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## Empirical factors affecting the work ethic of BRI employees, Jakarta III Auditor Office

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### ABSTRACT

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This study explores the work ethic competence, compensation and job satisfaction of auditors in BRI Jakarta III office using a sample of 78 auditors. The respondents who completed the questionnaires collected data for each variable separately. The method used in this work is quantitative research and the analysis technique is SEM-based SmartPLS analysis. The results show that competence has an effect on work ethic, which indicates that increasing competence leads to an increase in the work ethic of auditors. That an increase in job satisfaction leads to an increase in auditor morale. Thus, rewarding can increase the work morale of auditors. The uniqueness of this finding is that job satisfaction has a greater impact than competence and compensation, so organizations must pay attention to job satisfaction and the factors that cause it, so BRI Jakarta III auditor must increase job satisfaction until employees get optimal job satisfaction.

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## INTRODUCTION

An organization is a static collection of individuals as an environmental system with interrelated and interconnected environmental subsystems that work directly to design achievable goals (Wahyudi et al., 2022). To implement a simple, efficient and effective organization, competent employees are very valuable and very necessary aspects related to the organization and needs (Anshori et al., 2022; Haryadi et al., 2022; Haryadi and Wahyudi, 2020). A person is a source of power that is used to move and synergize with individuals to achieve organizational goals (Alfarizi et al., 2022; Rahmatullah et al., 2022; Tania et al., 2021). In industrial competition, the system relies heavily on its employees. Therefore, the organizational system guarantees that its employees have an understanding and competence in the task of automatically achieving the goals of the organization. Employees with understanding and competence are important assets to support the system to support the competitiveness of the institutional system (Gunawan et al., 2022; Haryadi et al., 2021; Riyanto et al., 2022).

Bank Rakyat Indonesia (BRI) has improved over the past decade, although several business segments have declined due to the global impact of the Covid-19 pandemic, such as the credit sector and retail trade. and non-retail. BRI performance is influenced by many factors, but overall performance can also be influenced by the organization's control over each of its activities. Banking organization has two auditors for inspection, internal and external auditors, internal auditors are done by BRI itself and external auditors such as the Anti-Corruption Commission (KPK), Financial Services Authority (OJK), even for bank-related activities. The BRI government program budget can also be audited by the State Audit Office (BPK), which takes place in the spirit of monitoring the public interests of the country. For this, the role of internal auditors with a high work ethic. Empirical facts in the audit team of PT Bank Rakyat Indonesia (Persero) Tbk Jakarta III are as follows: Based on the data of the above report, it can be interpreted that 35% of the auditors are insufficiently qualified, because the enthusiasm is still low. , the performance related to increasing the qualification audit knowledge is low for some auditors. Some accountants are reluctant to renew their qualifications because they perceive that the salary being paid does not match their skills and the company has not properly remunerated the accountant according to current professional standards..

This view is also supported by the fact that the number of auditors in each industry does not meet ideal standards and the distribution of auditors is uneven due to the limited human resources of auditors. Auditor satisfaction is still low as seen in the data matrix above, reporting is still not on target, discipline is still not on target, especially in terms of deadlines, and technology management is still not optimal. Auditors seem reluctant to try to optimally manage technology because some auditors are not comfortable and still do not like the auditor's work. Then, in a study (Chanzanagh and Akbarnejad, 2010) comparing Islamic work ethics literature with Islamic teachings to examine the structure of Islamic work ethics in the context of Iran as a Muslim country, work ethics is influenced by the needs of employees, the floor of each employee and so many factors affecting work ethic, including skill rewards and job satisfaction.

