SINCERE BEHAVIOR MODERATES THE RELATIONSHIP BETWEEN RECRUITMENT AND WORK SYSTEMS TOWARDS THE PERFORMANCE OF EMPLOYEE

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ABSTRACT

This study aims to analyze the relationship between recruitment and work systems on the performance of outsourced employees at the Representative Office of Bank Indonesia of Central Sulawesi Province by using the moderating variable of sincere behavior. This research was a quantitative type. This study used outsourced employees at the Representative Office of Bank Indonesia, Central Sulawesi Province, totaling 70 people as a population, all as samples. SEM PLS was used as an analytical tool, and google forms as a medium for collecting data. The results of this study indicate that (1) The recruitment system has a positive and significant effect on the performance of outsourced employees of the Representative Office of Bank Indonesia of Central Sulawesi Province (2) The work system has a positive but insignificant effect on the performance of outsourced employees of the Representative Office of Bank Indonesia of Central Sulawesi Province (3) Sincere behavior has a positive and significant effect as moderating the relationship between recruitment system and performance of outsourced employees of the Representative Office of Bank Indonesia of Central Sulawesi Province (4) Sincere behavior has a positive and significant effect as moderating the relationship between work system and performance of outsourced employees of the Representative Office of Bank Indonesia of Central Sulawesi Province.

Keywords: Recruitment System, Work System, Sincere Behavior, Performance

INTRODUCTION

An organization's quality of human resources is measured by its performance. Mangkunegara states that an employee's performance is the ability shown in completing the tasks and responsibilities that the organization has mandated in terms of the quality and quantity of work results (Damanik, 2021: 195). As for Simanjuntak (Aditya *et al*., 2015: 3), what is meant by performance is the ability to carry out tasks in accordance with the responsibilities given. An employee's superior performance will positively impact productivity and the organization's ability to continue to grow.

Good performance cannot be separated from the organization's ability to find and recruit qualified employees. Simamora states that recruitment is finding and attracting prospective employees equipped with the motivation, ability, identified skills, and competencies needed to overcome shortcomings in workforce planning (Badriyah, 2015: 623). In other words, the recruitment process aims to find the right human resources and place them in the correct position, often known as "the right man on the right place".

(Malthis dan Jakson 2002) states recruitment as a process/activity of the organization/company in obtaining/recruiting prospective employees, which is divided into several stages, including recognizing and assessing sources of labor attraction, determining labor needs, selection stages, placement processes, and workforce adaptation. This is corroborated by Bambulu *et al*. (2018), which state that the recruitment process positively and significantly affects employee performance at PT. Bank Sulutgo Pusat, but different results are shown by research conducted by Palembang *et al.* (2017), which states that the recruitment process does not significantly affect the performance of PT. PLN (Persero) Suluttenggo area in Manado.

The work system is also one factor that affects an employee's performance. (Purnomo 2012: 137) states that one of the determining factors for the advancement of an organization is a good work system, which is also the key to success in reducing the incidence of disease as a result of work, accidents at work, and productivity. According to Littlefield *et al*. (Rasto, 2015), a good work system has six essential requirements: effective, efficient, reliable, flexible, simple, and acceptable. In designing a good work system, the organization must adjust to the availability of human resources to guarantee security and comfort for employees at work to encourage increased work productivity. This is reinforced by the research of Lestari *et al.* (2020), which states that recruitment and work systems positively and significantly affect employee performance.

A qualified and high-performing employee is not only judged by intellectual and emotional intelligence but also requires intelligence from the spiritual side. Agustian (2018: 14) reveals that spiritual intelligence is the ability to combine IQ, EQ, and SQ in a transcendental and comprehensive manner and can give spiritual meaning to thoughts, actions, and behavior. Zohar and Marshall (2007: 15) define spiritual intelligence as a person's ability to live all his activities happily (sincerely) without feeling forced and always associating it with worship.

In line with this, the research results by Rossanty *et al.* (2018) state that sincerity is a virtue that comes from Islamic religiosity as a result of faith and reflection on religious teachings that encourage one's behavior by the teachings of the religion. So that this is considered a positive value in increasing performance value, therefore, researchers add sincere behavior as a moderating variable because researchers suspect that sincere behavior has a positive relationship to employee performance and can moderate the relationship between the recruitment system and the work system on employee performance.

