



Factors affecting employee performance at the central bank of the Republic Indonesia

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ABSTRACT

This study aims to analyze factors that can improve employee performance with work discipline and organizational citizenship behavior as mediating variables at the Central Bank of the Republic of Indonesia, Banten Province. Given the importance of implementing motivation and job satisfaction for companies to further improve employee performance at the Central Bank of the Republic of Indonesia. The research method uses a quantitative approach using 152 saturated samples of employees of the Central Bank of the Republic of Indonesia, Banten Province, which were collected through questionnaires and data analysis using the SmartPLS 3.2.9 program. The results of the study show that work motivation and job satisfaction have a positive and significant effect on employee performance both directly and mediated by work discipline and organizational citizenship behavior. Contributions to this research can be used for academic purposes and practical purposes which can be used as a guide for the leadership of the Central Bank of the Republic of Indonesia.

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INTRODUCTION

Employee performance is a comparison of actual work results with organizational work norms, which is meant by "performance at work". Companies continue to do better because of fiercer competition. Organizations place a high value on employee performance because their level of productivity has a significant impact on a business's ability to succeed. Companies must review staff performance to maintain productivity (Mangkunegara, 2018). When an employee loves his job, there is a high level of employee morale, which develops from the employee's drive and sense of satisfaction at work. strong motivation and job satisfaction will produce a strong morale in an employee (Citra & Fahmi, 2019).

The performance results expected from Bank Indonesia employees are work completed in accordance with their authority and responsibilities, aimed at achieving organizational goals legally, without violating the law, and in accordance with morals and ethics. When employees perform well, the organization as a whole performs better, which can be observed in organizational success (Irsyad et al., 2022). Optimal performance, reflects the ability of an employee.

One of the assets for the agency to achieve its goals is employee performance. Therefore, organizational leaders must pay attention to staff performance. Performance is usually understood as how well a person does a task. Robbins & Coulter (2018) explains employee performance is the result of a person's efforts in completing the tasks assigned to him to achieve work goals. When an employee completes a task in accordance with the task assigned to him, his performance is the result of the quality and quantity of his work (Mangkunegara, 2018). In order for employees to do their best, organizational management must try to motivate them to work hard.

The independent institution that has significant influence on the Indonesian economy is Bank Indonesia. As an extension of the Bank Indonesia Head Office (KPBI), the Banten Province Representative Office of Bank Indonesia carries out tasks related to the establishment and maintenance of rupiah stability. The stability of the rupiah has two components: exchange rate stability for products and services, and stability in other countries' currencies. To further improve the company's performance as reflected in the increase in the performance of KPw BI Banten Province employees, it is necessary to make efforts to improve the performance of KPw BI Banten Province employees.

The Central Bank of the Republic of Indonesia is known as Bank Indonesia (BI), as the Central Bank, BI's sole objective is to stabilize the value of the Rupiah and maintain it. Both the stability of the currency value of goods and services and the stability of other countries' currencies are components of the value of the Rupiah. At Bank Indonesia Banten Province, the level of HR performance is still not ideal. The average results of performance appraisal for each employee performance indicator consisting of Self-Development (Continuous Learning), Integrity, Building trust, Professionalism (Work Standards), and Teamwork (Teamwork) in 2022 generally experience a decrease compared to the results of the assessment performance in 2018.

Researchers have found that employee performance is positively and significantly influenced by motivation (Atikah & Qomariah, 2021; Kusuma, 2023; A. Setiawan et al., 2018; Sugiarti, 2022), and other studies have found a significant positive effect of motivation on employee performance (Vera et al., 2020). According to some academics, motivation can affect employee performance. The impact of employee performance is obtained from motivation. The same holds true for research on employee performance, with several studies finding that employee satisfaction has a positive and significant impact (Alfarizi & Haryadi, 2022; Diamantidis & Chatzoglou, 2019; Eliyana, Ma'arif, & Muzakki, 2019; Hendri, 2019; Paais & Pattiruhu, 2020; Pang & Lu, 2018), while other studies found that there is a significant influence between job satisfaction on employee performance (Peace, Rofiaty, & Sudjatno, 2023; Sabuhari, Sudiro, Irawanto, & Rahayu, 2020).

