

The Influence of Job Satisfaction, Communication And Work Motivation on Employee Performance At the Office of the Supreme Audit Agency Representative of North Sumatra

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ABSTRACT

The purpose of this study was to determine the effect of Job Satisfaction, Communication and Work Motivation on Employee Performance at the North Sumatra Representative Office of the Audit Board of the Republic of Indonesia. In this study, quantitative research, as well as primary and secondary data, were used. Primary data was collected at the North Sumatra Audit Board Office through interview surveys and questionnaires. Data can be collected by sending questionnaires to 45 employees. This sampling technique is used to collect samples for analysis, such as linear regression, t test, te F, and determining coefficient (R2). In this study, the classical assumption test can also be carried out by: normality test, multicollinearity test. The results of this study prove that job satisfaction, communication and work motivation have a positive and significant effect on employee performance at the North Sumatra Representative Office of the Audit Board of the Republic of Indonesia. The results of the test for the coefficient of determination can be seen to be 92.8%, which is more than influenced by other variables outside the study, namely 7.2%

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1. INTRODUCTION

Human Resources is one of the important factors in a company/government agency to achieve predetermined goals. Human resources are a determinant of the success or failure of a company/institution in achieving its goals. Of the human resources that must be shown is the performance. If the employee's performance is good, the company's performance will also increase. Conversely, if the employee's performance is poor, the performance of the company/government agency will also decrease. Likewise with employee performance, what must be shown is the result of the employee's performance.

The Supreme Audit Agency of the Republic of Indonesia is a state institution in the Indonesian constitutional system which has the authority to examine the management and accountability of state finances. According to the 1945 Constitution, BPK is a free and independent institution.

Currently some employee performance has not been maximized, the main factors are not maximal 5 employee performance, namely job satisfaction for what has been done by employees, communication that does not contribute to work so that satisfaction is not fully fulfilled and lack of motivation among employees can lead to poor employee performance.

The phenomenon of job satisfaction in this agency can be seen from the data on the average performance appraisal of employees, that there are still many scores below the word 'very good', then the lack of communication between leaders and fellow employees, the lack of motivation given. This is the most important reason and a factor in the decline in employee performance at the North Sumatra Representative Office of the Audit Board of Sumatra. Based on the explanation on the research background, the researcher is interested in conducting research with the title "The Influence of Job Satisfaction, Communication and Work Motivation on Employee Performance at the Examination Board Office.

a. Employee Performance. According to (Afandi, 2018) performance is the result of work that can be achieved by a person or group of people in a company in accordance with their respective authorities and responsibilities in an effort to achieve organizational goals illegally, not violating the law and not contradicting morals and ethics .Employee Performance Indicators. According to (Kasmir, 2016) several indicators can be used to measure employee performance, namely:

- 1) Quality of Work: Performance measurement can be done by looking at the quality (quality) of the work produced through a certain process.
- 2) Quantity of Work: To measure performance can also be done by looking at the quantity (amount) produced by a person.
- 3) Timeliness: For certain types of work a time limit is given in adjusting the work, if it violates or does not fulfill the time requirement, it can be considered that the performance is not good, and vice versa.
- 4) Teamwork: Creating a comfortable atmosphere and cooperation that allows each other to support each other to produce better work activities.

b. Job satisfaction. According to (Afandi, 2018) job satisfaction is a positive attitude of the workforce including feelings and behavior towards work

through evaluating one job as a sense of respect in achieving one of the important values of work. Job satisfaction indicators. The indicators of job satisfaction according to (Robbins, 2016: 173) include:

- 1) Job satisfaction with the job itself.
- 2) Job satisfaction with salary.
- 3) Job satisfaction on promotion.
- 4) Job satisfaction with colleagues

c. Communication

According to (Afandi, 2018) communication is the process of conveying a message in the form of meaningful symbols as thoughts and feelings in the form of ideas, information, beliefs, hopes, appeals, and as a guide carried out by one person to another, whether face to face or not directly through the media, with the aim of changing attitudes, views or behavior. Communication indicators. According to (Afandi, 2018) the communication indicators are:

- 1) Vertical Communication: communication that occurs between superiors and subordinates in the organization.
- 2) Horizontal Communication: two-way communication that takes place between communicators and communicants who have the same two levels, positions and authority or the exchange of messages between departments at the same organizational level.