Work ethic is the spirit of work and the basis of beliefs characteristic of an individual or group (Zafirovski, 201). Other opinions also argue that work ethic is an atmosphere that has meaning for the values or standards that individuals, their positions as employees or as part of the management itself, which regulate the internal rules of the organization, become work ethics. strong and a mandatory guide for everyone working in the organization (Jufrizen, 2017). Other opinions say the same, for example (Yarbrough et al., 2017). Ethos is a branch of philosophy that deals with moral values and standards that determine human behavior in life. Work ethic is a form of belief that can act as a guide to the behavior of a person, group or institution (guiding belief or person, group or institution) (Onyemah et al., 2018). By maintaining morale, employees can foster and maintain interpersonal relationships such as attraction and mutual respect, resulting in a better and more intimate relationship that allows employees to improve their performance through good work. an environment that can support the performance of these employees (Aldulaimi, 2016). Then (Jani et al., 2016) explained that work ethics can be interpreted as the attitudes and positions of a person, a group of people or a nation towards work, work habits, work-related characteristics or characteristics. He also explained that work ethic is also part of an individual's values. Sample habits show the characteristics of work ethic: punctual, moral, honest, dedicated, attitude, discipline, self-confidence and creative (Kong et al., 2015). Based on the above definitions and theories, it can be synthesized that work ethic is a work ethic characterized by efficiency and effectiveness, honesty, diligence and accuracy in work.

Competence is certain abilities, skills and abilities that are necessary to perform a job (Dessler, 2017:70). Competence according to (Leung et al., 201): Characteristics that are in the background of a person and related to the effectiveness of individual performance in his work. According to (Anshori et al., 2022), competence has five characteristics, namely: a. Motives. Motive is a condition of behavior of a person who constantly thinks about action, b). Character (characteristics). Temperament is the nature or character of a person that prompts them to behave and react in certain ways to certain circumstances. c. Self concept. Self-concept is an attitude assessment measured by the respondent's test, which can be used to know whether a person is good or not. Like what has been done or what would like to be done. d. knowledge Knowledge is the body of knowledge that people have in a particular field. Knowledge is a complex competence. e) skill(s) Skills are a person's ability to perform certain tasks, both physically and mentally.

Competence (Robbins and Judge, 2019) is the ability and capacity of a person to perform various tasks in the workplace, where this ability is determined by intellectual and physical abilities. It is also a human characteristic that is related to efficiency effectiveness, this characteristic can be seen as action, behavior and thinking (Gomes, 2003). (Dessler, 2019) also explains that the criteria used predict work performance, that competence is divided into two categories, namely: a. Threshold competencies are the most important characteristic (knowledge or basic skills) that an employee must have to do their job. b) Distinctive competencies are the factors that separate someone who can perform well and someone who can perform poorly. For example, a person with a motivational goal (self-concept) is usually interested in setting goals that go beyond the goals set by the organization. Competence is the ability to properly perform tasks and the knowledge, skills and abilities required for one's position (Anshori et al., 2022). Other opinions also explain that competence refers to something that describes a person's competence or skills, both qualitative and quantitative skills (Cummings and Worley, 2019). Sinambela (2019) reveals that a person's competence skills can be influenced by several factors, namely beliefs and values, skills, experiences, personality traits, motivation, emotional issues and intellectual skills. From the above definitions and theories, it can be synthesized that competence is the ability to perform tasks characterized by the knowledge, skills and behavior required by the position.

The purpose of remuneration is to benchmark the performance of employees in the organization, employees are expected to fully participate in the activities of the company (Dessler, 2019) states that there are two dimensions to pay, namely direct salary and indirect salary are as follows: 1. Direct compensation. Direct compensation is a type of remuneration or salary paid regularly during a specified grace period in cash or in kind based on payments made to employees for services rendered. Direct reward indicators, ie: compatibility of reward with work, compatibility of incentives with results achieved and reward received based on work performed. 2. Indirect compensation. Indirect compensation (indirect compensation) is a fixed salary or compensation in excess of salary to employees for the company's profits, which can be in the form of money or goods. Regarding the indicators of indirect compensation, namely: suitability of the expected profit, suitability of the insurance to the necessities of life, suitability of the place to the needs of the work and suitability of the rewards given to the results work.

Compensation functions as human resource management (HRM) which refers to the type of reward that employees receive for services rendered in organizational tasks. In a study (Yu et al., 2023). Ma et al., (2023) stated that reward is a reward or compensation provided by an organization to employees for good performance. Ahmed et al., (2021) Salary is a form of payment or reward intended for employees and resulting from the consequences of their work. Vahdat and others (2022) state that reward is the products and benefits that employees receive as a reward and the same type of reward as monetary exchange for employees to improve their work performance. This research was done because of the objectives to be achieved and the benefits or uses of the results of this research, e.g. find the factors that make high work morale possible.

