discussing the performance of BRI Jakarta III auditor workers, Colquitt explains that numerous factors influence it, and the results are illustrated in the Integrative Model of Organizational Behavior study model (Colquitt et al., 2019). According to the results of observations based on the problems found, processed from the analysis of data that had been processed from performance employees auditors data. data and the results of distributing questionnaires related to what problems occur in

the employees of the BRI auditor employees, it was found that the performance of the BRI Jakarta III auditor employees was not optimal as seen by not achieving the targets set by the organization, work behavior was

Work meetings could not be held correctly in line with SOPs, relationships between direct supervisors and subordinates remained strained, communication appeared to be an issue, particularly among newly appointed officials, and subordinates were hesitant to collaborate. Then there were 16.73% of certain BRI Jakarta III auditor workers working uncomfortably, 12% were less interested in work, and 10.93% of BRI Jakarta III auditor employees were seen working solely to meet commitments.

Based on the concerns discovered, it is concluded that there are issues with the performance of BRI Jakarta III auditor workers that are assumed to be caused by work conduct, interpersonal communication, and job satisfaction.

Workplace conduct Work behaviour is defined as behavior that individuals of an organization actively engage in that has an impact on work performance and reduces organizational effectiveness. According to Debusscher et al. (2016), detrimental work behavior is intentional on the part of organizational members who are perceived by the organization to be adverse to legitimate interests. This statement is similar to that made by Lai et al. (2020), who add that counterproductive work conduct harms organizations and their people. Counterproductive work behaviour is a work conduct that significantly affects the organization's performance in general and decreases the work productivity of employees in particular.

Improving work behaviour primarily focuses on teaching organizational members how to accomplish their existing duties and assisting them in acquiring the information and skills required to function effectively (Jones & George, 2015). Work behaviour is conduct in a dynamic workplace that is vital for improving knowledge,

abilities, and confidence in competition (Rasheed et al. 2014).

Based on the definitions and ideas presented above, it is possible to conclude that work behaviour refers to the conduct of members of an organization who do their duties in order to develop knowledge, abilities, and confidence in competition.

Interpersonal communication. Interpersonal communication (interpersonal) is a meeting of at least two persons with the objective of providing messages and information directly. Awad and Alhashemi (2012) describe interpersonal communication as the process of sending and receiving messages between two people or a small group of people, with some effect or immediate feedback. Matin et al. (2010) describe interpersonal communication as the process of transferring information with at least one other person, or typically between two persons who can immediately know the outcome. Schutte et al. (2015) describe interpersonal communication as people who meet face to face in informal social contexts and engage in focused interactions through the exchange of reciprocal verbal and nonverbal signs.

Interpersonal communication, which occurs face-to-face between communicators and communicants, is seen to be the most successful way to change attitudes, behaviour, or opinions (König et al., 2010). According to Lasswell (2019), interpersonal communication has six (six) features, which include: a. It is carried out with the encouragement of numerous variables. b. Resulting in both intended and inadvertent consequences. C: Often reciprocal. D. It suggests an interpersonal contact involving at least two people. E. It takes place in a free, diverse, and influential environment. F. It employs a variety of significant symbols.

Richard L. Weaver (2011) identified eight (eight) features of interpersonal communication, including: including at least two individuals, feedback, not having to be face-to-face, not having to be purposeful, producing some impact (effect), and not having to involve or utilize

words. Also influenced by context. Influenced by noise.

Based on the definitions of the concept and theory provided above, it is possible to conclude that interpersonal communication is communication between persons with other individuals that takes place face to face and involves the providing and receiving of information.

Job satisfaction is a pleasant sensation derived from the perception process of Lebak Regency Inspectorate workers or auditors, related to the ability to fulfill duties and meet job needs in order to achieve important values for themselves (Bandura & Lyons, 2014). According to Yang and Hwang (2014), job satisfaction is the outcome of perceptions based on individual feelings that are positive and joyful about the benefits of hard work gained through task completion, as an engaging and delightful experience for him. Griffith (2004) defined job satisfaction as a state of an individual's total psychological level that is characterized by holistic contentment with the achievement of his work.

