

THE INFLUENCE OF ORGANIZATIONAL BEHAVIOR, COMMUNICATION AND SELF-EFFICACY ON THE PERFORMANCE OF GOVERNMENT INTERNAL SUPERVISION APPARATUS IN THE RIAU ISLANDS PROVINCE WITH MOTIVATION AS AN INTERVENING VARIABLE

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Abstract:

In carrying out the duties and obligations mandated by the State Civil Apparatus (ASN), they must perform optimally, especially in public services. This is because the State Civil Apparatus (ASN) is a public servant who has sworn to be loyal to the state and serve the community's needs. The combined research model (Mixed Method) consists of a sequential explanatory model, a sequential exploratory model, a concurrent triangulation design, and a concurrent embedded model. The sequential explanatory model combines quantitative and qualitative research sequentially, first conducting quantitative research and then conducting qualitative research. The population in this research is the Government Internal Supervision Apparatus (APIP) throughout the Riau archipelago, both provincial regional inspectorates and city district inspectorates. With a total of 244 Government Internal Oversight Apparatus (APIP), using the Slovin formula, a sample of 151 was obtained. The results of the data analysis findings in discussion and hypothesis testing can be concluded as follows: The research demonstrates that Organizational Behavior, Communication, and Self-Efficacy significantly impact both Motivation and Performance. The mixed-methodology study suggests that to optimize the Government Internal Oversight Apparatus (GIOA) performance, leadership should regularly provide motivation, as it boosts enthusiasm and work efficiency among GIOA.

Keywords: Organizational Behavior, Communication, Self-Efficacy, Motivation, Performance

INTRODUCTION

Background of the problem. In carrying out the duties and obligations mandated by the State Civil Apparatus (ASN), they must perform optimally, especially in public services. This is because the State Civil Apparatus (ASN) is a public servant who has sworn to be loyal to the state and serve the community's needs. However, what is happening now is that more and more crime cases are being discovered, especially corruption crimes committed by the State Civil Apparatus (ASN). This will, of course, lower the State Civil Apparatus (ASN) performance and cause a domino effect where the public's trust in the State Civil Apparatus (ASN) will decrease.

To prevent criminal acts of corruption and other incidents that cause State Civil Apparatus (ASN) to carry out maladministration or work not by the guidelines and regulations that have been established, continuous supervision is needed. This supervision is necessary so that State Civil Apparatus (ASN) feel they are constantly supervised and can work by the guidelines and regulations. The R regional Inspectorate is one of the government agencies that manage and foster



the implementation of Government Affairs, which fa, ll underfills the authority of the Region and Assistance Tasks by Regional Apparatus. By the mandate of Law Number 23 of 2014 concerning Regional Government Article 216 paragraph (2), the Regional Inspectorate

Formulation of the problem. Based on the background above, the author formulates the main research problem as follows:

1. How? Organizational Behavior directly influences the Performance of the Government's Internal Audit Apparatus (APIP) in the Riau Islands Province.
2. How? Communication directly influences the Performance of the government's internal supervisory apparatus (APIP) throughout the Riau Islands province.
3. How? Does Self-Efficacy directly influence the Performance of the Government's Internal Audit Apparatus (APIP) in the Riau Islands Province?
4. How? Organizational Behavior directly influences the Motivation of Government Internal Audit Officials (APIP) in the Riau Islands Province.
5. How does communication directly affect the motivation of Government Internal Monitoring Officials (APIP) in the Riau Islands Province?
6. How does self-efficacy directly affect the government's Internal Supervisory Apparatus (APIP) in the Riau Islands Province?
7. How? Organizational Behavior indirectly affects Performance through the Motivation of Government Internal Audit Officials (APIP) in the Riau Islands Province.
8. How? Does communication indirectly affect Performance through the Motivation of Government Internal Audit Officials (APIP) in the Riau Islands Province?
9. How? Self-efficacy indirectly affects Performance through the Motivation of Government Internal Audit Officials (APIP) in the Riau Islands Province.
10. How? Motivation directly affects the Performance of the Government's Internal Audit Apparatus (APIP) in the Riau Islands Province.

