



The Influence of Human Resources Audit on Employee Job Satisfaction

(A Case Study at PT. Bank Pembangunan Daerah West Java and Banten, Tbk (BJB) Central Office Bandung)

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ABSTRACT

The main purpose of this paper is to identify how HR audits affected job satisfaction. In this study, 52 participants were surveyed and analyzed using a quantitative descriptive analysis technique. A questionnaire served as the instrument for gathering information, and SPSS 25 was used for analysis, specifically the multiple linear regression technique. The hypothesis that "There is an effect of Human Resources Audit on Employee Job Satisfaction according to hypothesis test on (t test) that is carried out on human resources data, yielding a significance value smaller from the 5% error rate ($\alpha = 0,05$). The coefficient of determination, also derived based on test result analysis, this suggests a Human Resources Audit contributed to an increase in employee reports of being satisfied with their jobs (by 62.24%). Following the results of both tests it can find out with certainty that in this study the Human Resources Audit is having an effect on Employee Job Satisfaction.

INTRODUCTION

"Every company should be able to adapt and thrive in an increasingly competitive business environment. It is reasonable to conclude that every organization has defined goals and objectives, which typically include generating profits, at least periodically. This demands management to take appropriate actions to ensure that every employee contributes as much as possible towards achieving the company's objectives. Businesses utilize their resources (money, people, equipment, etc.) to reach these goals. (Fawzy, 2012).

A company is considered successful if it places a high priority on training, development, performance, skills, productivity, promotion, career growth, and personnel planning. Companies can motivate employees to perform at their best by offering competitive salaries and benefits like health insurance and retirement plans, as well as by creating a healthy work environment that encourages communication between staff and management. Effective employees can enhance productivity, and companies are always looking for signs of success from their staff. Human

resources audit is described as an 'extensive quality examination of HR activities within a department, division, or company' with the aim of improving and enhancing these operations, as stated by Rivai and Sagala (2011: 1040).

The influence of human resources audit has a positive and significant impact on employee job satisfaction at the Main Branch of Bank BJB, as evidenced by the determination coefficient of 62.4 percent, meaning that 62.4 percent of job satisfaction is determined by human resources audit, while the remaining 37.6 percent is due to other unexamined variables. As a result, the impact of human resources audit on job satisfaction is 37.6 percent.

Human resources audit is considered a dependent variable that affects the job satisfaction of individual employees or groups within an organization or company, based on preliminary survey results.

LITERATURE REVIEW

Human Resource Audit

The strategy in producing a list of objectives or targets is management. Companies may consider management as a systematic collection of information or as a set of skills developed creatively. "Personnel" and "human resources" are interchangeable terms. The driving force and non-material assets that enable a company to exist are its human resources, which consist of workers, employees, and human capabilities. Specific goals can be achieved through management.

Companies may regard management as a systematic collection of information or as a set of creatively developed skills. According to Gary, the definition of human resource management is "a system and a set of policies related to elements of people (or "human") to run an organization, such as hiring, firing, directing, rewarding, and evaluating employees. Business management is a part of human resource management, according to Rivai and Sagala. Other tasks and responsibilities included in human resource management (HRM) include:

1. Managerial Functions
 - a. Controlling
 - b. Directing
 - c. Organizing
 - d. Planning
2. Operational Functions
 - a. Termination of employment
 - b. Maintenance
 - c. Integration
 - d. Compensation
 - e. Development
 - f. Workforce (HR) procurement

Hasibuan identifies the following as the comprehensive objectives of human resource management:

- a. To prevent staff shortages or surpluses.
- b. To facilitate cooperation, thus enhancing work productivity.
- c. To ensure a consistent labor supply both in the present and the future.
- d. To select the best employees for every open position in the company.