According to Nuryasman & Suryaman (2018), motivation is the set of attitudes and values that inspire people to act in ways that further their specific goals. These attitudes and values are the invisible force that gives people the will to act in ways that further their goals. Fahmi (2018) noted that motivation is a behavioral act used to try to satisfy desired demands. According to Hasibuan (2018), motivation is the provision of a driving force that triggers an individual's desire to collaborate, work well, and combine with all efforts to achieve fulfillment.

Then Eliyana et al., (2019) defines job satisfaction as how far employees are satisfied with their work. Then Robbins & Judges (2018) states that job satisfaction is a general behavior towards work performance as long as there are appropriate rewards and achievements. Theoretically, job performance and job satisfaction are related. Employee satisfaction is a strong predictor of organizational effectiveness and productivity. One's feelings about the work done is a reflection of the level of job satisfaction of employees. The optimistic attitude of employees towards their jobs and everything else they encounter at work is a testament to this. When someone analyzes or evaluates their job or work experience, they are said to have job satisfaction, which is a pleasant or satisfying emotional state (Pang & Lu, 2018).

The author offers intervening factors and borrows variables from ideas that have already been evaluated by other researchers in an effort to improve and generate new concepts based on

business phenomena and study gaps. According to Sutrisno (2019), discipline shows the condition or attitude of employees who uphold organizational norms and regulations. Discipline is a management tool used to maintain organizational norms, according to Mangkunegara (2018). One way of thinking about work discipline is as a management strategy to support organizational norms.

Motivation will encourage employees to do their work as effectively as possible because they believe that if the organization succeeds in achieving its goals and objectives (Maula et al., 2022), then the personal interests of the members will also be upheld. Therefore, extrinsic motivation also allows for increased performance through increased employee discipline (Febriani, 2021). The possibility of wasting money and time can be minimized if the workplace has a high level of discipline.

Then the level of work discipline achieved increases along with the level of employee satisfaction. The level of job satisfaction at work will depend on how employees behave and how they evaluate various parts of their work (Effendi & Radianto, 2022). This shows that job satisfaction and work discipline are positively correlated, with the level of work discipline increasing as the level of job satisfaction must be achieved (Listiyana & Ngatno, 2019). Based on this description, the researcher uses the variable work discipline as a mediation in the effect of work motivation and job satisfaction on employee performance, supported by previous research which found that work discipline mediates the effect of motivation on employee performance (Desyantoro & Widhiastuti, 2021; Listiyana & Ngatno, 2019; Moor & Sujianto, 2022; Waskito & Wulandari, 2022) then work discipline also mediates the effect of job satisfaction on employee performance (Jufrizen & Sitorus, 2021; Listiyana & Ngatno, 2019).

Furthermore, according to other studies (Maryati & Fernando, 2018; Wicaksono & Gazali, 2021) organizational citizenship behavior significantly and positively mediates the effects of motivation and work satisfaction on employee performance. In order for employees to perform at their best, motivation will drive them to go above and beyond what the organization has set as its goals. Organization citizenship behavior (OCB) is defined by Organ et al., (2018) as employee conduct that is done out willingly, genuinely, and joyfully without having to be directed.

Based on this description, researchers also use the Organizational Citizenship Behavior variable as a mediation in the influence of work motivation and job satisfaction on employee performance, supported by previous studies which found that Organizational Citizenship Behavior mediates the effect of motivation on employee performance (Dharma, 2018; Margahana et al., 2018; Maryati & Fernando, 2018) then Organizational Citizenship Behavior also mediates the effect of job satisfaction on employee performance (Margahana et al., 2018; DP Setiawan & Gunawan, 2019; Wicaksono & Gazali, 2021).