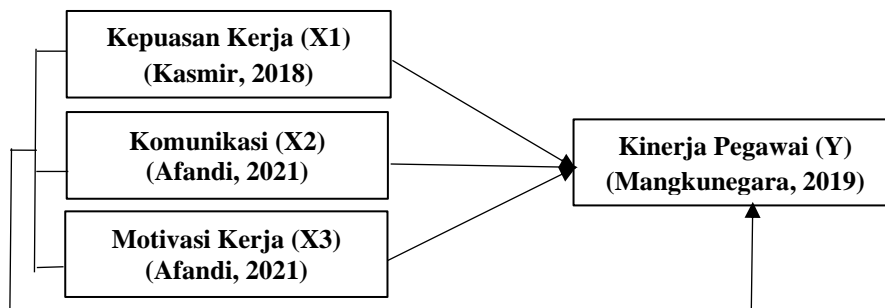
d. Work motivation. According to (Afandi, 2018) says that motivation is a desire that arises from within a person or individual because he is inspired, encouraged, and compelled to carry out activities with sincerity, pleasure and earnestness so that the results of the activities he does get good results. good and quality. Work motivation indicators. According to (Mankunegara, 2017) the dimensions and indicators of work motivation are divided into eight indicators, namely:

- 1) Hard Work: Carrying out activities to the best of their abilities.
- 2) Future Orientation: Interpret what will happen in the future and plan for it.
- 3) High level of aspirations: Have better ambitions.
- 4) Task/Target Orientation: That is always oriented towards quality work results.
- 5) Efforts to progress: Carry out activities to obtain goals.
- 6) Diligence: Doing all work diligently and seriously.
- 7) Selected Colleagues: Choose colleagues who can be invited to work together to achieve goals.

8) Time Utilization: Using time well in completing all work.

The conceptual framework in this study can be seen in Figure 2.2 below:

Tabel 2.2 Kerangka Konseptual



Sumber: Peneliti 2022

2. METHODS

The method in this study uses a quantitative method, where the author distributes questionnaires for data collection. The approach used in this study is an associative approach. An associative approach is an approach that uses two or more variables to determine the relationship or influence between one variable and another. Research Location: This research was conducted at the North Sumatra Representative Office of the Audit Board of the Republic of Indonesia. Time of Research: This research was conducted from April 2022 to July 2022. 1. Population: The population in this study is all employees in the representative secretariat at the North Sumatra Representative Office of the Supreme Audit Agency of North Sumatra, totaling 45 people. 2. Sample: In this study the authors used a non-probability sampling technique, namely by using census sampling or saturated sampling because the entire population was sampled if the population was below 100. So that the sample in this study was 45 employees/respondents.

In this study to obtain the necessary data, the method used by the author is

a. questionnaire (questionnaire) and interviews. a. Validity test

Validity test is used to measure whether or not a questionnaire is valid.

b. Reliability Test (Reliability).

The reliability test is used to measure a questionnaire which is an indicator of a variable or construct. With the provision that the cronback alpha value is > 0.60 , the data is declared reliable.

c. Classic assumption test

The classical assumption test is used to test whether the data is normally distributed in the regression model or not.

- 1) Normality test, this test aims to test whether the data in the regression model is normally distributed or not, a good regression model if the data distribution follows a normal distribution or is close to normal, the method is to look at the normal probability plot which compares the cumulative distribution of the actual data with the distribution cumulative of the normal distribution and is usually symmetrical in shape
- 2) Multicollinearity Test. This test aims to determine whether there is an independent variable that has similarities with other independent variables in a regression model, or to determine whether there is a correlation among independent variables.
- 3) Heteroscedasticity Test, This test is used to see whether in a regression model there is an inequality of variance from the residuals in one observation to another observation. If the variance is different, it is called heteroscedasticity.

