

The Effect of Role Conflict, Role Ambiguity, and Workload on Auditor Performance in Bali

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ABSTRACT: Auditor performance plays an important role in the audit implementation. The purpose of this study is to determine and empirically prove the effect of role conflict, role ambiguity, and workload on auditor performance in Bali. This research was conducted at the Bali Province Public Accountant Office. The sampling method used was purposive sampling method where the sampling technique was taken with certain considerations. The number of samples in this study were 87 auditors. The data was collected through a survey method using a questionnaire. The analysis technique used is multiple linear regression. Based on the results of the analysis, it was found that role conflict, role ambiguity, and workload had a negative effect on auditor performance. This shows that the higher the role conflict, role ambiguity, and workload of the auditors, the auditor performance will be decreased.

KEYWORDS: role conflict, role ambiguity, workload, auditor performance

I. INTRODUCTION

Technological developments in the era of globalization have led to increased competition in the industrial world. Business actors cannot compete only by showing high profits, but must also be able to demonstrate the fairness of their company's financial statements that show information about business results and the company's financial position so it can be used as a reference in decision making. Companies usually require an independent third party, namely a public accountant to audit the company's financial statements in order to determine compliance with generally accepted accounting standards and principles. Public accountants carry out work under a Public Accounting Firm that provides professional auditing services to clients (Halim, 2008:12).

Public Accounting Firm is an institution that has a license from the Minister of Finance as a forum for public accountants to carry out their work. Auditor is a public accountant profession who has certain qualifications to examine and provide an opinion on financial statements as responsibility for the activities of a company or organization. The performance of Public Accounting Firm is largely determined by the performance of the auditors in it (Sudarmawan and Putra, 2017). Auditor performance is the result of work achieved by the auditor in carrying out an examination of financial statements in accordance with the responsibilities assigned to them (Fachrudin and Rangkuti, 2019).

Poor auditor performance has major implications for the business community (Ulfa et al., 2015). The Center for Financial Professional Development of the Ministry of Finance found violations of audit results that were not in accordance with accounting standards carried out by auditors of the Public Accounting Firm, Tanubrata, Sutanto, Fahmi, Bambang, and partner (Member of BDO International), who conducted the audit to the 2018 financial statements of PT Garuda Indonesia Tbk. Those auditors were proven to have violated Audit Standards (SA) 315, SA 500, SA 560. This resulted in the public accountant being sanctioned by the Minister of Finance, namely license suspension for 12 months, in addition there was a Written Order to those auditors to make quality improvements for violations of OJK Regulation Number 13 / POJK.03 / 2017 jo. SPAP for

Quality Control Standards no later than 3 months after the issuance of the order from OJK. This is a serious problem, because the auditor is the responsible party for detecting errors in the financial statements, should work carefully and professionally to prevent violations. The decline in the performance of an auditor can be influenced by several factors, such as role conflict, role ambiguity, and workload.

Role conflict can cause discomfort at work and can reduce work motivation because it has a negative impact on individual behavior, such as the emergence of work tensions, the number of transfers, a decrease in job satisfaction, so it can reduce overall auditor performance (Fanani et al., 2008). Wolfe and Snoko (1962) and Agustina (2009) state that role conflict occurs when in carrying out their duties two or three different orders collectively so when carrying out one command, other orders can be ignored. Role conflict occurs when a person is in a situation of pressure to perform different and inconsistent tasks at the same time (Yustrianthe, 2008). Auditors in carrying out their duties, has two roles, such as a member of the profession who must act in accordance with the code of ethics and law, and as an employee in a company with the applicable control system. This dual role causes auditors to often be in conflicting positions.

Another factor that is often faced by auditors in carrying out their duties is role ambiguity that can affect performance degradation. Role ambiguity or role ambiguity is the absence of sufficient information that a person needs to carry out his role in a satisfactory way (Fanani, et al. 2008). Auditors often have little information that is sufficient to do their job or what they are responsible for in their current role. In addition, sometimes auditors work without much direction from supervisors and face new situations such as new clients, new industries, and new technical areas (Jones et al., 2010). Tang and Chang (2010) stated that high role ambiguity can reduce a person's self-confidence in his ability to work effectively.