RESEARCH METHOD

The author uses a form of quantitative research to conduct this research. This research was conducted to determine the interaction between the observed variables. After determining the sample from a population, in obtaining the data used a research instrument in the form of a questionnaire. Employee performance, work motivation and work discipline in this study use indicators according to Irawan et al., (2020). Then indicators related to job satisfaction refer to Hendri (2019). Furthermore, for the OCB variable, use the according indicator Maryati & Fernando (2018). The population in this study were all employees at the Bank Indonesia Representative Office in Banten Province with a population of 152 employees using the 2022 annual report data guidelines, then the sampling technique for this study used a saturated sample or simple random sampling technique, so the sample used in this study was the entire population is 152 employees. Data analysis in this study used the SmartPLS 3.2.9 program with data collected through questionnaires.

RESULTS AND DISCUSSIONS

The profile of respondents in this study was the majority male with a percentage of 55.9%, then the majority of the respondents' work experience was 2-3 years with a percentage of 38.8%, the majority of respondents had Bachelor's degree education with a percentage of 58.8%, and the majority of respondents has a salary of 4.5-6 million with a percentage of 63.2%. Further profiles of respondents are explained in table 1, as follows:

Table 1. Respondent profile

No	Information	Frequency	Percent
1	Gender		
a	Male	85	55,9
b	Female	67	44,1
2	Length of work		
a	< 1 year	12	7,9
b	2 - 3 years	59	38,8
c	4 - 5 Years	45	29,6
d	6 years	36	23,7
3	Education		
a	Associate Degree	21	13,8
b	Bachelor's degree	59	38,8
c	Master's degree	55	36,2
d	Doctoral degree	8	5,3
e	High School	9	5,9
4	Salary		
a	≤ 4jt	18	11,8
b	≥ 7jt	38	25,0
c	4.5-6jt	96	63,2
	Total	152	100,0

Validity and Reliability Test

To test convergent validity, three tests were carried out, namely Loading factor, Average Variance Extracted (AVE), and Discriminant Validity. The results of the three tests are described as follows:

Table 2. Loading factor

	Work Discipline	Job satisfaction	Employee Performance	Motivation	OCB
DK1	0,822				
DK2	0,798				
DK3	0,704				
DK4	0,877				
DK5	0,806				
DK6	0,792				
KK1		0,821			

	Work Discipline	Job satisfaction	Employee Performance	Motivation	OCB
KK2		0,802			
KK3		0,734			
KK4		0,709			
KK5		0,800			
KP1			0,875		
KP2			0,890		
KP3			0,882		
KP4			0,914		
KP5			0,801		
MK1				0,769	
MK2				0,830	
MK3				0,775	
MK4				0,733	
MK5				0,794	
OCB.1					0,846
OCB.2					0,782
OCB.3					0,783
OCB.4					0,791
OCB.5					0,706

The test results on the Loading factor show that all constructs are said to be valid because the values of all items are > 0.60. Then the Discriminant Validity test is carried out as follows:

Table 2. Discriminant validity

	Work Discipline	Job satisfaction	Employee Performance	Motivation	OCB
Work discipline	0,801				
Job satisfaction	0,262	0,775			
Employee performance	0,337	0,246	0,873		
Work motivation	0,229	0,093	0,249	0,781	
OCB	0,152	0,228	0,536	0,295	0,783

The results of the Discriminant Validity test show that all constructs are greater than the correlation values between variables, so the constructs are declared valid. Then a test is carried out to see the Average Variance Extracted (AVE) value as follows:

Table 3. Average variance extracted

	Average Variance Extracted (AVE)
Work discipline	0,642
Job satisfaction	0,600
Employee performance	0,762
Work motivation	0,610
OCB	0,613

The test results show that the Average Variance Extracted (AVE) value is > 0.50, so the construct is declared valid. Furthermore, to see the reliability of the questionnaire items, a test was carried out to see the value of Composite reliability and Cronbach alpha, the results of the study are shown as follows:

Table 4. Composite reliability

	Cronbach's Alpha	rho_A	Composite Reliability
Work discipline	0,888	0,894	0,915
Job satisfaction	0,833	0,842	0,882
Employee performance	0,922	0,936	0,941
Work motivation	0,840	0,841	0,886
OCB	0,849	0,936	0,888

The test results show that the Composite reliability and Cronbach alpha values are > 0.60, so that all constructs are declared reliable. Furthermore, to see the influence exerted by exogenous variables, it can be seen from the R square value as follows:

Table 6. Coefficient of determination (R-Square)

	R Square	R Square Adjusted
Work discipline	0,111	0,099
Employee performance	0,354	0,345
OCB	0,128	0,116

The R square value of Work Discipline shows a value of 0.111, so work discipline can be explained by 11.1% work motivation and job satisfaction, then the R square OCB value shows a value of 0.354 so OCB can be explained by 35.4% work motivation and job satisfaction. The R square value of employee performance shows a value of 0.128, so employee performance can be explained by 12.8% work motivation, job satisfaction, work discipline and OCB. Furthermore, to see the influence of exogenous variables and mediating effects on endogenous variables, it can be seen from testing the hypothesis as follows:

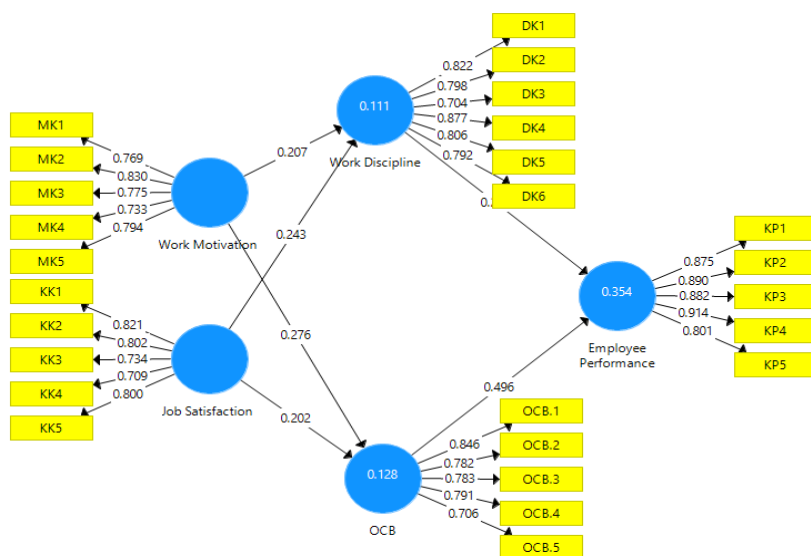


Figure 2. Model framework

Table 7. Hypotheses testing

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Work motivation -> Employee performance	0,191	0,201	0,049	3,919	0,000
Job satisfaction-> Employee performance	0,164	0,174	0,049	3,343	0,001
Work discipline -> Employee performance	0,261	0,264	0,067	3,916	0,000
OCB -> Employee performance	0,496	0,498	0,061	8,072	0,000
Work motivation -> Work discipline	0,207	0,220	0,081	2,556	0,011
Job satisfaction-> Work discipline	0,243	0,256	0,085	2,870	0,004
Work motivation -> OCB	0,276	0,287	0,072	3,855	0,000
Job satisfaction-> OCB	0,202	0,212	0,082	2,459	0,014
Work motivation -> Work discipline -> Employee performance	0,054	0,058	0,027	2,024	0,044
Job satisfaction-> Work discipline -> Employee performance	0,063	0,068	0,029	2,212	0,027
Work motivation -> OCB -> Employee performance	0,137	0,143	0,041	3,374	0,001
Job satisfaction-> OCB -> Employee performance	0,100	0,107	0,046	2,179	0,030

The results of testing the hypothesis in the table above show that work motivation, job satisfaction, work discipline, and OCB have a positive and significant effect on employee performance with a p value 0.05, and the parameter coefficient (original sample) is positive. Then work motivation and job satisfaction have a positive and significant effect on work discipline and OCB with a p value 0.05, and the parameter coefficient (original sample) is positive.