Performance. According to Mathis and Jackson in Masram (2017:138), an employee must or cannot perform. Employee performance is all activities aimed at improving company and organizational Performance as well as individual and group Performance. Adhari (2020:77) says that employee performance is the result produced by certain job functions or activities in specific jobs over a certain period, showing the work's quality and quantity. Sinaga (2020:14) states that performance results from a person's work function or activities in an organization, which is influenced by various factors that help achieve organizational goals within a specific period.

Hamdiyah (2016:5) says that employee performance is work achievement that reflects the comparison between work results and predetermined standards. Managing human resources related to compensation, work environment, and leadership is necessary to achieve optimal employee performance. Fadil Sandewa (2018:97) says that Performance is the result of work that can be achieved by a person or group of people in an organization by their respective authority and responsibilities to achieve the goals of the organization concerned legally, without violating the law and by following morals and ethics.

Organizational Behavior. Robbins and Judge (2017:5) Organizational Behavior (O.B.) is a field of study that investigates the influence of individuals, groups, and structures on Behavior within the organization to apply knowledge to increase organizational effectiveness. According to Wijaya (2017:1), organizational Behavior is a scientific discipline that studies individual and group-level Behavior in an organization and its impact on Performance (individual, group and organizational Performance).

According to Triatna (2015:2), organizational Behavior explains the study of what people do in an organization and how this influences their Performance.

According to Utaminingsih (2014:2), organizational Behavior includes theories, methods, and principles from various scientific disciplines that study individual perceptions and actions when working in groups and within the organization. From several expert opinions above, it can be synthesized that organizational Behavior is a field of study that includes theories, methods, and principles from various scientific disciplines that study individual perceptions and actions. Towards Behavior in the organization, and this Behavior influences its Performance in the organization.

Communication. According to Sutardji (2019:2), communication is the process of conveying information or its meaning so that the recipient can understand, accept, and act upon it.

According to Carl in Effendy (2017:29), communication science is a systematic effort to formulate firmly the principles of conveying information and forming opinions and attitudes. According to Muhammad (2015: 7), communication is the exchange of verbal and non-verbal messages between the sender and the recipient of the message to change Behavior. According to Thoha (2017:167), communication is conveying and receiving news or information from one person to another.

Meanwhile, according to Harorl D. Lasswell in Mulyana (2017:51), communication is a process that explains who says what, by what channel, to whom, and with what consequences or results.

Based on the statements and definitions above, communication is the process of conveying information through verbal and nonverbal messages between the sender and the recipient so that the recipient can understand, accept, and act upon it.

Self-Efficacy. According to Lunenburg in Sebayar (2017:338), Self-efficacy is an individual's confidence in facing and resolving the problems they face in various situations and being able to determine actions to complete specific tasks or issues so that the individual can overcome obstacles and achieve the expected goals.

According to Alwisol in Cahyadi (2021: 5), self-efficacy is a view or perception of oneself about how one can function according to the situation. Self-efficacy, in general, is not related to the skills possessed by the individual but rather to the individual's psychology or beliefs. Wood and Bandura in Ari Sinar Deany (2016:372) state that self-efficacy is a belief about one's abilities; a person can carry out their work successfully because they see opportunities with several actions to obtain the results. Individuals with high self-efficacy will persist in doing something, have less doubt, carry out activities, and look for new challenges.

Medhayanti in Iwan Restu (2019:692) states that self-efficacy influences individuals' actions and decisions to achieve their goals. Self-motivation that arises in a person is driven by a sense of belief in one's abilities rather than something objectively true.

Meanwhile, according to Kreitner and Kinicki in R. Salangka (2015: 563), Self-Efficacy is a person's belief regarding their chances of successfully achieving a specific task. Self-efficacy is a self-assessment of whether one can carry out good or bad actions. So, self-efficacy is an individual's confidence in facing and resolving problems and goals that have been set, as well as the ability to maintain control over work in the environment at hand.