Employee Job Satisfaction

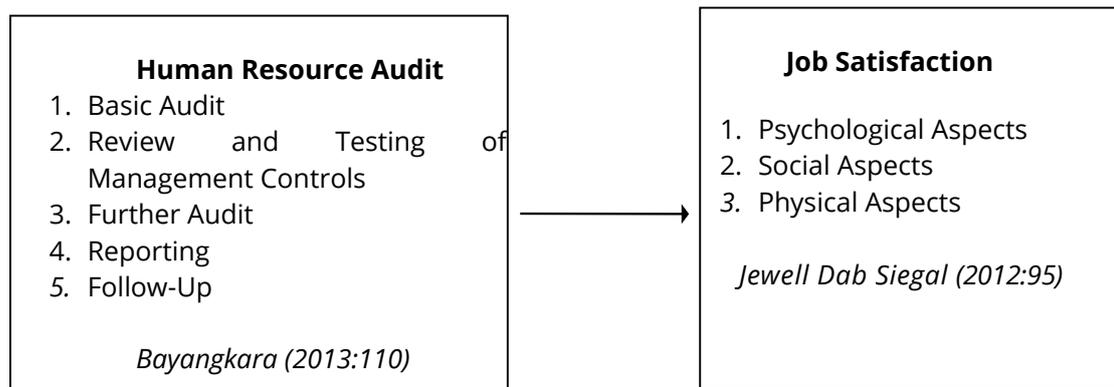
Citing Wexley and Yukl in Wilson Bangun (2012, p. 327), it is stated that an individual's diverse perspective on work, sometimes known as "job satisfaction," reflects their positive and negative sentiments about their work and their aspirations for the future. If someone can complete interesting work that they enjoy, they will feel satisfied. Conversely, dissatisfaction arises when the job is not enjoyable.

Internal and external variables are divided into two main areas that increase or decrease job happiness. Intrinsic elements include things like employees' personal expectations and desires. On the other hand, extrinsic variables are considered unrelated to the individual, such as company regulations, working conditions, compensation schemes, interactions with colleagues, and more.

Usman (2010, p. 497) identifies the following as causes of workplace job satisfaction:

- a. Opportunities for personal growth and development.
- b. Working environment conditions.
- c. Influence from others.
- d. Security.
- e. Rewards for service.

Research Framework



The following hypotheses are derived from the information presented above:

Ho: Human resource audit has no influence on job satisfaction.

Ha: Human resource audit has an influence on job satisfaction.

METHODS

In this study, a quantitative strategy is employed to gather data. According to Fauzi (2019), quantitative research encompasses all types of studies, primarily those that involve statistical processing of numerical data.

Population and Sample

Researchers study a population when they collect samples of items or individuals with specific characteristics. A population is a study group composed of selected components chosen for study based on the same or unique features or attributes (Kuncoro, 2017). The research sample comprises 55 employees of the Main Branch of Bank BJB, chosen based on researcher criteria. A saturated sampling approach is applied in this case. When selecting a sample for a study, the choice of saturated sampling depends on the researcher's judgment rather than predefined criteria.

The independent variable used in this study is Human Resource Audit (X), and the dependent variable used is Job Satisfaction (Y).

Human Resource Audit (X)

A systematic study and evaluation of HR division operations aimed at improving those operations and bringing the business closer to its established goals is the definition of human resource audit.

Job Satisfaction (Y)

Job satisfaction occurs when employees feel content with their roles in the organization, and their demands are effectively managed, resulting in a positive psychological state.

RESULTS

Reliability Test

Reliability test, as seen from the level of response consistency over time, can be used to determine the reliability of a research instrument or questionnaire. The Cronbach's Alpha method can be used to measure reliability. When a construct or variable has a Cronbach's Alpha value > 0.7, it is considered reliable. The following table provides a summary of the testing:

Table 1. Reliability Test

Variable	Cronbach's Alpha	N of Item	Critical Value	Conclusion
Human Resources Audit (X)	0,911	20	0,7	Reliabel
Job satisfaction (Y)	0,828	16	0,7	Reliabel

Source: Data processed with SPSS 25.0

Based on Table 1, it can be seen that each variable is considered to have high reliability, with each variable having a Cronbach's Alpha value higher than 0.7. As previously stated, all instruments used in this study have passed validity and reliability tests to ensure their suitability as research measurement tools.