Job satisfaction is the emotional state of a person who has a view of pleasant conditions in the work situation or vice versa (Saban et al., 2020). Because job satisfaction mediates the expectations and rewards provided by the management of the organization, job satisfaction is also closely related to justice theory, psychological understanding, and motivation. (Weiss and Merlo, 2015). After that, (Bakotić, 2016) explained that the discussion about job satisfaction is not something simple, both in terms of concept and analysis, because satisfaction has different nuances. (Taufail et al., 2018) explains the effect of job satisfaction on work ethic. In addition (Hayati and Caniogo, 2012), the findings of this study examine the effects of Islamic work ethics on intrinsic motivation, job satisfaction, organizational commitment and work performance.

Based on the above definitions and theories, it can be synthesized that job satisfaction is the emotional state of a person who has a view of pleasant conditions during the performance of work tasks, or vice versa, to obtain important work values for himself, and the organization. The runs Bakotić, (Bakotić, 2016)



## RESEARCH METHOD

The research was conducted by Jakarta III auditors J. Kapten Soebijanto Djojohadikusumo, No.1 Lt 6 Kav. CBD BSD City South Tangerang. While Indonesia's banking organizations are developing, especially Bank Rakyat Indonesia (BRI), its performance has improved over the past decade, although several business units have fallen due to the global impact of the 19-nation pandemic, such as in the lending sector. retail and non-retail sales. BRI performance is influenced by many factors, but in general performance can also be influenced by an organization's control over each of its activities. Banks have two auditors under the supervision of the organization, internal and external auditors, internal auditors are performed by BRI itself and external auditors such as the Anti-Corruption Commission (KPK), Financial Services Authority (OJK) even for bank-related activities. The BRI government program budget can also be audited by the State Audit Office (BPK), which is done in the spirit of monitoring the public interests of the country. Therefore, the role of internal auditors is the first observer whose duties and responsibilities require excellence, hence the importance of auditors' work ethics in maintaining the effectiveness of BRI. All BRI Jakarta III auditors are included, totaling 78 auditors.

The sample for this study is the entire sampled population. This study used a saturation sampling/overall sampling technique. The method used by the author in this research is a descriptive quantitative research with a causal approach. The method of causal inquiry seeks knowledge about the relationships, influence, effect and causal effects of various concepts either as factors for management science or in various ways. The data collection technique used in this study used a questionnaire with a Likert scale of 1-5 where the scale method is 1 strongly disagree, 2 disagree, 3 hesitant agree and 5 strongly agree. 78 questionnaires were received from the respondents. The data analysis technique of this study is descriptive analysis using SPSS version 26 utility, then inferential analysis using SmartPLS version. an utility to find the effect between variables with external model test including validity test and reliability calculation test, and then look at the roots score value for each variable. Then proceed to test the internal model by looking at the R2 (R-squared) value. A bootstrap test is used to determine the effect between variables, which looks at the value of the t-statistic and.

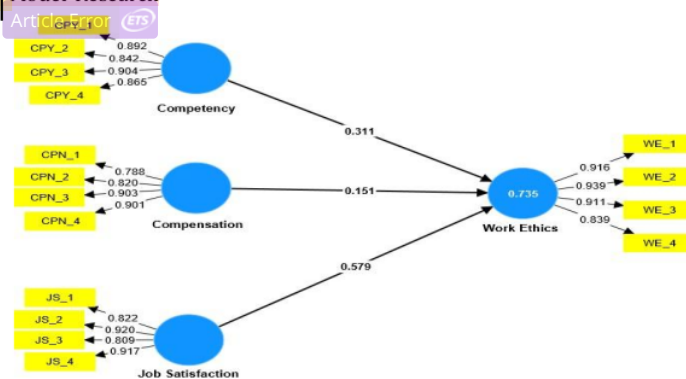


## RESULTS AND DISCUSSIONS

Before hypothesis testing can be conducted, validity testing is necessary to show the degree to which the instrumentation and measurement methods are positive for the design. In this study, validity was tested by looking at convergent and discriminant validity. Additionally, the results of the validity trial can be observed in the following sketch.