Motivation. Hafidzi et al. (2019: 53) state that motivation is a driving force that creates enthusiasm for a person's work so that they can collaborate, work effectively and be integrated with all their efforts to achieve satisfaction.

According to Danim (2014: 5), work Motivation is an urge from within the individual to carry out the work consciously. Rivai (2017: 55) states that motivation is a series of attitudes and norms

that influence a person to achieve goals or other specific things. Bangun (2015: 74) states that motivation is a desire within a person that causes that person to take action.

According to Malayu SP Hasibuan (2014:95), motivation is the driving force that creates enthusiasm for someone's work, making them want to work together, work effectively, and integrate all their efforts to achieve satisfaction.

From the definitions above, it can be concluded that motivation is an impulse that arises from within a person (internal) or outside a person (external), giving rise to certain behavior behaviors in achieving goals and job satisfaction. Thus, a leader must know the right way to motivate employees; if the leader can do this, it will positively impact employee success.

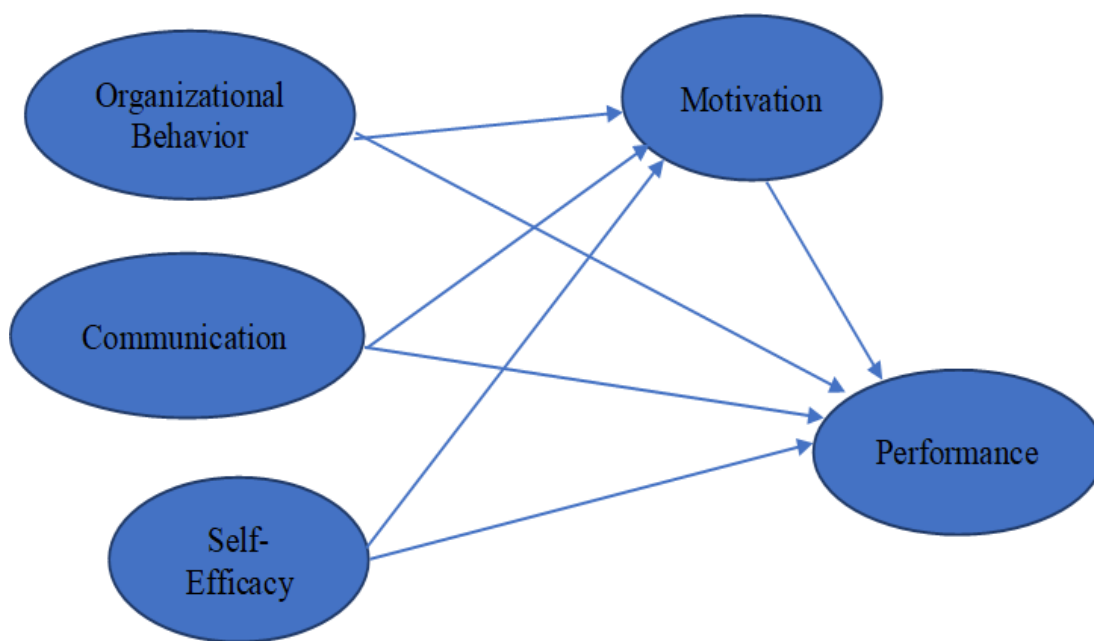


Figure 1. Research Models

From Figure 1 above, a structural equation model can be created as follows:

- H1: $Y = \gamma y.x1 X1 + e1$, \rightarrow X's direct influence1 against Y,
- H2: $Y = \gamma y.x2 X2 + e1$, \rightarrow X's direct influence2 against Y,
- H3: $Y = \gamma y.x3 X3 + e1$, \rightarrow X's direct influence3 against Y,
- H4: $Z = \gamma z.x1 X1 + e2$, \rightarrow X's direct influence1 against Z,
- H5: $Z = \gamma z.x2 X2 + e2$, \rightarrow X's direct influence2 against Z,
- H6: $Z = \gamma z.x3 X3 + e2$, \rightarrow X's direct influence3 against Z,
- H7: $Z = \beta zy Y1 + e2$, \rightarrow direct influence of Y on Z

Hypothetical. Based on the problem formulation explained above, a hypothesis can be drawn as follows:

1. Organizational Behavior has a direct influence on the Performance of the Government's Internal Audit Apparatus (APIP) throughout the Riau Islands Province
2. Communication directly affects the Performance of the government's internal audit apparatus (APIP) throughout the Riau Islands province.