The facts in the field are based on the results of interviews with Dewy Febriyanti Yakub, section head in the Internal Management Unit, on November 15, 2022, and the results of observations of researchers found that there were still several outsourced employees who had not carried out their duties optimally by the primary task function given. Such as not being in a predetermined task position, less than optimal work results, lack of initiative in working, and showing lazy behavior. Meanwhile, in terms of the use of working time and cooperation, some employees are often late and rarely come in, taking advantage of rest periods that exceed the predetermined time limit. There is behavior that harms other employees who work well.

This research aims to: 1). Analyze the effect of the recruitment system on the performance of outsourced employees of the Representative Office of Bank Indonesia, Central Sulawesi Province. 2). Analyze the effect of the work system on the performance of outsourced employees of the Representative Office of Bank Indonesia, Central Sulawesi Province. 3). Analyze sincere behavior that can moderate the relationship between recruitment and performance of outsourced employees of the Representative Office of Bank Indonesia, Central Sulawesi Province. and 4). Analyze sincere behavior that can moderate the relationship between work system and performance of outsourced employees of the Representative Office of Bank Indonesia, Central Province Province.

In order to realize maximum performance, every organization needs talented human resources. This can be realized through a recruitment process that is carried out effectively and efficiently. Furthermore, a well-designed work system is needed to ensure that every employee at work has completed the tasks and responsibilities as mandated by the company/organization. It is not enough to rely on emotional intelligence alone, and every employee also needs intelligence from the spiritual side. This is related to the intention at work so that employees with spiritual intelligence in sincere behavior will work more focused and always give their best for the institution without other tendencies.
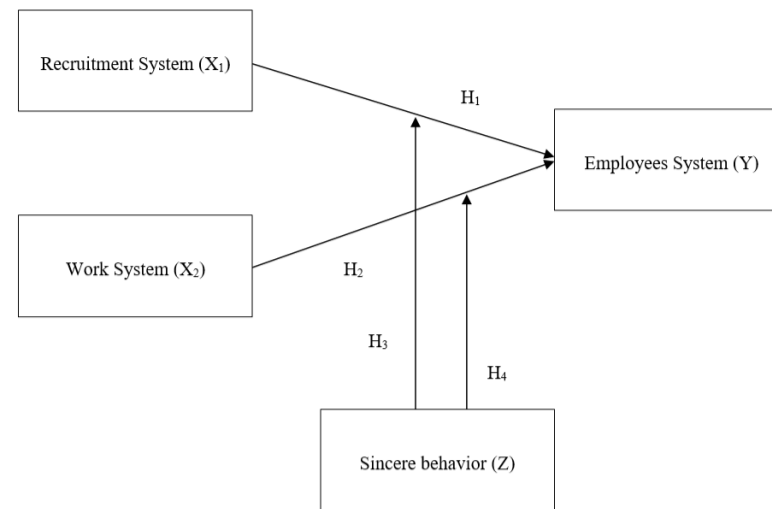
Figure 1. Theoretical Framework

Based on the description of the background and theoretical basis above, the hypothesis in this study is as follows:

H1: The recruitment system positively and significantly affects employee performance.

H2: The work system has a positive and significant effect on employee performance.

H3: Sincere behavior is a significant moderator of the relationship between the recruitment system and employee performance.

H4: Sincere behavior is a significant moderator of the relationship between the work system and employee performance.

RESEARCH METHODS

The method of this study was quantitative. Sugiyono (2017: 7) explains that quantitative methods are often referred to as traditional methods because these methods have long been used in various studies. In its application, this method has met the requirements of a scientific method because it adheres to scientific principles, namely concrete/empirical, objective, measurable, rational, and systematic.

This research was conducted at the Representative Office of Bank Indonesia, Central Sulawesi Province. The basis used as a consideration for choosing this location is that research has yet to be conducted on the effect of the relationship between the recruitment system, work system, employee performance, and sincere behavior. This research was conducted in three months, from January to March 2023.

The population in this study were all outsourced employees in the Representative Office of Bank Indonesia, Central Sulawesi Province, totaling 70 people. Subsequently, the entire population was used as a sample in this study using the census method (total sampling).

