



THE INFLUENCE OF TRAINING, DISCIPLINE AND FACILITIES ON SATISFACTION AND ITS IMPACT ON THE PERFORMANCE OF STATE CIVIL APPARATUS IN THE REGIONAL SECRETARIAT OF MEDAN CITY

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Abstrak

Penelitian ini dilakukan di lingkungan sekretariat daerah Kota Medan dimana penelitian ini adalah penelitian yang bersifat deskriptif kuantitatif, dimana penelitian ini menjelaskan tentang pelatihan, disiplin, fasilitas, kepuasan dan kinerja. Penelitian ini juga menguji hubungan antar variabel tersebut secara langsung dan tidak langsung. Populasi dalam penelitian ini adalah seluruh pegawai di Sekretariat Daerah Kota Medan yang banyaknya 205 orang yang tersebar di 12 unit kerja. Jumlah sampel penelitian sebanyak 68 orang yang ditetapkan dengan menggunakan rumus Slovin (2001) dengan tingkat kesalahan dalam pengambilan sampel sebesar 10%. Daftar pertanyaan dalam penelitian ini terlebih dahulu diuji validitas dan reliabilitas, data diolah dengan bantuan program SPSS versi 25. Hasil penelitian ini menunjukkan bahwa Pelatihan, disiplin dan kepuasan memiliki pengaruh yang positif dan signifikan terhadap kinerja sedangkan Fasilitas tidak berpengaruh signifikan terhadap kinerja ASN Sekretariat daerah kota Medan. Pelatihan, disiplin dan fasilitas secara parsial tidak berpengaruh signifikan terhadap kepuasan kerja ASN Sekretariat daerah kota Medan, untuk pengujian analisis jalur menunjukkan bahwa variabel pelatihan, disiplin dan fasilitas sama-sama tidak berpengaruh signifikan terhadap kinerja melalui kepuasan kerja ASN Sekretariat daerah kota Medan.

Kata kunci: Pelatihan, Disiplin, Fasilitas, Kepuasan, Kinerja

Abstract

This research was conducted in the Medan City regional secretariat environment, where this research is quantitative descriptive research, which explains training, discipline, facilities, satisfaction, and performance. This research also tests the relationship between these variables directly and indirectly. The population in this study were all employees at the Medan City Regional Secretariat, totaling 205 people spread across 12 work units. The total research sample was 68 people, determined using the Slovin (2001) formula with an error rate in sampling of 10%. The list of questions in this research was first tested for validity and reliability, the data was processed with the help of the SPSS version 25 program. The results of this research show that Training, discipline, and satisfaction have a positive and significant influence on performance, while Facilities do not have a significant influence on the performance of the City Regional Secretariat ASN Medan. Training, discipline, and facilities partially do not have a significant effect on the job satisfaction of ASN of the Medan City Regional Secretariat. For testing the path analysis, it shows that the training, discipline, and facilities variables both have no significant effect on performance through job satisfaction of ASN of the Medan City Regional Secretariat.

Keywords: Training, Discipline, Facilities, Satisfaction, Performance

INTRODUCTION

The performance of the government or public service providers in each region is very important at this time, when the government must compete to improve the performance of all its employees because good performance from all employees will be able to bring the agency to its stated goals. The performance of civil servants is currently discussed quite often by various levels of society, and of course, this discussion is usually triggered by the problem of the low performance of civil servants or State civil servants in various government agencies from the central to the regional levels.

Performance, which is the contribution made by employees to the organization in various ways, will be a benchmark for the success of a State Civil Apparatus (ASN) in an agency so that currently, the State makes laws, regulations, and various supervisions in order to ensure that each ASN provides performance good for their respective agencies. Apart from efforts to maintain and improve the performance of ASN, the government has also created various applications that record employee performance, which can be used for various purposes such as promotions, allowances, and evaluation.

High performance is the hope of all organizations, including the Medan City

Regional Secretariat, so the institution does many things that are considered to improve ASN performance, even though it has to incur a significant quantity of cost, and this is also done by the Medan City Regional Secretariat where performance improvement programs have been carried out. by the Medan city government, however, there are still ASNs who are unable or perhaps unwilling to provide the best performance due to various obstacles and reasons. Table 1 below shows several performance indicators whose realization is below 100% or perhaps far below 100%. This shows that there are indications that the performance of ASN in the Medan City Regional Secretariat is still low, so of course, it needs to be studied to find a solution or improve in the future.

