

ANALYSIS OF FACTORS INFLUENCING THE PERFORMANCE OF STATE CIVIL SERVANTS IN THE ADMINISTRATIVE BUREAU OF THE REGIONAL SECRETARIAT LEADERS OF NORTH SUMATRA PROVINCE

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Abstract

This study aims to determine how much influence Individual Factors, Psychological Factors, and Organizational Factors have on the Performance of State Civil Apparatuses in the Administrative Bureau of the North Sumatra Regional Secretariat. The population used in this study is the State Civil Apparatus in the Administrative Bureau of the North Sumatra Regional Secretariat, which totaled 50 people, the sample is taken with the whole of the total population tau with a saturated sample. The analysis technique uses multiple linear regression analysis, and hypothetical tests t test, f test, and determination test. The results of the calculation results obtained by the calculation results obtained by the Fcount value of 25,533 with a significance of 0.000, while the Ftable at the 95% confidence interval or $\alpha = 0.05$ is 2.723. By comparing the value of Fcount with Ftable, then Fcount (25,533) is greater than Ftable (2,723). The decision was that H0 was rejected and Ha was accepted, meaning that simultaneously the individual factor variables (X1), psychological factors (X2) and organizational factors (X3) had a very significant (high significant) effect on the performance of the employees of the North Sumatra Province Secretariat Leadership Administration Bureau. Meanwhile the coefficient of determination obtained with a value of 69.0% changes in the dependent variable (Performance of Employees of the North Sumatra Province Secretariat Leadership Bureau) can be explained by changes in Individual (X1), Psychological (X2) and Organizational (X3) Factors). Meanwhile, the remaining 31% is explained by other factors outside the three variables described above, such as work experience, work ability, benefits, and leadership style.

Keywords: *Individual Factors, Psychological Factors, Organizational Factors, ASN Performance*

1.INTRODUCTION

Human Resource Management (HRM) is essentially a major asset and an integral part of an organization or company. Strategic HRM views employees in all areas of work and at any level, both structurally and functionally. Employees are one of the factors of production, therefore they must be utilized optimally and productively. The goals of an organization will not be realized without the active role of employees even though the tools owned by the company are so sophisticated and complete. To form a human resource that is effective and efficient and in accordance with the needs of the organization requires hard work involving all stakeholders. Human Resources (HR) is a central requirement in government and private organizations. In order for management activities to run well, agencies must have employees who are competent in accordance with their fields and have high dedication and loyalty and efforts to manage agencies as

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much as possible so that having high discipline will be able to improve employee performance so that the goals achieved can be in accordance with expectations.

The quality of human resources is still relatively low and is one of the fundamental problems that can hamper the development and development of the national economy. The low quality of human resources will also be a stumbling block in the era of globalization, because the era of globalization is an era of crossroads of quality. If the Indonesian nation wants to take part in the global arena, then the first step that must be taken is to organize human resources, both from an intellectual, spiritual, creative, moral, and responsible aspect. The quality of human resources is closely related to performance. The government, which is a servant of the state and a servant of the community, has a very important role, namely as a thinker, planner, mobilizer of community participation in the development process, maintaining national unity and unity with full loyalty to Pancasila and the 1945 Constitution and at the same time has a role as controller and supervising the implementation of the development itself. Basically performance emphasizes what is produced from the functions of a job or what comes out (out-come). If you pay more attention, what happens in a job or position is a process that processes inputs into outputs (work results). Use of key indicators to measure individual performance results, sourced from functions translated into activities/actions based on clear and written standards.

Good employee performance will directly affect institutional performance, and to improve employee performance is certainly a job that takes a long time and process. The performance of civil servants is an issue that is quite interesting to discuss, because it will be very useful for law enforcement which is also beneficial for both the interests of the individual, society, nation and state. Basically civil servants have roles and functions as executors of statutory regulations that have been established by the government, carry out public service functions, and as administrators of government. It is clear that the role and function of civil servants is very important. Basically every agency wants and demands that all employees always complete their work as well as possible. To improve employee performance, companies must pay attention to the factors that affect performance. According to Gibson et al. (2012), factors that influence performance are psychological factors and organizational factors. Psychological factors that affect performance are perceptions, attitudes, values, job satisfaction, and personality, while organizational factors that affect performance are job design and organizational design. According to Gibson et al. (2012), psychological factors are something that must be observed by leaders in employees because what is happening inside employees can be easily covered up so that it can provide meaningful information to solve employee behavior and performance problems. Psychological factors are factors that originate from within the individual employee related to the psychological and mental condition of the employee which can affect the quantity and quality of employee performance gains. Psychological factors must be observed by leaders so that they can provide information to solve employee behavior and performance problems.