The operational definitions of the variables in this study are as follows:

1. Independent Variables
   1) The recruitment system (X1) is a series of processes or efforts by an organization or company to obtain/recruit prospective employees who will occupy certain positions. The recruitment of methods, procedures, and sources are indicators used in measuring this variable.
   2) Work system (X2) is a network of integrated procedures designed to guide employees in carrying out main tasks or activities. The indicators used to measure this variable are effective, efficient, reliable, flexible, simple, and acceptable.
2. Dependent Variable
   Employee performance (Y) is the achievement of work results in carrying out tasks that have been charged based on skills, experience, seriousness, and time. Quality, quantity, time use, and cooperation are indicators used to measure this variable.
3. Moderating Variable (Z)
   Sincere behavior is a behavior that shows selfless deeds and only expects the pleasure of Allah Subhanahu Wa Ta'ala. The self-concept as a servant of God, superiority feeling, transcendental motives, and self-control are indicators in measuring this variable.

Data analysis techniques are used to answer the problem formulation/test the hypothesis formulated in this study. Data processing in this study uses Smart PLS 3.0 software with analysis methods: 1. Outer Model Analysis, 2. Inner Model Analysis and Hypothesis Testing.

RESULTS AND DISCUSSION

Research Results

1. Indicator Testing (*Outer Model*)

a. Evaluating *Convergent validity*

The outer loading value of each indicator on each variable must meet the requirements of convergent validity. If the outer loading value is greater than 0.7, then an indicator is considered to have a high level of validity.

Table. 1
Outer Loading Measurement

Indicator	Recruitment System (X1)	Work System (X2)	Sincere Behavior (Z)	Employee Performance (Y)
SR 1.1	0.720			
SR 1.2	0.778			
SR 1.3	0.724			
SR 2.1	0.717			
SR 2.2	0.893			
SR 2.3	0.703			
SR 2.4	0.722			
SR 2.5	0.808			
SR 2.6	0.760			
SR 2.7	0.719			
SR 2.8	0.738			
SR 2.9	0.869			
SR 3.1	0.711			
SR 3.2	0.730			
SR 3.3	0.764			
SR 3.4	0.720			
SR 3.5	0.706			
SK 1.1		0.741		
SK 1.2		0.702		

Indicator	Recruitment System (X₁)	Work System (X₂)	Sincere Behavior (Z)	Employee Performance (Y)
SK 2.1		0.712		
SK 3.1		0.705		
SK 3.2		0.747		
SK 3.3		0.714		
SK. 4.1		0.836		
SK. 4.2		0.864		
SK 5.1		0.861		
SK 5.2		0.730		
SK 6.1		0.748		
SK 6.2		0.757		
SK 6.3		0.716		
PI 1.1			0.751	
PI 1.2			0.797	
PI 1.3			0.817	
PI 1.4			0.742	
PI 2.1			0.706	
PI 2.2			0.763	
PI 2.3			0.709	
PI 3.1			0.741	
PI 3.2			0.814	
PI 3.3			0.854	
PI 3.4			0.825	
PI 4.1			0.769	
PI 4.2			0.842	
PI 4.3			0.829	
PI 4.4			0.860	
KK 1.1				0.770
KK 1.2				0.798
KK 1.3				0.856
KK 1.4				0.727
KK 1.5				0.729
KK 1.6				0.723
KK 2.1				0.710
KK 2.2				0.711
KK 2.3				0.832
KK 2.4				0.794
KK 2.5				0.722
KK 3.1				0.711
KK 3.2				0.798
KK 3.3				0.713
KK 3.4				0.749
KK 3.5				0.722
KK 3.6				0.713
KK 4.1				0.709
KK 4.2				0.706
KK 4.3				0.712
KK 4.4				0.743

Source: Data processed (2023)

The test results in the table above show that none of the construct indicators for any variable were eliminated from this model because the value is higher than the rule of thumb of 0.7. So, all indicator models have a high level of validity. The Average Variance Extracted (AVE) value will result from the next convergent validity test. Using the PLS algorithm, a calculation method is used to determine the AVE value. A variable with an AVE value greater than 0 is considered valid. Table 2 provides an overview of the Average Variance Extracted (AVE) calculation results.