Furthermore, in the mediation test, it can be seen that work discipline and OCB mediate the effect of work motivation and job satisfaction on employee performance with a p value 0.05, and the parameter coefficient (original sample) is positive. This means that all the hypotheses in this study are accepted, and it shows that the factors that can influence employee performance at the Central Bank of Indonesia in Banten Province are work motivation and job satisfaction, both directly and through the mediating influence of work discipline and OCB.

The findings indicated that all of the hypotheses put out were supported, proving that the workers of the Bank Indonesia Representative Office in Banten Province's work motivation and work discipline had an impact, either directly or indirectly through work discipline and Organizational Citizenship Behavior. Motivation will encourage employees to do their work as effectively as possible because they believe that if the organization succeeds in achieving its goals and objectives, then the personal interests of the members will also be upheld. Therefore, motivation allows for increased performance through increased employee discipline (Febriani, 2021). The possibility of wasting money and time can be minimized if the workplace has a high level of discipline. The results of this study support previous research which found that work motivation has a direct effect on employee performance (Atikah & Qomariah, 2021; Kusuma, 2023; Pang & Lu, 2018; Setiawan et al., 2018; Sugiarti, 2022) and work discipline can mediate the effect work motivation on employee performance (Desyantoro & Widhiastuti, 2021; Listiyana & Ngatno, 2019; Moor & Sujianto, 2022; Waskito & Wulandari, 2022).

Employees who are satisfied with their work consider their field of work interesting or inseparable from their emotions, employee satisfaction at work is related to how these employees feel about their performance (Alfarizi & Haryadi, 2022). Robbins & Judge (2018) claims that as long

as there are appropriate rewards and achievements, job satisfaction is a common behavior towards work performance. The results of this study support previous research which found that job satisfaction has a direct effect on employee performance (Alfarizi & Haryadi, 2022; Diamantidis & Chatzoglou, 2019; Eliyana et al., 2019; Hendri, 2019; Paais & Pattiruhu, 2020; Pang & Lu, 2018) and work discipline can mediate the effect of job satisfaction on employee performance (Jufrizen & Sitorus, 2021; Listiyana & Ngatno, 2019).

Motivation will trigger employees to work beyond what has been targeted by the company, so that these employees can achieve their best performance. According to Organ, Podsakoff, & MacKenzie (2018). The results of this study support previous research which found that Organizational Citizenship Behavior mediates the effect of work motivation on employee performance (Dharma, 2018; Margahana, Haryono, Rosady, & Mdsaad, 2018; Maryati & Fernando, 2018). Then this research also supports previous research which states that Organizational Citizenship Behavior mediates the effect of job satisfaction on employee performance (Margahana et al., 2018; D. P. Setiawan & Gunawan, 2019; Wicaksono & Gazali, 2021).

CONCLUSION

The conclusion from the results of research conducted on Bank Indonesia Representative Office employees in Banten Province, shows work motivation, job satisfaction, work discipline, and OCB have a positive and significant effect on employee performance with a p value 0.05, and the parameter coefficient (original sample) is positive. Then work motivation and job satisfaction have a positive and significant effect on work discipline and OCB with a p value 0.05, and the parameter coefficient (original sample) is positive. Furthermore, in the mediation test, it can be seen that work discipline and OCB mediate the effect of work motivation and job satisfaction on employee performance with a p value 0.05, and the parameter coefficient (original sample) is positive. Contributions to this research can be used for academic purposes and practical purposes which can be used as a guide for the leadership of the Central Bank of the Republic of Indonesia. The results of this study can be used as material for consideration for the Banten Province office of Bank Indonesia in making decisions related to employee performance. Citizenship Behavior. Then the results of this study can be used as a reference for similar studies that conduct research related to employee performance. To researchers or for future research development, is to add independent variables that are expected to be able to develop conceptual and model studies on broader study objects regarding employee performance.

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