Simple Linear Regression Analysis

The linear relationship between X and Y is implied by a one-to-one correspondence. Simple regression analysis can be used to anticipate the value of the dependent variable when the independent variable changes and to determine the direction of the correlation between the independent and dependent variables. Simple regression uses interval or ratio scales for its input data.

**Table 2. Simple Linear Regression Equation Analysis
Coefficients^a**

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	18.075	4.886		3.699	.001
	Human Resources Audit (X)	.550	.060	.790	9.118	.000

a. Dependent Variable: Employee Job Satisfaction (Y)

Source: Data processed with SPSS 25.0

As per the table above, the regression equation is obtained as follows:

$$\hat{Y} = a + Bx$$

$$\hat{Y} = 18,075 + 0,550X$$

From the simple linear regression equation above, the variable X (Human Resource Audit) has a positive regression coefficient value of 0.550. It can be determined that the effect of Human

Resource Audit on Job Satisfaction is directly proportional, meaning that a high Human Resource Audit will result in high Job Satisfaction, and vice versa.

Analysis of Correlation and Determination Coefficients

1. Analysis of the Correlation Coefficient between Human Resource Audit (X) and Employee Job Satisfaction (Y)

The Pearson correlation coefficient analysis was conducted using SPSS, and the results are presented in the following table.

Table 3. Correlation Coefficients

		Correlations	
		Human Resources Audit (X)	Employee Job Satisfaction (Y)
Human Resources Audit (X)	Pearson Correlation	1	.790**
	Sig. (2-tailed)		.000
	N	52	52
Employee Job Satisfaction (Y)	Pearson Correlation	.790**	1
	Sig. (2-tailed)	.000	
	N	52	52

** . Correlation is significant at the 0.01 level (2-tailed).

Source: Data processed with SPSS 25.0

Based on the calculations, the correlation coefficient between Human Resource Audit (X) and Employee Job Satisfaction (Y) is 0.790, indicating a relevant relationship because it falls within the range of 0.60 - 0.799.

2. Analysis of the Determination Coefficient between Human Resource Audit (X) and Employee Job Satisfaction (Y)

The determination coefficient analysis results are provided below :

Table 4. Determination Coefficients

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
41	.790 ^a	.624	.617	4.74105

a. Predictors: (Constant), Human Resource Audit (X)

b. Dependent Variable: Employee Job Satisfaction (Y)

Source: Data processed with SPSS 25.0

Based on the calculation results, the determination coefficient has a value of 62.4% (0.7902 x 100%). With a determination coefficient value of 62.4%, it can be concluded that Human Resource Audit determines 62.4% of job satisfaction, while the remaining 37.6% depends on variables beyond the scope of this study. Consequently, the calculations show that Human Resource Audit has a 37.6% influence on job satisfaction.

Hypothesis Testing

Partial Test (T-Test)

The t-test is used to show the extent to which each independent variable influences the dependent variable. The t-value and t-table critical value are compared at the 5% confidence level to determine the criteria for conducting the t-test (Ghozali, 2011).

Table 5. Hypothesis Testing**Coefficients^a**

Model		T	Sig.
1	(Constant)	3.699	.001
	Human Resources Audit (X)	9.118	.000

a. Dependent Variable: Job satisfaction (Y)

Source: Data processed with SPSS 25.0

By examining the calculated t-value of 9.118, it can be determined that the calculation was successful. The critical value at α (0.05) from the t-table is 2.009. This value has degrees of freedom of $n - 2 = 52 - 2 = 50$. Since the calculated t-value (9.118) > t-table value (2.009) or p-value (0.000) < 0.05, H_0 is rejected. Thus, it can be indicated that Human Resource Audit has an influence on job satisfaction.

DISCUSSION

Human Resource Audit Variable at PT. Bank BJB Main Branch Bandung

Based on the study results, the average difference from question to question for the human resource audit indicator is 79, which falls into the category of "very good," consistent with the study's findings about human resource audits. The human resource audit at PT. Bank BJB Main Branch Bandung can be classified as "very good." The human resource audit assesses awareness, accessibility, and compliance. From the calculations for the human resource audit variable, it is found that awareness, availability, and discipline have varying and low values, including the company's claims that they support awareness and can accommodate staff availability. The human resource audit also complies with the company's regulations at a rate of 3.95, indicating that this component needs improvement.