Based on the research that the author made, to test the research hypothesis using multiple linear regression analysis, namely looking at Job Satisfaction (X1), Communication (X2) and Motivation (X3) on Employee Performance (Y) the mathematical equation of multiple linear regression analysis is written in the equation model as follows : $Y = \alpha + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \epsilon$

1) Partial Test (t test), t test is conducted to determine the effect of each independent variable partially on the dependent variable. The t test is carried out by comparing t_{count} to t_{table} with the following conditions (Gozhali, 2018) Then this test can be seen from the probability value.

The hypothesis is:

H_0 : there is no significant effect

H_a : there is a significant effect

The criteria for accepting/rejecting the hypothesis are as follows: Reject H_0 if the calculated probability value is $<$ a significance level of 0.05 ($Sig < \alpha 0.05$). Accept H_0 if the calculated probability value $>$ 0.05 significance level ($Sig > \alpha 0.05$).

2) Simultaneous Test (Test F)

This test is conducted to determine whether all independent variables can simultaneously affect the dependent variable. The method used is to compare the calculated F value with the F table with the following conditions:

H_0 : there is no significant effect.

H_a : there is a significant effect.

The criteria for accepting/rejecting the hypothesis are as follows: Reject H_0 if the calculated probability value $<$ the applied probability is 0.05 ($Sig < \alpha 0.05$). Accept H_0 if the calculated probability value $>$ probability set at 0.05 ($Sig > \alpha 0.05$).

3) Coefficient of Determination (R^2)

Test of the Coefficient of Determination (R^2) The coefficient of determination (R^2) is used to measure how far the model's ability to explain the variation of the dependent variable. The value of Adjusted Squared (R^2) is the coefficient of determination, namely the coefficient

that explains how much the proportion of variation in the dependent variable can be explained by the independent variables together.

3. FINDINGS AND DISCUSSION

The vision of the Supreme Audit Agency is to become a state financial audit institution that is free, independent and professional and plays an active role in realizing accountable and transparent state financial governance.

The mission of the Audit Board of the Republic of Indonesia is to examine the management and accountability of state finances in order to encourage accountability and transparency of state finances, and play an active role in realizing good, clean and transparent government, in accordance with BPK RI Decree No. 10/SK/VIII.3/8/2005 concerning BPK Strategic Plan for 2006 to 2010. The vision and mission were prepared in order to carry out BPK's duties, namely the task of examining the management and accountability of state finances as mandated in Law Number 15 of 2004 concerning Examination of the Management and Responsibility of State Finances.

Multiple Linear Regression

According to (Sugoyono, 2017) the test tool used to analyze the hypothesis in this study is Multiple Linear Regression Analysis.

Tabel 4.44 Regresi Linear Berganda Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	Colinearity Statistics	
		B	Std. Error	Beta	Tolerance	VIF
1	(Constant)	.632	1.872			
	Kepuasan Kerja	.211	.051	.268	.654	1.551
	Komunikasi	.674	.058	.686	.770	1.299
	Motivasi Kerja	.172	.051	.202	.766	1.306
a. Dependent Variable: Kinerja Pegawai						

From the results of the multiple linear regression test shown in the table above, the multiple linear regression equation is obtained as follows:

$$Y = 0,632 + 0,211X_1 + 0,674X_2 + 0.172X_3 + e$$

The explanation of the multiple linear regression equation above is as follows:

- a. If everything in the independent variables is considered zero then the employee's performance (Y) is 0.632

- b. If there is an increase in job satisfaction by 1 (one), then employee performance (Y) will increase by 0.211 or 21.1%.
- c. If there is an increase in communication by 1 (one), then the employee's performance (Y) will increase by 0.674 or 67.4%.
- d. If there is an increase in work motivation of 1 (one), then the employee's performance (Y) will increase by 0.172 or 17.2%.