Observations and facts in the field show that there are problems with performance, and various factors that impact appear as phenomena. Work behavior, interpersonal communication, and job happiness are all regarded to influence performance. Sholikhah et al., (2019) discovered a positive and significant influence on the relationship between spiritual leadership and employee job satisfaction through stronger organizational performance, because spiritual leadership can demonstrate honest behavior, carry out social missions, uphold justice, dislike formality, and apply norms and ethics to anyone without discrimination. Spiritual leadership can be defined by the way it works, such as talking little but working hard, having brilliant ideas and the ability to generate goodness in the workplace, loving change for the better, and not maintaining a positional distance between leaders and employees. Huang & Van De Vliert, (2003) found a positive and significant influence of

intrinsic motivation on job satisfaction. The findings showed that the more employees are motivated to work due to the behavior of leaders who provide good examples in working, the more satisfied they are in doing their work. Even work is perceived as a necessity rather than a burden that is difficult, this shows that the higher the quality of employee intrinsic motivation, the greater the desired quality and job happiness, because the strength or weakness of employee motivation determines the size of the contribution of performance to the organization and the quality of job satisfaction felt.

Based on the definition and theory presented above, it is possible to conclude that job satisfaction is a pleasant feeling and acceptance of the work results obtained through the work process, as well as loving the work with sincerity and without coercion, as expressed through attitudes, emotions, and work results.

RESEARCH METHODS

This study employs a quantitative survey research approach with regression analysis tools. According to (Noor, 2017), regression analysis is a regression study that tries to test a hypothesis by measuring a variety of variables and computing the regression equation between them in order to identify which factors have an impact.

1. Population

According to Noor (2017), "population is all elements or members of an area that is the topic of research or is the entire (universe) of the research object. The population taken was all auditor personnel of the Lebak Regency Inspectorate, which totaled 65 Jakarta III auditor employees.

2. Sample.

Noor (2017) defines a sample as a subset of a population's characteristics. This study used saturated sampling. According to Noor (2017), saturated sampling is a sampling strategy that uses the entire population as a sample, resulting in a sample of 65 auditor Jakarta III employees.

In this study, data was collected via a questionnaire. Questionnaires are data collection

procedures that involve delivering or disseminating a list of questions to respondents in the hopes that they will respond to the questions. Researchers utilize this technique to collect information about the impact of work behavior, interpersonal communication, and job satisfaction on employee performance. In this study, researchers used direct and closed questionnaires in the form of rating-sacks, in which respondents answered the list of questions directly by selecting the previously accessible responses. Before creating the questionnaire, a notion for a measuring instrument was developed that was appropriate for the research being undertaken.

This measuring instrument's concept is based on a questionnaire grid. The questionnaire grid is then divided into variables and indicators, which serve as a foundation and guidance for creating statement items as research instruments. The statements submitted must adhere to the elements outlined in the compiled grid. Using a modified Likert scale, estimate the value of questionnaire responses to each question. The Likert scale is a technique for measuring attitudes that asks individuals to rate their level of agreement or disagreement with each question.

The instrument was tested before to its usage in the study. The instrument is tested for validity and reliability. The results of the test revealed valid instrument items. Invalid instruments were discarded or not utilized during the investigation. The research instrument utilized is a standard instrument that is built around the conceptual and practical definitions of each study variable. However, the variables in the research instrument include alternate choices for each statement item.

The theoretical framework above is described in:

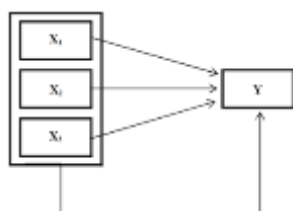


Figure 1. Theoretical Framework

Research Hypothesis

Based on the theoretical framework that has been described above, the hypotheses proposed in this study are:

1. There is an influence of work behavior on performance
2. There is an influence of interpersonal communication on performance
3. There is an influence of job satisfaction on performance
4. There is an influence of Work Behavior, Interpersonal Communication, Job Satisfaction together on Performance

RESULTS AND DISCUSSION

1. Work Behavior (X1) on Performance (Y)

It is known that the Sig. value for the influence of X1 on Y is 0.000 < 0.05 and the t value is 4.946 > t table (0.05.63) 1.997, so it can be concluded that H1 is accepted which means there is an influence of X1 on Y. This finding can be interpreted that Work Behavior (X1) has a direct positive effect on Performance (Y). This means that improving Work Behavior will result in increased Performance in village employees.