Each job certainly has different indicators of success, so in the process of improving ASN performance, the government has set various indicators for each job or each agency so that stakeholders can easily see the performance of each agency and each individual involved. Work. For example, at the Medan city regional secretariat, there are many performance indicators set by the government; some of these indicators are presented in Table 1 below:

Table 1. Targets and Realization of the performance of the Medan City Regional Secretariat for several indicators in 2022

SETDA INDICATORS/SECTIONAL INDICATORS	2022 PERFORMANCE TARGET	PERFORMANCE REALIZATION IN 2022
LPPD VALUE	TALL	High (2021)
Inflation Rate	3 + 1 % (2 - 4)%	6.10%
Number of coordination documents for the preparation and implementation of regional apparatus policies	10 Documents	7 Documents
Number of monitoring and evaluation documents for the implementation of regional government policies	11 Documents	9 Documents
PERCENTAGE OF MONITORING AND EVALUATION OF REGIONAL POLICY IMPLEMENTATION		

Number of monitoring and evaluation documents for the implementation of regional policies that have been implemented	5 Documents	5 Documents
Number of monitoring and evaluation documents for the implementation of regional policies in the area of natural resources	15 Documents	8 Documents
Number of monitoring and evaluation documents for the implementation of regional policies for the welfare of the people	10 Documents	7 Documents
Number of monitoring and evaluation documents on the implementation of regional policies that are implemented within the scope of leadership protocols and communications	1 Document	0 Documents
Percentage of monitoring and evaluation of organizational scope policies	100%	300
Number of Collaboration Documents evaluated.	25 Documents	25 Documents

Source: Medan City Secretariat, 2023

To improve the performance of government employees, they are trying to increase the ability of employees, especially the ability to complete their respective jobs, by conducting Training for ASNs. By conducting Training, it is hoped that ASNs will be able to complete their work well, but currently, Training is not easy for ASNs to follow because the amount of Training still needs to be higher. There is very little, and the opportunity for ASNs to take part in training outside the agency is also very limited, even though there are several employees who get great opportunities to take part in Training, many employees or ASNs are overwhelmed by the opportunity to take part in Training.

Apart from improving ASN ability or discipline, ensuring that they have high

discipline also has a very big role in improving ASN performance because low discipline will very likely be a big obstacle in the government's efforts to improve ASN performance, for this reason it is necessary to ensure that every ASN has good discipline. high, there are many indicators regarding ASN discipline following rules or laws where attendance is one indicator of the level of ASN discipline. Currently, there are many applications used by the government to record or record employee attendance, such as *finger* and so on, so that leaders can see the recapitulation of ASN attendance easily, for example, the attendance record for the general section of the Medan city regional secretary for December 2022 is presented in Table 2 below:

Table 2Recapitulation of the ASN Attendance List for the Collaboration Section of the Medan City Regional Secretariat
December 2022

No	Name	Jlh Weekdays	Present	Not Present
1	NURBAITI HARAHAAP, S.Sos, M.AP	22	22	0
2	SERI INDERAHAYU AS, S. Sos., M.Sc	22	22	0
3	RESDI AMBARITA, S. Sos	22	17	5
4	ZURYA SYAHFITRHI, S.Kom.	22	21	1
5	IDA MEUTIA, SE	22	20	2
6	SRI RANGKING BR SURBAKTI, SS	22	21	1
7	SURIANI RATNA KARTIKA SARI, SS	22	17	5
8	NURUL HIDAYATI DAULAY, SE	22	21	1

No	Name	Jlh Weekdays	Present	Not Present
9	PRISKA MARIA GULTOM, SE	22	22	0
10	MAHSANIN NUR HALIM	22	19	3
11	AHMAD RIDWAN RITONGA, ST	22	7	15
12	DIANA VIERA	22	13	9
13	NURHAYATI	22	19	3
14	SANTHY KRISTIFANI SILALAH, A.Md	22	19	3
15	KHADI SYAHPUTRA PURBA	22	10	12

Source: Medan City Regional Secretary, 2023

From the table above, it is known that quite a lot of employees are absent for various reasons which are not explained in the table above, however, this data provides information or an indication that ASN discipline is still not very high in the general section of the Medan City Regional Secretariat. As an indicator of discipline, absence determines the level of ASN discipline, so it is a concern for the government. It is not uncommon for the issue of attendance to be taken into consideration in many matters in government agencies, including in the Medan city government.