3. Self-efficacy directly influences the Performance of the government's internal audit apparatus (APIP) throughout the Riau Islands province.
4. Organizational Behavior directly influences the motivation of Government Internal Audit Officials (APIP) throughout the Riau Islands Province.
5. Communication directly influences the motivation of Government Internal Audit Officials (APIP) throughout the Riau Islands Province.
6. Self-efficacy directly influences the Motivation of Government Internal Audit Officials (APIP) throughout the Riau Islands Province.
7. Organizational Behavior indirectly affects Performance through motivation, an intervening variable in the Government's Internal Oversight Apparatus (APIP) throughout the Riau Islands Province.
8. Communication indirectly affects Performance through motivation, an intervening variable in the Government's Internal Oversight Apparatus (APIP) throughout the Riau Islands Province.
9. Self-efficacy indirectly affects Performance through Motivation as an intervening variable in the Government's Internal Oversight Apparatus (APIP) throughout the Riau Islands Province.
10. Motivation directly influences the Performance of the government's internal audit apparatus (APIP) throughout the Riau Islands province.

METHODS

Mixed-Method. The combined research model (Mixed Method) consists of a sequential explanatory model, a sequential exploratory model, a concurrent triangulation design, and a concurrent embedded model. The sequential explanatory model combines quantitative and qualitative research sequentially, first conducting quantitative research and then conducting qualitative research. After analysis, the quantitative and qualitative data results will be entered into the matrix to see the comparisons obtained. The sequential 26 exploratory model combines the two research methods sequentially, starting with qualitative research, and the second stage is quantitative research. The concurrent triangulation design is a balanced combination of two research methods, quantitative and qualitative. These methods are used together, at the same time, but independently to answer research problems. The concurrent embedded model merges quantitative and qualitative research methods (Wijaya, 2019).

The method used is an explanatory qualitative approach to research methods (Zaluchu, 2018). Research procedures are the steps carried out in research in the form of research methods, population and sample (quantitative) or sample data sources (qualitative), research instruments, data collection techniques, and data analysis techniques (Sugiyono, 2014). The qualitative data analysis procedures are: 1) collecting data sourced from books and research journals that are focused on the topic of research methods; 2) Grouping the data into types of research (quantitative, qualitative, R&D); 3) Discussion of the type of research method, and its suitability with the idea/title of the research to be discussed accompanied by examples of methods (Wibisono, 2017).

Population and Sample, Population. According to Sugiyono (2018: 80), the population is a generalized area consisting of objects or subjects with specific qualities and characteristics determined by researchers to be studied, and conclusions are drawn. The population in this research is the Government Internal Supervision Apparatus (APIP) throughout the Riau archipelago, both provincial regional and city district inspectorates, with a total of 244 Government Internal Supervisory Apparatus (APIP).

Sample. According to Sugiyono (2018:116), the meaning of sample is "A sample is part of the number and characteristics of the population." Next, determine the sample using the Slovin formula, namely:

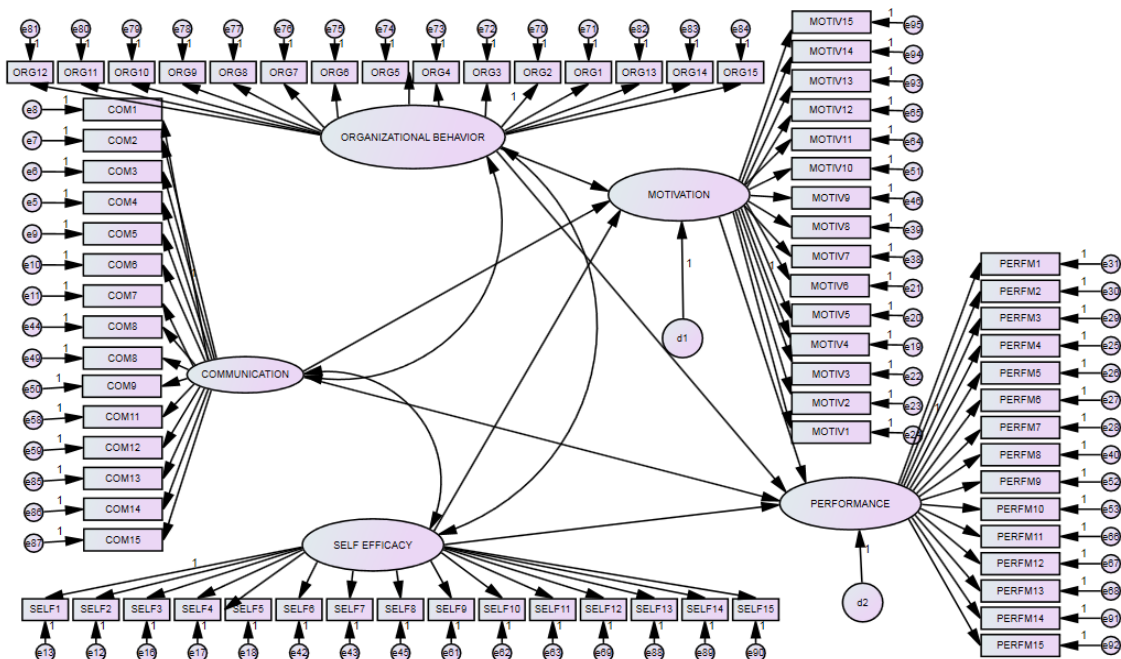
$$n = \frac{N}{1 + N(e)^2}$$

244

$$n = \frac{244}{1 + 244(0.05)^2} = 151 \text{ people}$$

RESULT AND DISCUSSION

By using software AMOS 24 then, the following results are obtained:



Source: IBM SPSS AMOS 24 Report Output (2024)

Figure 2. Full Model

Table 1. Standardized Regression Weight (Lamda), Variable Organizational Behavior, Communication, Self-Efficacy, Motivation and Performance

		Estimate
PERFM4	<--- PERFORMANCE	,273
PERFM5	<--- PERFORMANCE	,383
PERFM6	<--- PERFORMANCE	,373
PERFM3	<--- PERFORMANCE	-,109
PERFM2	<--- PERFORMANCE	,315
MOTIV7	<--- MOTIVATION	,737
MOTIV8	<--- MOTIVATION	-,227



Table 2. Regression Weight (Lamda), Variable Organizational Behavior, Communication, Self-Efficacy, Motivation and Performance

			Estimate	S.E.	C.R.	P	Label
MOTIVATION	<---	COMMUNICATION	,263	,068	3,865	***	par_13
MOTIVATION	<---	SELF-EFFICACY	,447	,080	5,568	***	par_14
MOTIVATION	<---	ORGANIZATIONAL BEHAVIOR	1,534	,578	2,656	,008	par_53
PERFORMANCE	<---	COMMUNICATION	-.095	,047	-2,000	,046	par_15
PERFORMANCE	<---	SELF-EFFICACY	,332	,060	5,541	***	par_16
PERFORMANCE	<---	MOTIVATION	,664	,066	10,094	***	par_17
PERFORMANCE	<---	ORGANIZATIONAL BEHAVIOR	-.840	,347	-2,424	,015	par_54

Source: IBM SPSS AMOS 24 Report Output (2024)

The Influence of Organizational Behavior Variables on Performance. The influence of the Organizational Behavior variable on Performance has a standardized estimate (regression weight) of 0.347 with a Cr (Critical ratio = identical to the t-count value) of 2.424 at probability = 0.015. The C.R. value of 2.424 > 2.000 and Probability = 0.015 < 0.05 indicates that the influence of the Organizational Behavior variable on the Performance variable is significantly positive. These results show that organizational Behavior significantly impacts the government's Internal Supervisory Apparatus (APIP) Performance in monitoring and inspection. According to Triatna (2015:2), organizational Behavior explains the study of what people do in an organization, which influences their Performance.