2. Interpersonal Communication (X2) on Performance (Y)

It is known that the Sig. value for the influence of X2 on Y is 0.000 < 0.05 and the calculated t value is 6.806 > t table (0.05.63) 1.997, so it can be concluded that H1 is accepted which means that there is an influence of X2 on Y. This finding can be interpreted that Interpersonal Communication (X2) has a direct positive effect on Performance (Y). This means that increasing Interpersonal Communication will result in increased Performance in village employees.

3. Job Satisfaction (X3) on Performance (Y)

It is known that the Sig. value for the influence of X3 on Y is 0.008 < 0.05 and the calculated t value is 2.733 > t table (0.05.63) 1.997, so it can be concluded that H1 is accepted which means there is an influence of X3 on Y. This finding can be interpreted that Job Satisfaction (X2) has a direct positive effect on

Performance (Y). This means that increasing Job Satisfaction will result in increased Performance in village employees.

4. Work Behavior (X1), Interpersonal Communication (X2) and, Job Satisfaction (X3) on Performance (Y)

The Sig. value is known. for the influence of X1 on Y is $0.000 < 0.05$ and the t value is $4.946 > t_{table} (0.05.63) 1.997$, X2 on Y is $0.000 < 0.05$ and the t value is $6.806 > t_{table} (0.05.63) 1.997$, and X3 on Y is $0.008 < 0.05$ and the t value is $2.733 > t_{table} (0.05.63) 1.997$. So it can be concluded that H1 is accepted which means there is an influence of X1, X2 and X3 on Y.

This finding can be interpreted that work behavior (X1) interpersonal communication (X2) and job satisfaction (X3) have a direct positive effect on performance (Y). this means that increasing work behavior, interpersonal communication and job satisfaction will result in increased performance in village employees. a. discussion of research results.

Based on the results of hypothesis testing, it can be interpreted that the influence between variables is positive. The three research hypotheses proposed are significant, namely work behavior (X1), interpersonal communication (X2), job satisfaction (X3) and employee performance (Y) both individually and together.

This is shown by the results of the analysis described as follows:

1. The Effect of Work Behaviour on Performance

The findings of empirical research revealed that work behavior has a favorable effect on the performance of BRI Jakarta III auditors; this finding is supported by evidence that an organization's success is heavily dependent on the success of employee work behavior. Performance refers to any employee conduct, positive and negative, that contributes to corporate success (Colquitt et al., 2014). Performance is associated with quality, efficiency, and effectiveness (Ivancevich et al., 2014). Performance refers to the records that reflect employee behavior over

time in relation to organizational goals. Individual performance is defined as the evaluative and episodic behavior adopted by individuals toward their task, as a result of their cognitive abilities, personality, and experience. which provides value to the organization (Carlos & Rodrigues, 2016).

Meanwhile, work behavior refers to voluntary activity by members of an organization that impacts job performance and reduces organizational effectiveness (Zhang et al., 2019). According to Debusscher et al. (2016), detrimental work behavior is intentional on the part of organizational members who are perceived by the organization to be adverse to legitimate interests. This assertion is consistent with the statement made by Lai et al. (2020), who added that unproductive work conduct has a negative influence on the organization and its people. Counterproductive work behavior is defined as work conduct that significantly undermines overall organizational performance and, in particular, employee work productivity.

Debusscher et al. (2016) discovered that there is a favorable association between work conduct and performance. Work behavior in a dynamic setting is critical for improving knowledge and abilities, as well as providing competitive confidence. Furthermore, optimal work behavior can enhance employee qualifications and abilities to remain productive for the firm (Luhglatno & Dwiatmadja, 2020). This demonstrates that work behavior has a direct positive effect on task performance.