Workload can also affect auditor performance. Workload can be defined as the interaction between actual job demand and psychological tension arising from efforts to meet demand (Bliese and Castro, 2000). The high workload of an auditor can cause fatigue, which can result in a decrease in the ability of auditors to analyze irregularities and find errors in the financial statements they audited. Auditor workload occurs when auditors have a lot of work that is not in accordance with their time and abilities (Novita, 2015). The workload can have less of an impact on the office where the accountant works if there are adequate resources who have special knowledge to manage workloads effectively (Suhardianto and Leung, 2020). A very heavy workload pressure for auditors can have a negative impact on the audit process, among others, the auditor will tend to reduce several audit procedures and the auditor will easily accept the explanation given by the client (Lopez and Peters, 2012). The workload given by superiors to auditors is not in accordance with the ability that the auditor can complete within a certain period of time, will result not optimal auditor performance, fatigue and increased turnover (Persellin et al., 2018).

Several previous studies examining the effect of role conflict, role ambiguity, and workload on auditor performance have found variable or inconsistent results. The results of research by Rosally and Jogi (2015), Kurniawan (2018), and Ndruru, et al. (2019) shows that role conflict has a negative effect on auditor performance. Meanwhile, the research results of Hanna and Friska (2013), Pratama and Latrini (2016) show that role conflict has no effect on auditor performance. Research conducted by Ndruru et al. (2019) show that role ambiguity has a negative effect on auditor performance. Meanwhile, Arianti's research (2015) show that role ambiguity has a positive effect on auditor performance. Based on the explanation above, where there are phenomena concerning the performance of auditors and the inconsistency of research results, the researcher is motivated to conduct research again.

II. LITERATURE REVIEW AND RESEARCH HYPOTHESIS

Agency theory explains the phenomena that occur due to the relationship between the principal and the agent. Basically, the principal and agent have different goals. The principal wants a high return on his investment, while the agent has an interesting getting large compensation for his work. Agency theory in auditing deals with auditors as third parties who will help to resolve conflicts of interest that may arise between management and company owners. There are several social interactions in the daily life of an auditor, including social interaction between the auditor as an employee (individual) and the Public Accounting Firm where the auditor works (organization), social interaction between the auditor as an employee (individual) and the professional organization that houses him, namely Indonesian Institute of Public Accountants (organization),

social interactions between auditors (individuals) and clients (individuals and/organizations) when auditors carry out their duties, social interactions between auditors (individuals) and co-workers, superiors, and subordinates (individuals), social interactions between auditors (individuals) with the family and community (individuals and/organizations). Knowing the many roles that must be played by public accountants in everyday life, role theory can be applied to analyze every relationship in social interactions involving auditors.

Based on role theory, when individuals occupy a position in their work environment, the individual is required to interact with other things or individuals as part of their job. A set of activities in a work environment contains several roles from individuals who occupy a position and each role requires different behavior. Role conflict arises because there are two different orders that are received simultaneously and the implementation of just one order will result in the neglect of the other orders (Fanani, et al, 2008). Orders that go against professional ethics create a dilemma because the individual must choose one of them to carry out. Role conflicts cause discomfort at work so that performance will decline. This is supported by research by Rosally and Jogi (2015), Kurniawan (2018), and Ndruru, et al. (2019) showing that role conflict has a negative effect on auditor performance. Based on this explanation, the following research hypothesis can be developed:

H₁: Role conflict has a negative effect on auditor performance.

A person can experience role ambiguity if they feel that there is no clarity regarding job expectations, such as a lack of information needed to complete the job (Ramadhan, 2011). According to role theory, role ambiguity experienced for a long time can erode self-confidence, foster job dissatisfaction, and hinder performance. The existence of role ambiguity in an office or company can make the auditor's performance less than optimal in handling his clients, so that it can reduce the performance of an auditor. This is supported by research by Ndruru, et al. (2019), Cendana and Suaryana (2018) and Sari (2016) which state that role ambiguity has a negative effect on auditor performance. Based on the description above and the results of previous research, a hypothesis is formulated:

H₂: Role ambiguity has a negative effect on auditor performance.