Figure 1. Outer Model Research



Source: Results of 2022 research data processing



The above figure shows that if the elasticities of each indicator are all greater than 0.70, the data automatically meets the validity criteria. Opinion (Ghozali & Latan., 2015: 74) If the external load numbers for each indicator are greater than 0.70, the indicator is claimed to be accurate. Besides looking at the external load numbers, convergent validity can also be seen from the numbers that must be greater than 0.50 (AVE) (Chin et al., 2020; Ghozali. I & Latan. H, 2015; Hair et al., 2021). In this form, the mean-variance extracted from each variable exceeds 0.50, as shown in the figure below.

**Table 1. Outer model and inner model**

Variable/Indicator	Cross Loadings					AVE	R-square
	CPN	CPU	JS	WE	CA		
Compensation_(CPN)					0.876	0.915	0.730
CPN_1	0,788	0,197	0,433	0,435			
CPN_2	0,820	0,190	0,461	0,421			
CPN_3	0,903	0,392	0,469	0,563			
CPN_4	0,901	0,307	0,455	0,479			
Competency_(CPY)					0.899	0.930	0.768
CPY_1	0,260	0,892	0,354	0,541			
CPY_2	0,276	0,842	0,351	0,470			
CPY_3	0,290	0,904	0,400	0,594			
CPY_4	0,324	0,865	0,406	0,526			
Job Satisfaction_(JS)					0.890	0.924	0.754
JS_1	0,528	0,401	0,822	0,704			
JS_2	0,448	0,361	0,920	0,700			
JS_3	0,409	0,381	0,809	0,658			
JS_4	0,454	0,356	0,917	0,691			
Work Ethics_(WE)					0.923	0.946	0.814
WE_1	0,478	0,535	0,781	0,916			
WE_2	0,521	0,543	0,729	0,939			
WE_3	0,553	0,483	0,727	0,911			
WE_4	0,472	0,649	0,621	0,839			

Table 1 shows that the reliability test values indicate that the Cronbach's alpha value, the composite reliability value for all variables is greater than or equal to 0.70 points. Thus, the conclusion is that all variables are reliable or meet the reliability test, and the Average Variance Extracted (AVE) value is > 0.50, which indicates that reliability and construct validity are met. After testing the outer and inner models, the authors continued testing the data to determine the effect of the variables assumed by the authors, which in full can be seen in the bootstrap test below.

The assumed results are said to be accepted if the T statistical value and the t table index value > (1,960) or if the P value is smaller than the significance value of 0.05. The results can be seen in the following figure or table.

**Table 2 Bootstrapping Direct Effect Test Results**

Hypothesis	Variable Influence Relations	Original Sample	T Statistic	P Values
H <sub>1</sub>	Competency → Work Ethics	0.151	2.245	0.025
H <sub>2</sub>	Compensation → Work Ethics	0.311	4.322	0.000
H <sub>3</sub>	Job Satisfaction → Work Ethics	0.579	7.239	0.000

Sumber: Output SmartPLS 4.0 diolah 2023

The form of the table above is the result of the Bootstrapping test with SmartPLS 4.0 which can be explained in the discussion below: The findings in this study prove that the competency variable has a significant effect on work ethic. With the original sample coefficient interval value obtained of 0.151, the T statistic number 2.245 is greater than the t table (1.960), and the p-value of 0.025 is smaller than the significance level (0.05). The competencies needed in several organizations to be able to achieve their goals are of course different, the classification of service companies and companies that produce goods or marketing offices will determine the competencies needed according to the style and direction of the company's strategy also requires different resources, the criteria that are needed are based on the classification of competencies that are real to be basic needs on the potential of prospective employees to be able to support organizational goals (Dessler, 2017:71). The competency view that expertise will affect the ability of employees owned by a person. A person is not necessarily willing to mobilize all the expertise he has to achieve maximum results. Again, an initiator is needed so that an employee is willing to use all the potential he has.