Table. 2
Result of AVE Measurement

Variable	Average Variance Extracted (AVE)
Recruitment System (X1)	0.668
Work system (X2)	0.676
Sincere Behavior (Z)	0.623
Employee Performance (Y)	0.657

Source: Data, processed (2023)

The test results in the table above show that each variable has an Average Variance Extracted (AVE) value higher than the rule of thumb of 0.5, so it can be concluded that all variables in this study are valid.

b. Evaluating Discriminant Validity

The discriminant Validity test is carried out by comparing the value of each indicator of a latent variable against other latent variables by looking at the cross-loading value of the indicator and its construct. If it has the most considerable loading value compared to other loading values for other latent variables, then the model is considered to have good discriminant validity. The results of the discriminant validity test in this study can be shown in Table 3 below.

Table. 3
Result of Cross-Loading Calculation

Indicator	Recruitment System (X1)	Work System (X2)	Sincere Behavior (Z)	Employee Performance (Y)
SR 1.1	0.720	0.613	0.578	0.601
SR 1.2	0.778	0.688	0.684	0.664
SR 1.3	0.724	0.686	0.671	0.670
SR 2.1	0.717	0.673	0.620	0.643
SR 2.2	0.893	0.811	0.794	0.814
SR 2.3	0.703	0.576	0.681	0.695
SR 2.4	0.722	0.632	0.698	0.713
SR 2.5	0.808	0.749	0.691	0.709
SR 2.6	0.760	0.638	0.619	0.644
SR 2.7	0.719	0.602	0.623	0.618
SR 2.8	0.738	0.669	0.650	0.658
SR 2.9	0.869	0.792	0.837	0.830
SR 3.1	0.711	0.636	0.569	0.592
SR 3.2	0.730	0.550	0.641	0.661
SR 3.3	0.764	0.714	0.746	0.750
SR 3.4	0.720	0.601	0.580	0.576
SR 3.5	0.706	0.672	0.611	0.593
SK 1.1	0.711	0.741	0.695	0.688
SK 1.2	0.590	0.702	0.499	0.518
SK 2.1	0.672	0.712	0.614	0.604
SK 3.1	0.689	0.705	0.647	0.672
SK 3.2	0.686	0.747	0.734	0.740
SK 3.3	0.634	0.714	0.627	0.661
SK. 4.1	0.723	0.836	0.824	0.777
SK. 4.2	0.750	0.864	0.759	0.754
SK 5.1	0.767	0.861	0.738	0.731
SK 5.2	0.616	0.730	0.625	0.588
SK 6.1	0.598	0.748	0.578	0.568
SK 6.2	0.661	0.757	0.680	0.684
SK 6.3	0.685	0.716	0.634	0.646
PI 1.1	0.678	0.675	0.751	0.747
PI 1.2	0.748	0.783	0.797	0.786
PI 1.3	0.745	0.767	0.817	0.794
PI 1.4	0.732	0.741	0.742	0.719
PI 2.1	0.670	0.590	0.706	0.705
PI 2.2	0.703	0.733	0.763	0.698
PI 2.3	0.638	0.595	0.709	0.603
PI 3.1	0.612	0.634	0.741	0.713
PI 3.2	0.670	0.712	0.814	0.707
PI 3.3	0.745	0.746	0.854	0.765
PI 3.4	0.674	0.671	0.825	0.709
PI 4.1	0.610	0.668	0.769	0.638
PI 4.2	0.703	0.765	0.842	0.737
PI 4.3	0.744	0.710	0.829	0.753
PI 4.4	0.800	0.732	0.860	0.818
KK 1.1	0.737	0.646	0.694	0.770
KK 1.2	0.756	0.753	0.774	0.798
KK 1.3	0.789	0.833	0.822	0.856
KK 1.4	0.679	0.713	0.690	0.727
KK 1.5	0.673	0.706	0.700	0.729
KK 1.6	0.588	0.694	0.714	0.723
KK 2.1	0.587	0.556	0.656	0.710
KK 2.2	0.580	0.599	0.667	0.711
KK 2.3	0.729	0.757	0.813	0.832
KK 2.4	0.745	0.767	0.777	0.794