Based on role theory, when individuals occupy a position in their work environment, the individual is required to interact with other things or other individuals as part of their work. In carrying out the audit process, of course, there will be many interactions that can cause workloads. The more involvement the auditor performs, the more difficult or complicated the audit project is, the greater the workload intensity (Yan and Xie, 2016). The workload can be seen from the number of clients that must be handled by an auditor and the limited processing time. The high workload can cause fatigue, which can reduce the ability of auditors to find errors or report irregularities. This is supported by research by Putri (2018), Suprpta and Setiawan (2017) that workload has a negative effect on auditor performance. Based on the description above and the results of previous research, a hypothesis is formulated:

H₃: Workload has a negative effect on auditor performance.

III. METHODS

This research uses an associative quantitative approach. The location of the research was carried out at the Public Accounting Firm in Bali Province. This Public Accounting Firm in Bali Province was chosen because the number of auditors is adequate and is considered capable of describing auditors in Indonesia. The object of research in this study is the performance of auditors at the Public Accounting Firm in Bali Province. The population in this study were all auditors who worked at the Public Accounting Firm in Bali Province, as many as 118 auditors. The method of determining the sample in this study using purposive sampling technique with 87 auditors as samples.

The data collection method in this study used a survey method using a questionnaire as a data collection technique. Respondents' answers will be measured using a Likert scale, with 5 points as the highest score and 1 point for the lowest score. The data analysis method that used in this study is a multiple linear regression analysis which will be carried out using the SPSS (Statistic Program and Service Solution) program. In this study, linear regression analysis is used to determine whether there is an effect of role conflict, role ambiguity and workload on auditor performance.

IV. RESULT AND DISCUSSION

This descriptive statistic is used to describe the respondent's ease to know as a whole based on the characteristics of the variables including: minimum, maximum, average, and standard deviation values where N is the number of research respondents. The results of the descriptive analysis are presented in table 1 below:

Table 1. Descriptive Statistics Test Results

Variable	N	Min.	Max.	Mean	Std. Deviation
Role Conflict (X ₁)	75	18	25	22,55	1,905
Role Ambiguity (X ₂)	75	15	22	18,96	1,537
Workload (X ₃)	75	15	40	26,71	5,652
Auditor Performance (Y)	75	23	35	27,56	2,338

Source: Research Data, 2020

Based on Table 1, Role Conflict (X₁) as measured by six statement items has a minimum value of 18, a maximum value of 25 and an average value of 22.55. The average value of 22.5 when divided by the six question items got 3.75 value. This means that the average respondent's answers to the research questionnaire tend to agree on the role conflict statement. The standard value of the role conflict variable is 1.905. This means that the standard deviation of the data against the average value is 1.905. Role ambiguity (X₂) as measured by five statement items has a minimum value of 15, a maximum value of 22 and an average value of 18.96. The average value of 18.96 when divided by the five question items got 3.79 value. This means that the average respondent's answers to the research questionnaire tend to agree on the role ambiguity statement. The standard value of the role ambiguity variable is 1.537. This means that the standard deviation of the data against the average value is 1.537.

Workload (X₃) as measured by nine statement items has a minimum value of 15, a maximum value of 40 and an average value of 26.71. The average value is 26.71 divided by nine question items got 2.97 value. This means that the average respondent's answer to the research questionnaire tends to be close to neutral on the workload statement. The standard value of workload variable is 5,652. This means that the standard deviation of the data against the average value is 1.905. Auditor performance (Y) as measured by seven statement items has a minimum value of 23, a maximum value of 35 and an average value of 27.56. The average value is 27.56, if divided by the seven question items, the result is 3.93. This means that the average respondent's answer to the research questionnaire tends to agree on the auditor's performance statement. The standard value of the auditor's performance variable is 2.338. This means that the standard deviation of data against the average value is 2.338.

Multiple linear regression analysis aims to determine the influence of the independent variable on the dependent variable. The test results of multiple linear regression analysis can be seen in Table 2.

Table 2. Result of Multiple Linear Regression Analysis

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	5.977	.376		15.876	.000
Role Conflict	-.501	.094	-.556	-5.334	.000
Role Ambiguity	-.206	.094	-.210	-2.192	.032
Workload	-.019	.002	-1.191	-8.330	.000

Source: Research Data, 2020

Based on the results of multiple linear regression analysis as presented in Table 2, the structural equation is as follows.