According to Gibson et al. (2012), organizational factors are factors related to formal patterns of activity and interrelationships between various subunits in an organization. Organizational factors are organizational factors related to a structured relationship framework, which shows the authority, responsibility, and division of labor which are very supportive for employees in achieving work performance. Organizational factors related to clear job descriptions, challenging work targets, effective work communication patterns, harmonious work relationships, respectful and dynamic work climate, career opportunities and adequate work facilities. The results of the research are in line with the research conducted by Devi (2017), the results of the research show that there is an influence of psychological factors on employee performance,

2. RESEARCH METHODS

The research method used in this study is an explanatory survey method, namely research that is basically to understand the characteristics of the phenomenon or problem being studied, because there is not much literature from research results that discusses the problems raised by researchers (Indriantoro 2011: 87). This research was conducted to obtain a description of education and training and employee performance. While the explanation that will be tested is regarding "The Influence of Education and Training on the performance of the State Civil Apparatus in the Administrative Bureau of the Provsu Regional Secretariat Leadership." The population used in this study were all employees of the Administration Bureau of the North Sumatra Provincial Secretariat, which totaled 100 people. The research sample according to Arikunto (2017: 173) says that if the subject is less than 100, then the entire population is the research sample. but if the subject is more than 100 then it can be taken 10-15% or 15-25%. From this statement it can be concluded that the sample in this study was taken as much as 50% of the total population of 50 people.

Data collection techniques used are as follows:

1. Study of literature or literature and documentation, namely collecting data through written sources related to the focus of the problem under study, both theoretical studies and documents on the object/subject of research, such as laws and regulations and other documents.
2. Field studies, namely data collection techniques using questionnaires or questionnaires.
3. Interviews were conducted with the head of the Administrative Bureau of the Regional Secretariat of the Provsu Regional Secretariat, the aim of which was to check whether there was a match between the test results and employee performance.

Data analysis techniques were carried out by testing the validity and reliability, validity and reliability tests were carried out to test whether the questionnaire was feasible to be used as a research instrument. Hypothesis testing is done by:

- a. Partial tests, namely hypotheses are statements that describe a relationship between two variables related to a particular case and are temporary assumptions that need to be tested for truth in a study.
- b. The simultaneous test is intended to find out the relationship between the independent and dependent variables by testing all the independent (along with) variables with the dependent variable. As with the partial test, to test the simultaneous effect, a significance test was not carried out.
- c. Coefficient of Determination

Correlation analysis can be continued by calculating the coefficient of determination. This function is to determine the percentage of the influence of variable X on variable Y.

3. RESULTS AND DISCUSSION

3.1. Characteristics of Respondents

The characteristics of the respondents in this study were seen by gender, age and education, employees of the Administrative Bureau of the Regional Secretariat of North Sumatra Province. The characteristics of the respondents can be explained in the descriptive test in the table below:

Table 1 Characteristics of Respondents Based on Gender

		frequency	Percent
Valid	Man	32	64.0
	Woman	18	34.0
	Total	50	100.0

Source: Processed research data

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Based on table 1 above, the characteristics of respondents based on gender were of 50 respondents, 32 respondents (64.0%) were male, and 18 respondents (34.0%) were female. It can be concluded that the majority of respondents are male.

Table 2 Characteristics of Respondents by Age

		frequency	percent
Valid	19-35 Years	23	46.0
	36-45 Years	16	32.0
	> 45 Years	11	22.0
	Total	50	100.0

Source: Processed research data

Based on table 2 above the characteristics of respondents based on age, where out of 50 respondents 23 respondents (46.0%) were aged between 19-35 years, 16 respondents (32.0%) were aged between 36-45 years, and 11 respondents (22.0 %) are over 45 years old. It can be concluded that the majority of respondents are aged between 19-35 years.

Table 3 Characteristics of Respondents Level of Education

		Frequency	percent
Valid	Diploma	7	14.0
	S1	30	60.0
	S2	13	26.0
	Total	50	100.0

Source: Processed research data

Based on table 3 above the characteristics of respondents based on educational level, where out of 50 respondents 7 respondents (14.0%) with Diploma education level, 30 respondents (60.0%) Bachelor degree, 13 respondents (26.0%) education level S-2. It can be concluded that the majority of respondents with an undergraduate education level of 60.0%.