According to (Sugoyono, 2017) the t test is a temporary answer to the formulation of the problem, namely asking the relationship between two or more variables. The partial test shows how far the independent variables individually explain the variation in this test using a significant level of 5%.

If: $p > 0.05 = H_a$ is rejected or H_o is accepted $P < 0.05 = H_a$ accepted or H_o rejected

Tabel 4.46 Uji Parsial (Uji t) Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	632	1.872		.337	.738
	Kepuasan Kerja	.211	.051	.268	4.147	.000
	Komunikasi	.674	.058	.686	11.597	.000
	Motivasi Kerja	.172	.051	.202	3.396	.002

Dependent Variable: Kinerja Pegawai

Sumber: Hasil Pengelolaan IBM Statistic SPSS 26.0

Based on Table 4.46 above, it can be explained that the tcount and significant equations for the variables are as follows:

- 1) The effect of job satisfaction on employee performance is seen that tcount 4.147 > ttable 1.679 and a significant 0.000 < 0.05, then H_a is accepted and H_o is rejected which states that job satisfaction has a positive and significant effect on employee performance.
- 2) The effect of communication on employee performance is seen that tcount 11.597 > ttable 1.679 and a significant 0.000 < 0.05, then H_a is accepted and H_o is rejected which states that communication has a significant effect on employee performance.
- 3) The effect of work motivation on employee performance is seen that tcount 3.396 > ttable 1.679 and a significant 0.002 < 0.05, then H_a is accepted and H_o is rejected which states that work motivation has a significant effect on employee performance.

Menurut (Sugoyono, 2017) Pengujian simultan akan di uji pengaruh variabel independen secara bersama-sama terhadap variabel dependen. Uji statistik yang di gunakan pada pengujian simultan adalah Uji F atau yang biasa di sebut

Analysis of Varian (ANOVA). Pengujian ini dapat di rumuskan signifikan korelasi ganda sebagai berikut:

Sumber: Hasil Pengelolaan IBM Statistic SPSS 26.0

Dapat di lihat dari hasil uji simultan pada Tabel 4.46 di atas, maka diperoleh nilai kofisien pada Fhitung = 190,960 sedangkan Ftabel sebesar = 2,81 yang dilihat pada $\alpha = 0,05$. Probabilitas signifikan jauh lebih kecil dari 0,05 yaitu $0,000 < 0,05$, maka model regresi dapat dikatakan bahwa dalam penelitian ini Kepuasan Kerja, Komunikasi dan Motivasi Kerja berpengaruh positif dan signifikan terhadap Kinerja Pegawai.

Tabel 4.46 Uji Simultan (Uji F) ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	287.471	3	95.824	190.960	.000 ^b
	Residual	35.729	41	.871		
	Total	323.200	44			

a. Dependent Variable: Kinerja Pegawai

b. Predictors: (Constant), Motivasi Kerja, Komunikasi, Kepuasan Kerja

(Sugoyono, 2017) explains, the determination test is used to see how much influence the independent variable has on the dependent variable. To test the coefficient of determination (adjusted R²), the percentage contribution of the independent variables studied is used for the variation in the ups and downs of the dependent variable.

Tabel 4.47 Koefisien Determinasi Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change
1	.943 ^a	.889	.881	.93351	.889

a. Predictors: (Constant), Motivasi Kerja, Komunikasi, Kepuasan Kerja

b. Dependent Variable: Kinerja Pegawai

Based on Table 4.47 above, it can be seen that the Adjusted R Square figure is 0.881 which can be called the coefficient of determination which in this case means that 88.1% of Employee Performance can be obtained and explained by Job Satisfaction, Communication and Work Motivation, while $100\% - 88.1\% = 11.9\%$ explained by other factors or other variables that were not examined in this study.