2. The Impact of Interpersonal Communication on Performance.

Empirical research indicated that Interpersonal Communication improves the performance of BRI Jakarta III auditors. Interpersonal communication is a meeting of at least two persons with the goal of directly transmitting messages and information. Awad and Alhashemi (2012) describe interpersonal communication as the process of sending and receiving messages between two people or a small group of people, with some impacts or

immediate response. Matin et al. (2010) describe interpersonal communication as the exchange of information between one person and at least one other person, or typically between two persons, with instantaneous feedback.

Furthermore, Schutte et al. (2015) describe interpersonal communication as people meeting face-to-face in informal social contexts and engaging in focused interactions through the exchange of reciprocal verbal and nonverbal signs. Interpersonal communication, which occurs face-to-face between communicators and communicants, is thought to be the most successful method for changing attitudes, behavior, or opinions (König et al., 2010).

Yu and Ko (2017) discovered that interpersonal communication has an impact on performance, expressing their findings as "Communication competency as a mediator in the self-leadership to job performance relationship" According to Shahzad et al. (2019), employees with proactive personalities are more likely to develop their structural and social work resources. According to their findings, people who proactively modify their work environment will remain engaged and perform well if they communicate well. (2019). Allowed et al. (2020) discovered that effective interpersonal communication has a direct impact on performance.

Based on this, we can conclude that interpersonal communication has a direct favorable effect on task performance.

3. The Impact of Job Satisfaction on Performance.

Empirical research indicated that job happiness improves the performance of BRI Jakarta III auditors. C. L. Yang and Hwang (2014) discovered a significant influence of job satisfaction on performance, which is driven by personality values as a potential source from within employees in their perception of job satisfaction felt. This is based on five basic personality traits, also known as the five big personality traits, such as: Agreeableness or friendliness is a tendency to be cooperative, adaptable, and aid others. Conscientiousness or

conscience represents a strong-willed and determined person. This is exhibited in the form of a hard worker who is persistent, responsible, cautious, planned, and structured. Then there's neuroticism, which is a typical personality trait that indicates a general tendency to experience unpleasant emotions such as fear, sadness, embarrassment, wrath, guilt, and disgust. Then Extraversion is a person who speaks a lot, enjoys socializing, is energetic, forceful, brave, and dominant. And openness to experience is characterized by a predisposition to be inventive, broad-minded, curious, creative, and innovative, as well as a desire to learn new things and embrace the opinions of others. These five bases enable employees to stay in a company for a long period since their interests may be satisfied, resulting in feelings of pleasure become a measure of their personality in carrying out their performance well. Bandura and Lyons (2014) have linked job satisfaction with performance, where their findings reveal that job satisfaction has a direct and significant effect on performance; this can be interpreted that the quantity and quality of work affects employee job satisfaction, because recognition proven by work results can support the overall goals of the organization through the assessment process from the leader; the better the leader assesses the results of the work, the more The seriousness of work will be pushed by the satisfaction felt. With unambiguous acknowledgment such as praise, rewards, job promotions focused at individuals who achieve, this can be a high motivator. This can be a powerful motivator since employees will work with the utmost enthusiasm to attain work goals that are fought for within the firm. Based on this, it is clear that job satisfaction has a direct positive impact on performance.

4. The Impact of Work Behavior, Interpersonal Communication, and Job Satisfaction on Performance.

Empirical research indicated that work behavior, interpersonal communication, and job satisfaction improve the performance of BRI Jakarta III auditors. In the research found by

(Nemteanu & Dabija, 2021), which was supplemented by research (Purwanto et al., 2022), each found that work behavior and job satisfaction affect performance, while research (Kadir et al., 2021) stated that interpersonal communication, job satisfaction affect performance, then for work behavior affects performance according to the findings of research (Kadir et al., 2021), and research (Bakri & Yadi, 2020) which found that work behavior, work environment. . The study and statistics presented above demonstrate that work behavior, interpersonal communication, and job happiness all have an impact on performance.

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