3.2. Variable Descriptive Analysis

In this study, the research variables are factors that influence performance, namely individual factors, psychological factors, and organizational factors.

Table 4 Classification of Individual Factor Answers

		Frequency	percent
Valid	Good	37	74.0
	Pretty good	10	20.0
	Not good	3	6.0
	Total	50	100.0

Source: Processed research data

Based on table 4 above, the classification of respondents' answers to variable X1 Individual factors where out of 50 respondents, 37 respondents had good individual factors, 10 respondents had fairly good individual factors, and 3 respondents (6.0%) with bad individual factors. It can be concluded that the majority of respondents have a good individual factor of 74.0%.

Table 5 Classification of Answers Psychological Factors

		frequency	Percent
Valid	Good	39	78.0
	Pretty good	11	22.0
	Not good	0	600
	Total	50	100.0

Source: Processed research data

Based on table 5 above, the classification of respondents' answers to variable X2 Psychological Factors where of the 50 respondents, 39 respondents with good psychological factors were 78.0%, and 11 respondents were 22.0% with quite good psychological factors. It can be concluded that the majority of respondents have a good individual factor of 78.0%.

Table 6 Classification of Answers Organizational Factors

		frequency	Percent
Valid	Good	33	66.0
	Pretty good	12	24.0
	Not good	5	10.0
	Total	50	100.0

Source: Processed research data

Based on table 6 above the classification of respondents' answers to variable X3 Organizational Factors where out of 50 respondents, 33 respondents with good organizational factors 66.0%, 12 respondents 24.% with fairly good organizational factors, and 5 respondents 10.0% with no organizational factors Good. It can be concluded that the majority of respondents have good organizational factors at 66.0%.

Table 7 Classification of Employee Performance Answers

		frequency	Percent
Valid	Good	43	86.0
	Pretty good	7	14.0
	Not good	0	0
	Total	50	100.0

Source: Processed research data

Based on table 7 above, the classification of respondents' answers to variable Y Employee Performance where out of 50 respondents, 43 respondents stated that they had good performance, 7 respondents 14.0% had quite good performance, da. It can be concluded that the majority of respondents have good employee performance at 86.0%.

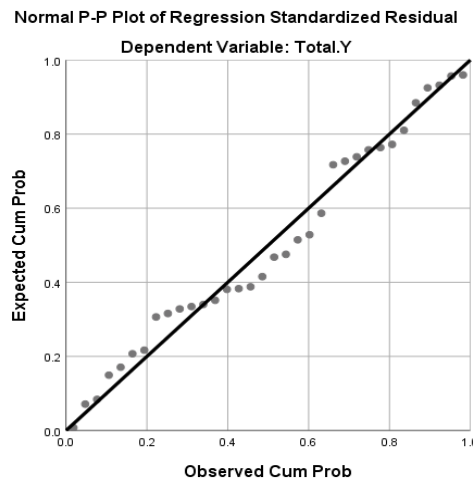
3.3.Classical Assumption Test

Normality test

To test the normality of the data, in this study it will only be detected through Graph Analysis generated through regression calculations with SPSS. Normal data is indicated by the distribution of data points around the diagonal line. The results of the data normality test can be seen in Figure 1 as follows:

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Source: Research Results, 2022 (Data processed)

Based on Figure 4.1 it can be concluded that the data used shows normal indications. From the analysis of the graph above, it can be seen that the dots spread around the diagonal line, and their distribution follows the direction of the diagonal line. "If the data spreads around the diagonal line and follows the direction of the diagonal line, then the regression model meets the assumptions of normality, and vice versa if the data spreads away from the diagonal line or does not follow the diagonal line, then the regression model does not meet the assumptions of normality." Then the regression model is feasible to use to predict purchasing decisions based on independent variable input.

1. Multicollinearity Test

The multicollinearity test aims to test whether the regression model found a correlation between the independent variables. If there is a correlation, then there is a multicollinearity problem. In a good regression model there is no correlation between the independent variables. The multicollinearity test in this study is to look at the Variance Inflation Factor (VIF) value. The results of the multicollinearity test can be seen in Table 4.10.