4.1. The Effect of Job Satisfaction on Employee Performance

Based on the results of the research above, it can be seen that the effect of job satisfaction on employee performance is seen that $t_{count} 4.147 > t_{table} 1.679$ and significant $0.000 > 0.05$, then H_a is accepted and H_o is rejected which states that job satisfaction has a significant effect on employee performance. Job Satisfaction is a factor that determines and influences employee performance. Job satisfaction can be in the form of feeling happy or not in doing work. Measuring job satisfaction can be done by holding

meetings between leaders and other employees to find out how far employees are satisfied with their jobs.

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4.3. Effect of Work Motivation on Employee Performance

Based on the results of the study it can be concluded that the effect of work motivation on employee performance is seen that $t_{count} 3.396 > t_{table} 1.679$ and significant $0.002 < 0.05$, then H_a is accepted and H_o is rejected which states that work motivation has a significant effect on employee performance. Motivation is an action or encouragement to influence someone to behave in a certain way. Work motivation greatly influences employee performance, because this can be seen from the behavior of an employee if motivated, the employee's performance will also improve. Motivation is formed from the attitude of employees in dealing with work situations in a company/agency. Positive employee attitudes and mentality towards work situations will strengthen work motivation to achieve maximum performance. This makes work motivation affect employee performance. The results of this study are in line with the research of Sri Asfirawati Halik (2021) which states that work motivation, work discipline, education and work experience have a positive and significant influence on employee performance.

4.4. The Effect of Job Satisfaction, Communication, and Work Motivation on Employee Performance

Based on the results of the study it can be concluded that Job Satisfaction, Communication and Work Motivation jointly (simultaneously) have a positive effect on Employee Performance ($F_{count} > F_{table} 190.960 > 2.81$ at a significant $0.000 < 0.05$). So the previous hypothesis (H_4) is accepted. In an effort to improve employee performance, company leaders try to improve work results both in quality and quantity achieved by employees in carrying out tasks according to the responsibilities given; then it will motivate employees to further increase their productivity and commitment to work, so that it will improve performance. The results of this study are in line with Endra Yongky Setyawan (2021) which states

that job satisfaction, communication, and work motivation have a positive and significant influence on employee performance.

4. CONCLUSION

Based on the research results described above. Then it can be concluded that:

- A. Job satisfaction partially has a positive and significant effect on employee performance at the North Sumatra Representative Office of the Audit Board of the Republic of Indonesia.
- B. Communication partially has a positive and significant effect on employee performance at the North Sumatra Representative Office of the Audit Board of the Republic of Indonesia
- C. Work motivation partially has a positive and significant effect on employee performance at the North Sumatra Representative Office of the Audit Board of the Republic of Indonesia
- D. Job Satisfaction, Communication and Work Motivation simultaneously have a positive and significant effect on employee performance at the North Sumatra Representative Office of the Audit Board of the Republic of Indonesia

The suggestions that can be given through the results of this study are as follows:

- A. It is suggested to employees of the North Sumatra Representative Office of the Audit Board to pay attention to education in work because this can affect employee performance, as well as increase concern for fellow co-workers in working together to complete work. Then to the leadership to pay more attention to the facilities that currently exist, in order to maximize the performance of the employees of the North Sumatra Representative Office of the Financial Supervisory Board.
- B. It is recommended that all employees between divisions improve relations and communication between employees and superiors in completing tasks and employees must help each other complete tasks with colleagues to improve employee performance.
- C. At work, employees must improve skills to make work more skilled and maximal, then employees of the North Sumatra Representative Office of the Audit Board must increase employee motivation so that they are

oriented towards achievement and the future to get enthusiastic about doing work, and work hard for agencies be more advanced.

- D. It is recommended to leaders and employees to increase work quality standards optimally. This aims to further improve employee performance results, and employees must minimize mistakes at work because the smaller the errors at work, the better the employee's performance results.

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