Indicator	Recruitment System (X1)	Work System (X2)	Sincere Behavior (Z)	Employee Performance (Y)
KK 1.1	0.672	0.650	0.645	0.722
KK 1.2	0.598	0.591	0.587	0.711
KK 1.3	0.665	0.577	0.723	0.798
KK 2.5	0.502	0.485	0.613	0.713
KK 3.1	0.603	0.557	0.644	0.749
KK 3.2	0.703	0.718	0.721	0.722
KK 3.3	0.705	0.651	0.688	0.713
KK 3.4	0.652	0.632	0.632	0.709
KK 3.5	0.636	0.531	0.552	0.706
KK 3.6	0.701	0.564	0.586	0.712
KK 4.1	0.650	0.590	0.607	0.743

Source: Data processed, 2023

Because the cross-loading value of all indicators on each variable shows a higher value when compared to other variables, the data in the table above shows that in testing, each variable has met the criteria for good discriminant validity or in other words, all indicators in this study have met the criteria for discriminant validity or have a high level of validity.

c. Evaluating Composite Reliability

The reliability test results can be reflected through the composite reliability value of the indicator block that measures the construct. If the composite reliability value is above 0.7, the construct is said to be reliable. The test results are presented in the following table.

Table. 4
Result of Composite Reliability

Variable	*Composite Reliability*
Recruitment System (X1)	0.957
Work System (X2)	0.946
Sincere Behavior (Z)	0.961
Employee Performance (Y)	0.963

Source: Data processed, 2023

The test data in Table 4 above shows that the composite reliability value of each variable in the study has met the rule of thumb criteria, namely the value> 0.7. These results show that all variables have high reliability or have met the quality criteria for the composite reliability test.

d. Evaluating *Cronbach's Alpha*

The Cronbach's alpha value also strengthens the reliability test. The construct will be considered reliable if Cronbach's alpha value exceeds 0.6. The Cronbach's alpha test results are presented in the following table.

Table. 5
Result of Cronbach's Alpha

Variable	*Cronbach's Alpha*
Recruitment System (X1)	0.952
Work System (X2)	0.938
Sincere Behavior (Z)	0.956
Employee Performance (Y)	0.960

Source: Data Processed, 2023

The test results in the table above show that Cronbach's alpha value of all variables has a value above 0.6. So, each variable in this study has a high level of reliability.

2. Structural Model Testing (Inner Model)

The inner model test is presented in the following figure to test the relationship between exogenous and endogenous constructs that have been hypothesized.
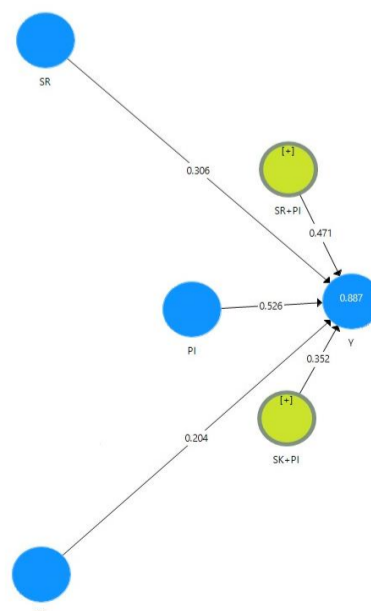

Figure. 2
Structural Model
Source: Data Processed, 2023

The results of testing the structural model are by looking at the coefficient of determination (R2) and predictive relevance (Q2) on each latent dependent variable. Q-square measures how well the model produces observed values and parameter estimates for structural models. A Q-square value greater than 0 indicates that the model has predictive relevance. Otherwise, the model lacks predictive relevance if the Q-square value is smaller than 0. The magnitude of the Q2 value has a range of $0 < Q2 < 1$, where getting closer to 1 means that the model is improving. R-square testing is done using Smart PLS version 3.0. can be seen in Table 6 below.

Table. 6
Result of R-Square

Variable	R Square
Employee Performance (Y)	0,887

Source: Data processed, 2023

The table above shows the results of the R-square value obtained of 0.887 for the employee performance variable. Based on these findings, sincere behavior, work systems, and recruitment processes have the potential as variables that affect employee performance by 88.7%.