Table 8 Multicollinearity Test Results

Free Variables	tolerance	VIF	Information
Individual Factors (X1)	.321	3.119	Non Multicollinearity
Psychological Factors (X2)	.179	5,574	Non Multicollinearity
Organizational Factors (X3)	.377	2,653	Non Multicollinearity

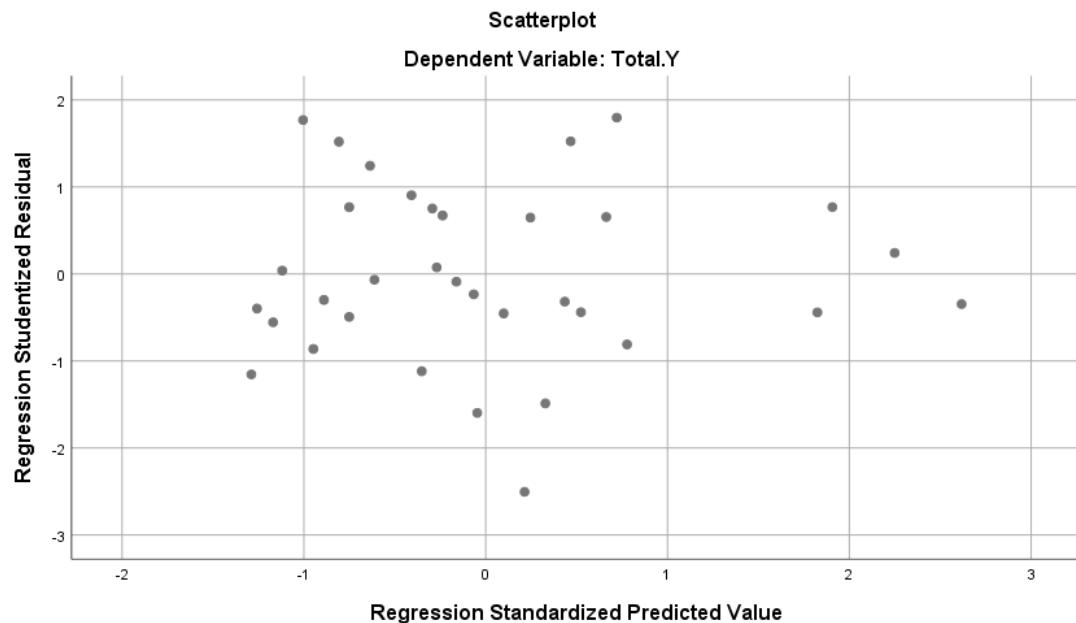
Based on Table 8, it can be shown that there is not one independent variable that has a tolerance value of less than 0.10, meaning that there is no correlation between the independent variables. The results of calculating the Variance Inflation Factor (VIF) value also show the same thing. There is not one independent variable that has a VIF value of more than 10. So it can be concluded that there is no multicollinearity between the independent variables in the regression model in this study.

2. Heteroscedasticity Test

The heteroscedasticity test aims to test whether in a regression there is an inequality of variance from the residuals from one observation to another. If the residual variance from one observation to another observation remains, then it is called Homoscedasticity, and if the variance is different it is called Heteroscedasticity. A good regression model is that there is no

heteroscedasticity. The results of testing the heteroscedasticity of the data in this study used the SPSS tool by observing the patterns contained in the Scatterplot, where the results can be seen in Figure 2.

Figure 2 Heteroscedasticity Test Results



From Figure 2 the heteroscedasticity test shows that the points spread randomly, do not form a clear pattern, and are spread both above and below the number 0 on the Y axis. This means that heteroscedasticity does not occur.

3.4.Hypothesis Testing

Multiple Linear Regression Analysis

The hypothesis states that individual factors (X1), psychological factors (X2) and organizational factors (X3) influence the performance of Regional Secretariat Leadership Bureau employees. The models used to estimate these effects are:

Table 9 Multiple Linear Regression Analysis

Coefficients ^a		Unstandardize		Standar	t	Sig.
		d Coefficients		dized Coefficients		
Model		B	Error std.	Betas		
1	(Constant)	3,757	6,314		.595	.000
	Individual (X1)	.130	.225	.099	2,580	.004
	Psychological (X2)	.511	.220	.531	2,320	.000
	Organization (X3)	.281	.156	.284	2,799	.003

a. Dependent Variable: Total.Y

Based on Table 4.14, the multiple linear regression equation is obtained as follows:

$$Y = 3.757 + 0.130X_1 + 0.511X_2 + 0.281X_3 + e$$

Then the equation can be concluded:

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1. Constant value = 3.757, this indicates a constant level, where if the variables (X1) Individual, Psychological (X2) and organizational factors (X3) are 0, then the value of the variable performance value (Y) will increase by 3.757.
2. Individual variable (β_1) = 0.130 > 0. This indicates that individual variable (X1) has a positive effect on employee performance. If the individual variable (X1) increases by one unit, then the employee's performance increases by 0.130.
3. Psychological Factor Variable (β_2)=0.5112>0. This shows that the Psychological Factor variable (X2) has a positive effect on performance. If the Psychological Factor variable (X2) increases by one unit, then the employee's performance increases by 0.5112.
4. Organizational Factor Variable (β_3) = 0.281> 0. This indicates that organizational factor variable (X3) has a positive effect on employee performance. If the Organizational factor variable (X3) increases by one unit, then employee performance will also increase by 0.419.