Influence of Communication Variables on Performance Variables. The influence of the Communication Variable on the Performance variable has a standardized estimate (regression weight) of 0.047, with a Cr (Critical ratio = identical to the t-calculated value) of 2.000 at probability = 0.046. The C.R. value of 2,000 > 2,000 and Probability = 0.046 < 0.05 indicates that the influence of the Communication variable on the Performance latent variable is significantly positive. Jeane Aneke Repie (2014) states that communication positively affects employee performance. Communication is the exchange of messages between the leader and the recipient of the message to change Behavior. In practice, the better communication that can be established between leaders and their subordinates, the more harmony it will create in the work environment. It will improve the Performance of each employee.

The influence of the Self-Efficacy variable on the Performance. The influence of the Self-Efficacy variable on the Performance variable has a standardized estimate (regression weight) of 0.060 with a Cr (Critical ratio = identical to the t-calculated value) of 5.541 at Probability = 0.05. The C.R. value = 5.541 > 2.000 and Probability = 0.000 < 0.05 indicates that the influence of the Self-Efficacy variable on the Performance variable is significantly positive. Based on the opinion of Medhayanti in Iwan Restu (2019:692), self-efficacy also influences individuals in acting and making decisions to achieve their goals. Self-motivation that arises within a person is driven by a sense of belief in one's abilities rather than something objectively true.

The influence of the Self-Efficacy variable on the Performance variable has a standardized estimate (regression weight) of 0.060 with a Cr (Critical ratio = identical to the t-calculated value) of 5.541 at Probability = 0.05. The C.R. value = 5.541 > 2.000 and Probability = 0.000 < 0.05 indicates that the influence of the Self-Efficacy variable on the Performance variable is significantly positive. Latief (2017) states that good and highly positive organizational Behavior can motivate employees to get results or improve the quality of their work.





The influence of the Self-Efficacy variable on the Motivation variable has a standardized estimate (regression weight) of 0.080 with Cr (Critical ratio = identical to the t-calculated value) of 5.568 at probability= 0.000. The C.R. value, $5.68 > 2.000$ and Probability = $0.000 < 0.05$, indicates that the influence of the Self-Efficacy variable on the Self-Efficacy variable is significantly positive. Muhammad (2015:7) states that communication is the exchange of verbal and nonverbal messages between the sender and the recipient of the message to change Behavior. Lai (2014) states that employees with good communication have superior work abilities and can increase the motivation obtained from their work.

The influence of the Motivation variable on the Performance. The influence of the Motivation variable on the Performance variable has a standardized estimate (regression weight) of 0.066, with a Cr (Critical ratio = identical to the t-count value) of 10.094 at probability = 0.000. The C.R. value of $10.094 > 2.000$ and Probability = $0.000 < 0.05$ indicates that the influence of the variable Influence of Self-Efficacy on Motivation is significantly positive. Iwan Restu (2019:692) states that self-efficacy also influences individuals in acting and making decisions to achieve their goals. Self-motivation that arises within a person is driven by a sense of belief in one's abilities rather than something objectively true.

Indirect influence of organizational Behavior to Performance. The indirect influence of organizational Behavior on Performance through Motivation as an intervening variable using the Sobel test Calculator auxiliary program can be presented in the following table:

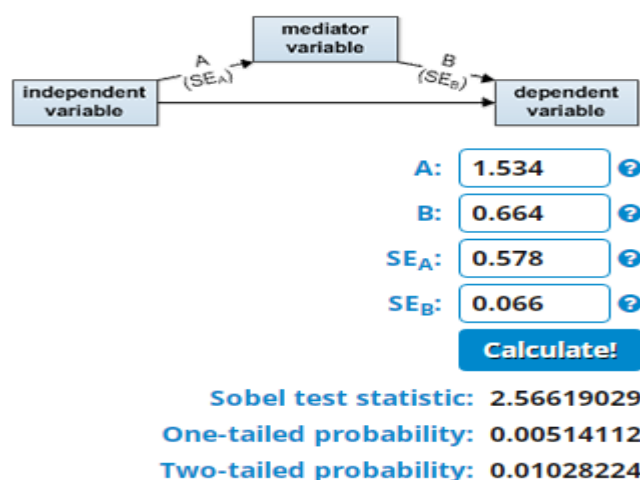
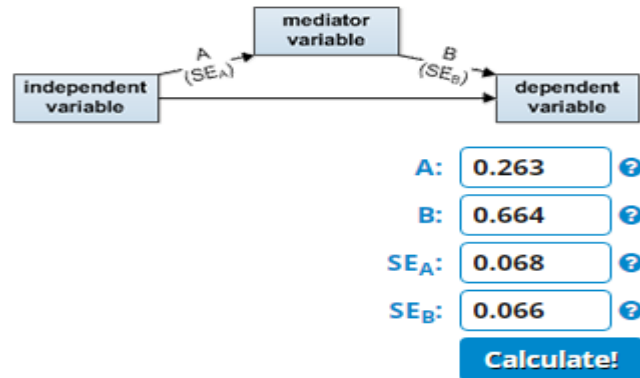


Figure 3. Sobel test Calculator

Based on the results of the calculation for the Sobel test in the image above, it can be seen that the value of Two-Tailed Probability = 0.01028224 is smaller than 0.05. This means that the influence of organizational Behavior on Performance through motivation is significant. The results of this research are the results of research conducted by Dasuki (2019), which shows that Organizational Behavior can influence Performance. The implications of the results of this research confirm that improving organizational Behavior and increasing work motivation can be the primary strategies for realizing employee performance.

Indirect Influence Communication to Performance. Indirect influence Communication to Performance through motivation, an intervening variable using the Sobel test Calculator auxiliary program, can be presented in the following table:



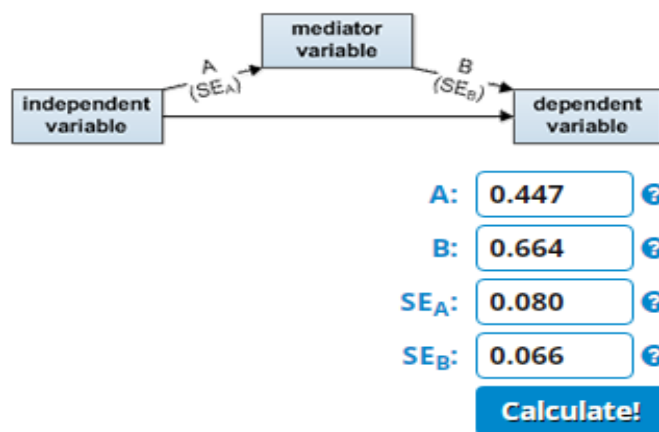


Sobel test statistic: 3.61006977
One-tailed probability: 0.00015306
Two-tailed probability: 0.00030611

Figure 4. Sobel test Calculator

Based on the results of the calculation for the Sobel test in the image above, it can be seen that the value of Two-Tailed Probability = 0.000030611 is smaller than 0.05. This means that communication has a significant influence on Performance through motivation. The results of this research are on the circumstances and results of interviews with several Government Internal Supervisory Apparatus (APIP) who work at the Regional Inspectorate of the Riau Islands province. Communication is needed in supervisory audits and inspections so coordination can occur quickly. This also avoids miscommunication, which can decrease the quality of the audit results or Performance produced.

Indirect influence self-efficacy to Performance. The indirect influence of self-efficacy on Performance through motivation, an intervening variable using the Sobel test Calculator auxiliary program, can be presented in the following table:



Sobel test statistic: 4.88470942
One-tailed probability: 0.00000052
Two-tailed probability: 0.00000104

Figure 5. Sobel test Calculator



Based on the results of the calculation for the Sobel test in the image above, it can be seen that the value of Two-Tailed Probability = 0.00000104 is smaller than 0.05. This means that the influence of Self-Efficacy on Performance through Motivation is significant. The results of this research are on the circumstances and results of interviews with several Government Internal Supervisory Apparatus (APIP) who work at the Regional Inspectorate of the Riau Islands province. In carrying out supervisory audits and inspections, self-efficacy or high self-confidence is needed so that when carrying out supervision and inspections, you are always confident in what you are doing, which will create enthusiasm for your work. This will ultimately improve audit quality or optimal Performance.