3. Hypothesis Testing

The relationship between the research variables can be better understood with the help of the significance of the estimated parameters. The value in the inner weight output serves as the basis for hypothesis testing. The estimated output for testing the structural model in this study is shown in Table 7 below

Table. 7
Structural Model Testing Results

Variable	Original Sample (O)	Sample Average (M)	Standard Deviation (STDEV)	T Statistic (| O/STDEV |)	P Values
SR (X$_1$) -> KK (Y)	0.306	0.307	0.146	2.094	0.037
SK (X$_2$) -> KK (Y)	0.204	0.174	0.114	1.789	0.074
SR (X$_1$) x PI (Z) -> KK (Y)	0.471	0.489	0.146	3.231	0.001
SK (X$_2$) x PI (Z) -> KK (Y)	0.352	0.371	0.177	1.992	0.047
PI (Z) -> KK (Y)	0.526	0.542	0.149	3.540	0.000

Source: Data processed, 2023

According to the Partial Least Square (PLS) test in statistical analysis, simulations are performed to test each hypothesized relationship. In this case, it used the bootstrap method for the sample. In addition, the purpose of the bootstrap test is to minimize the problem of abnormal research data. From the PLS analysis, the following are the results of testing with bootstrapping PLS analysis:

1. Hypothesis testing 1 (Recruitment System →Employee Performance)
   The test results for the first hypothesis show that the effect of the recruitment system variable on employee performance shows a path coefficient value of 0.306 with a P-Value of 0.037. This value is smaller than α (0.05). So, it can be said that the recruitment system has a positive and significant effect on the performance of outsourced employees at the Representative Office of Bank Indonesia, Central Sulawesi Province. It means that Hypothesis 1 is Confirmed.
2. Hypothesis testing 2 (Work System → Employee Performance)
   The results of testing the second hypothesis show that the effect of work system variables on employee performance shows a path coefficient value of 0.204 with a P-Value of 0.074. This value is more significant than α (0.05). These results indicate that the work system has a positive but insignificant effect on the performance of outsourced employees at the Representative Office of Bank Indonesia, Central Sulawesi Province. It means that Hypothesis 2 is rejected.
3. Hypothesis Testing 3 (Sincere Behavior Moderates the Relationship between the Recruitment System and Employee Performance).
   The coefficient value in testing the third hypothesis is 0.471 with a P-value of 0.001 (this value is smaller than α of 0.05). It shows that sincere behavior has a positive effect (strengthens) the relationship between the recruitment system and employee performance. The third hypothesis in this study, which states that "sincere behavior has a significant effect as a moderator of the relationship between the recruitment system and employee performance," is confirmed.
4. Hypothesis Testing 4 (Sincere Behavior Moderates the Relationship between Work System and Employee Performance).
   The test results for the fourth hypothesis obtained a path coefficient value of 0.352 with a P-value of 0.047 (this value is smaller than α of 0.05). These results indicate that sincere behavior has a positive effect (strengthens) the relationship between the work system and employee performance. Thus, the fourth hypothesis in this study states that "sincere behavior has a significant effect as a moderator of the relationship between work systems and employee performance" is confirmed.

Discussion
Recruitment System On Employee Performance

The first hypothesis in this test states that the recruitment system has a positive and significant effect on the performance of outsourced employees at the Representative Office of Bank Indonesia, Central Sulawesi Province. The previous research by Wardhana *et al.*, (2019) states that the recruitment system positively and significantly influences employee performance. Recruitment has the main objective to fulfill the human resource needs of a company/institution. In the process, recruitment will apply various stages of screening/selection with the hope of getting quality and professional human resources by predetermined criteria.

The application of the right recruitment system will produce quality human resources. The results of data analysis in this study indicate that the recruitment system positively and significantly influences the performance of outsourced employees. This indicates that the recruitment system (methods, procedures, and selection of recruitment sources) can improve the performance of outsourced employees within the Representative Office of Bank Indonesia, Central Sulawesi Province, in line with research conducted by Bambulu *et al.* (2018), which states that the recruitment system has a positive and significant effect on employee performance.