T-test Results (Partial Test)

To test the influence of individual factors, psychological factors, and organizational factors on the performance of employees of the Regional Secretariat Leadership Administration Bureau, the statistical t test (t test) was used. If the tcount value > ttable value, then H0 is rejected and Ha is accepted, conversely if the tcount value < ttable value, then H0 is accepted and Ha is rejected. The results of partial hypothesis testing can be seen in Table 4.12. Can know the value of tcount of each independent variable in this study. The tcount value of each independent variable will be compared with the ttable value using a 95% confidence interval or $\alpha = 0.05$.

Table 10 Partial Test Results (t-test)

Coefficients ^a		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
Model		B	Error std.	Betas		
1	(Constant)	3,757	6,314		.595	.000
	Individual (X1)	.130	.225	.099	2,580	.004
	Psychological (X2)	.511	.220	.531	2,320	.000
	Organization (X3)	.281	.156	.284	2,799	.003

a. Dependent Variable: Total.Y

Based on Table 4.15 above it can be explained the results of each variable that:

1. Individual Factor Variables (X1)

Based on tcount (2.580) > ttable (1.697) shows that individual variables affect the work stress variable. The level of significance can be seen from the sig value for individual factors in the coefficients table which is 0.004 > 0.05 indicating that individual factor variables have a significant effect on the Employee Performance Variables of the Administration Bureau of the North Sumatra Province Leadership Secretariat.

2. Organizational Factor Variables (X2)

Based on tcount (2.320) > ttable (1.697) shows that Psychological Factors affect Employee Performance. The level of significance can be seen from the sig value for the individual factor variables in the coefficients table which is 0.001 < 0.05 indicating that the variable factor psychological factor has a significant effect on the employee performance variable in the Administrative Bureau of the Secretariat Leaders of North Sumatra Province.

3. Organizational Factor Variables

Based on $t_{count} (2.799) > t_{table} (1.697)$ shows that organizational factors affect employee performance. The level of significance can be seen from the sig value for the Organizational Factor Variable in the coefficients table which is $0.003 < 0.05$ indicating that the Organizational Factor Variable has a significant effect on the Stress Variable Employee Performance at the Regional Secretariat Administration Leadership Bureau.

F test

To test the influence of individual factors, psychological factors, and organizational factors simultaneously on the performance of employees of the administration bureau led by the secretariat of North Sumatra Province, the F statistic test (F test) was used. If the F_{count} value $> F_{table}$ value, then H_0 is rejected and H_a is accepted. Conversely, if the F_{count} value $< F_{table}$ value, then H_0 is accepted and H_a is rejected. Simultaneous test results can be seen in the following table:

Table 11 Test F

ANOVA ^a					
Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	181,439	3	60,480	25,533	.000b
residual	71,061	47	2,369		
Total	252,500	50			

a. Dependent Variable: Total.Y

b. Predictors: (Constant), Individual (X1), Psychological (X2), and Organizational (X3)

Based on the calculation results, the F_{count} value is 25,533 with a significance of 0.000, while the F_{table} at the 95% confidence interval or $\alpha = 0.05$ is 2.723. By comparing the value of F_{count} with F_{table} , then F_{count} (25,533) is greater than F_{table} (2,723). The decision was that H_0 was rejected and H_a was accepted, meaning that simultaneously the individual factor variables (X1), psychological factors (X2) and organizational factors (X3) had a very significant (high significant) effect on the performance of the employees of the North Sumatra Province Secretariat Leadership Administration Bureau.