Employee Job Satisfaction Variable at PT. Bank BJB Main Branch Bandung

Based on the average scores for all questions used to determine employee job satisfaction, it falls within the "very good" range, specifically 75.58, consistent with the study's findings. According to the research results, employees at PT. Bank BJB Main Branch Bandung are reasonably satisfied with their jobs. Components of job satisfaction include loyalty, work performance, creativity, cooperation, and responsibility. Based on the calculations for the human resource audit variable, several abilities have low values for loyalty, work performance, creativity, cooperation, and responsibility. This includes the statement that employees at PT. Bank BJB Main Branch Bandung help and enhance their own qualities to contribute to the company's progress, which has a value of 3.78 and needs improvement.

The Influence of Human Resource Audit on Employee Job Satisfaction at PT. Bank BJB Main Branch Bandung

In other words, the significant value of the t-test (used to test the hypothesis) is smaller than the 5% error level (= 0.05), and thus the hypothesis "There is an influence of Human Resource on Employee Job Satisfaction" can be accepted. The determination test shows that Human Resource Audit has an influence on employee job satisfaction (62.24%). The results of both investigations convincingly show that job satisfaction is influenced by human resource audits. The earlier discussion is based on the theoretical foundation provided by the research findings, which state that several factors, as mentioned by Robbins (2003:103), such as supportive mileagues, supportive working conditions, equitable rewards, and mentally challenging work.

According to IBK Bayangkara (2008:144), it is stated that "The main focus of human resource audits is to determine that all human resource activities of the company have been carried out well, efficiently, and optimally to meet their targets, and then make suggestions to overcome the weaknesses that still exist in these activities to improve their performance. This audit can be done by one department or by many departments and divisions; therefore, it is expected that the results of the human resource audit will increase employee job satisfaction. If human resource audits are conducted frequently, job satisfaction will be higher, and if audits are conducted less frequently, it means lower job satisfaction.

CONCLUSION

1. A comprehensive examination of each component of the human resource audit shows that PT. Bank BJB Main Branch Bandung is handling it well.
2. It can be observed that PT. Bank BJB Main Branch Bandung has effectively determined whether its employees are satisfied with their jobs based on the assessment of each element used to measure job satisfaction.
3. Based on the research findings, employee job satisfaction at PT. Bank BJB Main Branch Bandung can be substantially detected by the company's human resource audit. The more effectively the human resource audit is conducted, the easier it is to identify employee job satisfaction.
4. Employee job satisfaction audits can be conducted by human resources to uncover some encouraging findings, but there is still room for improvement in some criteria, including:
 - a. Human Resource Audit
 - 1) The company's awareness to understand the conditions experienced by its employees.
 - 2) The company's willingness to provide infrastructure and facilities needed by its employees.
 - 3) Compliance, meaning that the human resource audit should encourage employees to comply with the company's policies to work optimally and efficiently.
 - b. Job Satisfaction
 - 1) Loyalty to retain employees in the company so that they can carry out their job commitments or duties.
 - 2) Job performance to support a higher career rank; therefore, employees need knowledge such as pursuing postgraduate studies, Ph.D., etc.
 - 3) Creativity to help a company's employees sharpen their potential.
 - 4) Cooperation to help or ease the workload of fellow employees, so that work or projects can be completed quickly.
 - 5) Responsibility to evaluate employees' ability to complete their work on time.

SUGGESTION

1. Extend the Research Sample
Expanding the sample size to include a more diverse group of participants could strengthen the study's generalizability and provide a more comprehensive understanding of how HR audits affect job satisfaction.
2. Include Qualitative Analysis
Incorporating qualitative research methods such as interviews or focus groups to gather in-depth insights from employees could complement the quantitative findings and offer a richer perspective on the relationship between HR audits and job satisfaction.
3. Consider Longitudinal Study
Conduct a longitudinal study to track changes in job satisfaction over time in response to HR audits. This would provide a more nuanced view of the cause-and-effect relationship.

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