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + e$$

$$Y = 5,977 - 0,501X_1 - 0,206X_2 - 0,019X_3 + e$$

Based on the multiple linear regression equation above, a constant value of 5,977 indicates that if the variables of Role Conflict, Role Ambiguity, and Workload are zero, then the Auditor Performance (Y) value is positive 5,977 units. The coefficient value β_1 on Role Conflict (X_1) of -0,501 has a negative relationship with Auditor Performance (Y). This means that if Role Conflict increases, there will be a decrease in Auditor Performance by -0.501 units, assuming the other independent variables are considered constant. The value of the β_2 coefficient on Role Ambiguity (X_2) of -0.206 has a negative relationship with Auditor Performance (Y). This means that if Role Ambiguity increases, there will be a decrease in Auditor Performance by -0.206 units with the assumption that other independent variables are considered constant. The coefficient value β_3 on Workload (X_3) of -0.019 has a negative relationship with Auditor Performance (Y). This means that if the Workload increases, there will be a decrease in Auditor Performance by -0.019 units, assuming other independent variables are considered constant.

Table 3. Model Feasibility Test Results (F Test)

Model	Sum of Squares	Df	Mean Square	F	Sig.
1 Regression	.506	3	.169	134.966	.000 ^b
Residual	.089	71	.001		
Total	.595	74			

Source: Research Data, 2020

The model feasibility test is the initial stage of identifying the regression model that is estimated to be feasible or not. If the level of significance $F < \alpha = 0.05$ then this model is said to be feasible or the independent variable is able to explain the dependent variable (Ghozali, 2016: 96). Based on the table, the significant level used is 0.05. The significant value of F or p-value is 0,000 which indicates that the value is less than 0.05. This shows that the model is able to predict research phenomena.

The coefficient of determination (R^2) test is used to measure the ability of the model to explain variations in the dependent variable. The coefficient of determination test can be seen in Table 4.

Table 4. Result of Determination Coefficient Test (R^2)

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.922 ^a	.851	.845	.035

Source: Research Data, 2020

Based on Table 4, it can be seen that the Adjusted R Square of 0.845 means that 84.5% of Auditor Performance is affected by Role Conflict, Role Ambiguity, and Workload. The remaining 15.5% is influenced by other variables out of the model.

Hypothesis test (t test) aims to measure how much influence an independent variable individually has in explaining the variation of the dependent variable (Ghozali, 2016: 97). The results of the Hypothesis Test (t test) can be seen in Table 5.

Table 5. Hypothesis Test (t test)

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	5.977	.376		15.876	.000
Role Conflict	-.501	.094	-.556	-5.334	.000
Role Ambiguity	-.206	.094	-.210	-2.192	.032
Workload	-.019	.002	-1.191	-8.330	.000

Source: Research Data, 2020

Based on Table 5, it shows that in the H_1 test the regression coefficient value for the Role Conflict variable was -0.501. The significance value of Role Conflict is $0.000 < 0.05$, which means that the t value is significant so that H_1 which states that Role Conflict has a negative effect on Auditor Performance can be accepted. Then in the H_2 test, the regression coefficient value of the Role Ambiguity variable is -0.206. The significance value of Role Ambiguity is $0.032 < 0.05$, which means that the t value is significant so that H_2 which states that Role Ambiguity has a negative effect on Auditor Performance can be accepted. The regression coefficient value of the Workload variable is -0.019. The significance value of Workload is $0.000 < 0.05$, which means that the t value is significant so that H_3 which states that Workload has a negative effect on Auditor Performance can be accepted.

V. CONCLUSION

Based on the results and discussion in this research, it can be concluded that role conflict has a negative effect on auditor performance. It means that the higher the role conflict experienced by auditor, the auditor performance will decrease. Role ambiguity has a negative effect on auditor performance. It indicates that the higher the role ambiguity experienced by the auditor, the auditor performance will also decrease. Workload has a negative effect on auditor performance. It means the higher the workload experienced by the auditor, the auditor performance will also decrease.

Based on the research results and conclusions, the suggestions that can be given are as follows. Auditors who work at the Public Accounting Firm in Bali Province are advised to stick to the code of ethics and further increase their professionalism, abilities and expertise that can affect the performance of auditors in carrying out their duties, so there is no role conflict, role ambiguity, and workload that will reduce the performance of auditors. Public accounting firms are also expected to pay attention for a comfortable work environment and continue to provide trainings to auditors, especially junior auditors to increase their knowledge apart from the education they have received in college.

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