Determination Test (R^2)

To find out how much a linear increase can be explained through the relationship between the variables (correlation). If all the values of these variables can fulfill an equation correctly, then it can be said that there is a perfect correlation in this analysis model. From the SPSS output, it can be seen the level of relationship between the independent variable and the dependent variable, including:

Table 12 Determination Test

Summary model ^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.848a	.719	.690	1,539

a. Predictors: (Constant), Individual (X1), Psychological (X2), and Organizational (X3)

b. Dependent Variable: Total.Y

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Based on the computer output above, the correlation coefficient in the study obtained a value of 0.719 where with this value there is a relationship between the independent variable and the dependent variable which is 71.9%. This means that individual factors (X1), psychological (X2), and organizational (X3) have a very strong relationship to the performance of the employees of the Secretariat Leadership Administration Bureau of North Sumatra Province. Meanwhile the coefficient of determination obtained with a value of 0.69 means that 69.0% of the changes in the dependent variable (Performance of Employees of the Secretariat Leadership Administration Bureau of North Sumatra Province) can be explained by changes in Individual Factors (X1), Psychological (X2) and Organization (X3). Meanwhile, the remaining 31% is explained by other factors outside the three variables described above, such as work experience, work ability, benefits, and leadership style.

3.5. Discussion

The calculation results obtained an Fcount value of 25,533 with a significance of 0.000, while Ftable at a confidence interval of 95% or $\alpha = 0.05$ was 2.723. By comparing the value of Fcount with Ftable, then Fcount (25,533) is greater than Ftable (2,723). The decision was that H0 was rejected and Ha was accepted, meaning that simultaneously the individual factor variables (X1), psychological factors (X2) and organizational factors (X3) had a very significant (high significant) effect on the performance of the employees of the Secretariat Administration Bureau of North Sumatra Province. Meanwhile the coefficient of determination obtained with a value of 69.0% changes in the dependent variable (Performance of Employees of the Secretariat Leadership Administration Bureau of North Sumatra Province) can be explained by changes in Individual (X1), Psychological (X2) and Organizational (X3) Factors. Meanwhile, the remaining 31% is explained by other factors outside the three variables described above, such as work experience, work ability, benefits, and leadership style.

Success in achieving performance, especially in serving the community is something that is desired by government officials, but to achieve success requires the ability of the apparatus to be able to complete its work, because this is something important that must be owned by government officials, besides that Another factor that must be considered is motivation, because this is related to the desire and encouragement of the apparatus to work, after that the problem of cooperation in the environment is an indicator of successful performance. The high or low performance of the State Civil Apparatus depends on the factors that influence it. Keith Davis (2002:23), performance comes from the will in a person who is influenced by his environment. This can be seen from the State Civil Apparatuses who have different backgrounds so that their motivation is also different so that their motivation is to carry out their work in an essential way, in contrast to the State Civil Apparatuses who have expectations of organizational institutions which are very important factors to improve the performance of Civil Apparatuses State to produce high performance then how important is the role of motivation in encouraging them to achieve the performance they want.

According to Timple in Mangkunegara (2005:15), performance factors consist of internal factors and external factors. Internal factors (dispositional) are factors associated with a person's characteristics. For example, someone's performance is good because they have high abilities and someone is a hard worker, while someone has poor performance because that person has low abilities and that person does not have the efforts to improve his abilities. External factors are factors that affect a person's performance that come from the environment. Such as behavior, attitudes, actions of colleagues, subordinates or leaders, work facilities, and organizational climate. Based on tcount (2.580) > ttable (1.697) shows that individual variables affect the work stress variable. The level of significance can be seen from the sig value for individual factors in the coefficients table which is 0.004 > 0.05 indicating that individual factor variables have a significant effect on the Employee Performance Variables of the Administration Bureau of the North Sumatra Province Leadership Secretariat. These results support previous research conducted by Santoso &

Stevani (2017) which stated that the ability of employees to be able to adapt to the environment has a positive and significant effect on employee performance. In addition, in research conducted by Anggraeni (2016) stated that abilities consisting of knowledge, skills,

4. CONCLUSION

As for the factors that influence the performance of the Administrative Bureau of the Secretariat of North Sumatra Province. Simultaneously the individual factor variables (X1), psychological factors (X2) and organizational factors (X3) have a very significant (high significant) effect on the performance of the employees of the Secretariat Administration Bureau of North Sumatra Province. Meanwhile the coefficient of determination obtained with a value of 69.0% changes in the dependent variable (Performance of Employees of the Secretariat Leadership Administration Bureau of North Sumatra Province) can be explained by changes in Individual (X1), Psychological (X2) and Organizational (X3) Factors. Meanwhile, the remaining 31% is explained by other factors outside the three variables described above, such as work experience, work ability, benefits, and leadership style. 511 with a significant value of 0.000 which is shown by employee attitudes and employee motivation at work. Employee psychological factors are getting better as indicated by better employee perceptions of work, having a good attitude, having job satisfaction, and good personality.

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