Measurement Model Analysis with Determination. Measurement Model with a coefficient of influence of variables Organizational Behavior, Communication, Self-efficacy, Motivation on Performance. Measurement model analysis with influence is used to determine the magnitude of the contribution of exogenous variables to endogenous variables. For this analysis, Square Multiple Correlation is used. The size of the Square Multiple Correlation can be seen in the following table.

Table 3. Evaluation of Squared Multiple Correlations

	Estimate
MOTIVATION	,399
PERFORMANCE	,685

Source: IBM SPSS AMOS 24 Report Output (2024)

Square Multiple Correlation whose respective values are for Performance = 0.685, for Motivational Variables = 0.399, as seen in Table 4.23 above. Square Multiple Correlation values for the variable performance times 100% = 0.685 x 100% = 68.5 %. Thus, it can be stated that Performance can be changed through organizational Behavior, communication, self-efficacy, and motivation by 68.5%.

For Motivational Variables, $R^2 = 0.399$, so the magnitude of the effect is $0.399 \times 100\% = 39.9\%$. Thus, change motivation is likely influenced by organizational Behavior, communication, and self-efficacy by 39.9%.

CONCLUSION

The results of the findings of data analysis in discussion and hypothesis testing can be concluded as follows:

1. The research results show that the influence of the Organizational Behavior variable on the Performance variable is significant.
2. The research results show that the influence of communication variables on performance variables is significant.
3. The research results show that the influence of the Self-Efficacy variable on the Performance variable is significant.
4. The research results show that the influence of the Organizational Behavior variable on the Motivation variable is significant.
5. The research results show that the influence of the Communication variable on the Motivation variable is significant.
6. The research results show that the influence of the Self-Efficacy variable on the Motivation variable is significant.



7. The research results show that the influence of organizational behavior variables on Performance through motivation is significant.
8. The research results show that the influence of the Communication variable on Performance through Motivation is significant.
9. The research results show that the influence of the Self-Efficacy variable on Performance through Motivation is significant.
10. The research results show that the influence of the Motivation variable on the Performance variable is significant.

Based on the conclusions from the research results above and the objectives of this research, the following are recommended:

1. To improve the Organizational Behavior of Government Internal Audit Apparatus (APIP), it is recommended that necessary training be provided related to implementing the process (SOP) in carrying out audits.
2. Several things need to be done to improve communication, such as holding an FGD (Group Discussion Forum) between each government's Internal Supervisory Apparatus (APIP) and leadership to establish effective two-way communication, resulting in Performance. Government. Internal Supervisory Apparatus (APIP) is even better and improves communication between government Internal Supervisory Apparatus (APIP) and leadership.
3. To foster self-efficacy or self-confidence in the Government's Internal Audit Apparatus (APIP), training to improve employees' skills and knowledge is necessary to become more understanding and skilled at work. This is also expected to increase students' self-confidence in the Internal Supervisory Apparatus (APIP) when carrying out tasks.
4. Several improvements need to be made to increase motivation for the Government's Internal Supervisory Apparatus (APIP). For example, we should give appreciation and praise to the government's Internal Supervisory Apparatus (APIP), excel, apply a sense of openness between co-workers and leaders, and establish friendly relations between each co-worker so that the responsibilities and work carried out can in line with targets or can exceed the targets set.
5. To optimize performance Government Internal Supervisory Apparatus (APIP) So, several improvements need to be made; among others, the leadership is always expected to be able to routinely motivate the government Internal Supervisory Apparatus (APIP) because motivation is one of the things that makes government Internal Supervisory Apparatus (APIP) more enthusiastic at work. Apart from that, there needs to be a unique space for employees to express new ideas and concepts when completing existing work, which must be done according to existing regulations.

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