Work System On Employee Performance

The second hypothesis in this study states that the work system has a positive and significant effect on the performance of outsourced employees at the Representative Office of Bank Indonesia, Central Sulawesi Province. In line with the research of Lestari *et al.* (2020), it concluded that the work system positively affects employee performance.

In this case, the work system is defined as a network of integrated procedures designed to carry out the main activities. The work system is good if employees know their duties and responsibilities. In addition, companies/organizations are required to employ each employee in accordance with the agreement contained in the employment contract and in accordance with applicable laws and regulations.

However, the results of data analysis show that the work system has a positive but insignificant effect on the performance of outsourced employees at the Representative Office of Bank Indonesia, Central Sulawesi Province. This means that although the work system has been well designed, it has no impact on improving employee performance. However, this contradicts the research of Dunggio and Basri (2019), which states that the contract work system positively and significantly influences employee performance.

Regarding respondent data, half of the outsourcing employees have less than 5 (five) years of tenure. Therefore, researchers argue that this factor is the cause of the work system needing to have a significant effect in this study. Because even though the work system has been well designed if an increase does not follow it in employee capabilities, it will not significantly impact performance.

Sincere Behavior As A Moderator Of The Relationship Between The Recruitment System And Employee Performance

Testing the third hypothesis states that sincere behavior strengthens the relationship between the recruitment system and the performance of outsourced employees in the Representative Office of Bank Indonesia, Central Sulawesi Province, and has a significant effect. The results of this study indicate that the moderating role of the sincere behavior variable on the recruitment system variable is reinforcing, which means that the application of a good recruitment system followed by the application of sincere behavior can improve the performance of outsourced employees in the Central Sulawesi Province Representative Office of Bank Indonesia.

The results of this study are corroborated by research conducted by Rossanty *et al.* (2018), which concluded that sincere behavior moderates the relationship between organizational climate and teacher performance in Palu City. Sincerity is a value rooted in Islamic religiosity. This is faith and contemplation of religious teachings that lead to behavior favored by the teachings adopted. In other words, sincerity means clean and pure. It can be interpreted as a pure intention to do an action solely hoping for acceptance from God without associating it with others.

The analysis of respondents' responses in this study indicates that the application of sincere behavior by outsourced employees in Bank Indonesia, Central Sulawesi Province is excellent. So that every employee produced from a good recruitment process when every activity carried out is always based on a sincere attitude without being tainted with other tendencies is expected to produce excellent and satisfying performance.

Sincere Behavior As A Moderator Of The Relationship Between Work Systems And Employee Performance

The results of testing the fourth hypothesis state that sincere behavior strengthens the relationship between the work system and the performance of outsourced employees and has a significant effect. This shows that the moderating role of the sincere behavior variable on the work system variable is reinforcing, which means that applying a better work system followed by sincere behavior can improve the performance of outsourced employees within the Bank Indonesia Central Sulawesi Province.

Good performance is not only supported by a good work system; each employee needs to commit to work by assigned duties and responsibilities. Commitment is strongly influenced by intention. The intention is a condition or trait that arises within the human heart that moves or encourages doing a job.

The analysis of respondents' responses in this study indicates that each employee has implemented sincere behavior at work very well. So that the work system that has been well designed and supported by sincere behavior at work is expected to improve the performance of each outsourced employee at the Representative Office of Bank Indonesia of Central Sulawesi Province. This research aligns with Evvy *et al.* (2018), which concludes that sincere behavior moderates the relationship between organizational climate and teacher performance in Palu City.

CONCLUSION AND SUGGESTION

Based on the results of the research and data analysis, the researcher draws the following conclusions:

1. The recruitment system has a positive and significant effect on the performance of outsourced employees at the Representative Office of Bank Indonesia, Central Sulawesi Province.
2. The work system has a positive but insignificant effect on the performance of outsourced employees at the Representative Office of Bank Indonesia, Central Sulawesi Province.
3. Sincere behavior has a positive and significant effect as a moderating relationship between the recruitment system and the performance of outsourced employees at the Representative Office of Bank Indonesia, Central Sulawesi Province.
4. Sincere behavior has a positive and significant effect as a moderating relationship between the work system and the performance of outsourced employees at the Representative Office of Bank Indonesia, Central Sulawesi Province.

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