The second finding of the assumption in this study proves that the compensation variable has a significant effect on work ethic with the original sample coefficient interval of 0.311 and a statistical T

value of 4.322 which is greater than the t table (1.960) and a p-value of 0.000 which is smaller than the significance level (0.05). In this study, the more appropriate the compensation perceived by employees, the more the work ethic will increase. The company certainly needs compensation or also known as adequate and fair rewards, the compensation provided must also meet expectations that are quite competitive compared to similar organizations or companies. A good compensation payment system will greatly affect employee morale and work productivity. A good compensation system needs to be supported by a rational method and can create a person paid or compensated according to the demands of responsibility for his work (Khalid & Nawab, 2018).

The third finding of the assumption in this study proves that the job satisfaction variable has a significant effect on work ethic. Then the point coefficient interval for the original sample is 0.579, the T statistical value is 7.239 > T table (1.960), and the P value is 0.000 < sig (0.05). These results indicate that the higher the employees who have job satisfaction, the higher their work ethic. Where the greater the level of job satisfaction possessed by an employee, the employee's ability continues to increase. These results indicate that work ethic will increase with the managerial competence of an auditor. Respondents said that the openness of opportunities to climb increasingly open career paths, a sense of security that is fulfilled in activities, good organizational policies, harmonious ties between colleagues, then the establishment of harmonious relationships between leaders and followers have an impact on high employee performance. High Job Satisfaction of the employees concerned. Thus it is clear that Job Satisfaction has a direct positive influence on Work Ethic. (Alfarizi et al., 2022; Haryadi et al., 2021)

## CONCLUSION

The third finding of the assumption in this study proves that the job satisfaction variable has a significant effect on work ethic. Then the point coefficient interval for the original sample is 0.579, the T statistical value is 7.239 > T table (1.960), and the P value is 0.000 < sig (0.05). These results indicate that the higher the employees who have job satisfaction, the higher their work ethic. Where the greater the level of job satisfaction possessed by an employee, the employee's ability continues to increase. These results indicate that work ethic will increase with the managerial competence of an auditor. Respondents said that the opening of opportunities to climb an increasingly open career path, a sense of security that is fulfilled in their activities, good organizational policies, harmonious ties between colleagues, then the establishment of harmonious relationships between leaders and followers have an impact on high employee performance. High Job Satisfaction of the employee concerned. Thus it is clear that Job Satisfaction has a direct positive influence on Work Ethic.

This research is limited to the influence of competence, compensation and job satisfaction on work ethic. The object of research is the auditor of BRI Jakarta III Auditor Office. For future research, it is necessary to add other variables including the effectiveness of emotional intelligence training, organizational commitment and auditor performance. In addition to variables, it is necessary to add research objects such as other banks including BCA, Mandiri, BNI which are still under the auspices of BUMN

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**Run-on** This sentence may be a run-on sentence. Proofread it to see if it contains too many independent clauses or contains independent clauses that have been combined without conjunctions or punctuation. Look at the "Writer's Handbook" for advice about correcting run-on sentences.



**Compound** These two words should be written as one compound word.



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**P/V** You have used the passive voice in this sentence. Depending upon what you wish to emphasize in the sentence, you may want to revise it using the active voice.



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**Prep.** You may be using the wrong preposition.



**Hyph.** You may need to add a hyphen between these two words.



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**Missing "?"** Remember to use a question mark at the end of a question.



**Confused** You have used **to** in this sentence. You may need to use **two** instead.



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**Proper Noun** If this word is a proper noun, you need to capitalize it.



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**P/V** You have used the passive voice in this sentence. Depending upon what you wish to emphasize in the sentence, you may want to revise it using the active voice.



**Confused** You have used **effect** in this sentence. You may need to use **affect** instead.



**Missing ","** You may need to place a comma after this word.





**Confused** You have used **an** in this sentence. You may need to use **a** instead.



**Missing ", "** You may need to place a comma after this word.



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**P/V** You have used the passive voice in this sentence. Depending upon what you wish to emphasize in the sentence, you may want to revise it using the active voice.



**Possessive** You may need to use an apostrophe to show possession.



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**Confused** You have used **Effect** in this sentence. You may need to use **affect** instead.



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**Confused** You have used **Effect** in this sentence. You may need to use **affect** instead.



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