Apart from the recapitulation of the attendance list, there are problems with late entry in the office, it also happens that at the Regional Secretariat of Medan City, there are quite a few employees who often need to arrive on time for work for various reasons.

This also indicates that ASN discipline could be better at the Regional Secretariat of Medan City.

In carrying out his work as an ASN at the Regional Secretariat in the city of Medan, ASNs must be supported by adequate work facilities to be able to obtain maximum performance, where adequate facilities will make it easier for ASNs to achieve high performance in the regional government of Medan.

Currently, the facilities owned by the Medan City Regional Secretariat, which ASN can use to support their work, consist of many items such as laptops, printers, tables, chairs, vehicles, and so on, which are not yet qualified in terms of quality or sophistication and also in terms of quantity. The facilities and infrastructure used are explained in Table 3 below:

Table 3 Medan City Regional Secretariat ASN Performance Support Facilities

No	Facility	Number of Units	Work unit
1	Laptops	10	Governance
2	Printers	5	Governance
3	air conditioning	7	Governance
4	Staff Work Desk	18	Governance
5	Echelon Workbench	13	Governance
6	Meeting table	4	Governance
7	Office chair	20	Governance
8	Echelon 3 Work Chairs	1	Governance
9	Echelon 4 Work Chairs	3	Governance
10	4 wheeled vehicle	3	Governance
11	2 wheeled vehicle	6	Governance
12	Laptops	6	People's welfare
13	computer	7	People's welfare

14	Printers	7	People's welfare
15	air conditioning	5	People's welfare
16	Workbench	22	People's welfare
17	Office chair	30	People's welfare
18	4 wheeled vehicle	1	People's welfare
19	2 wheeled vehicle	8	People's welfare
20	Laptops	9	Law
21	computer	4	Law
22	Printers	12	Law
23	sacner	2	Law
24	Air conditioning	7	Law
25	bureau desk	7	Law
26	meeting table	1	Law
27	Chair	20	Law
28	Sofa	2	Law
29	4 wheeled vehicle	2	Law
30	2 wheeled vehicle	5	Law
31	Laptops	10	Cooperation
32	Computers	10	Cooperation
33	Printers	6	Cooperation

Source: Medan City Regional Secretary, 2023

From the table above shows that the Medan city secretariat already has quite a lot of facilities, however, due to the large number of ASNs working in the Medan city secretariat and also because of the large amount of work that ASNs have to do in the Medan city secretariat, these facilities are still lacking in some areas. Based on the background explanation presented and several results of previous studies, the main aim of this research is to analyze the influence of Training, discipline, and facilities on performance mediated by job satisfaction of the Medan City Regional Secretariat ASN.

THEORETICAL BASIS

Literature review

According to Rivai and Sagala (2011), Training systematically changes employee behavior to achieve organizational goals. Training is related to the employee's skills and abilities to carry out the current job. Meanwhile, according to Mondy (2010), Training is an activity designed for

learning, knowledge, and skills, which are needed for current work.

Training is part of human resource investment to improve work abilities and skills because this can improve employee performance Mangkunegra (2014). The same thing is also written in government regulation no. 101 of 2002 concerning Training for civil servant positions, namely education and Training is defined as the process of organizing teaching and learning in order to improve the performance of civil servants.

According to Davis (2002), "Discipline is management action to provide enthusiasm for the implementation of organizational standards, this is Training that leads to efforts to justify and involve knowledge of employee attitudes and behavior so that there is a willingness in employees to lead to better cooperation and achievement".

Facilities are physical resources that exist before a service can be offered to consumers, according to Winardi (2000): "Complete work facilities and equipment will encourage effective, efficient work

results and encourage quality improvement, which is following existing work standards."

Marihot Tua Effendi Sitinjak (2009), job satisfaction is defined by the extent to which individuals feel something positive or negative about various factors or dimensions of tasks in their work. Edy Sutrisno (2010), job satisfaction is an employee's attitude towards work, which is related to the work situation, cooperation between employees, rewards received at work, and other physical and psychological factors.

Employee performance is an interaction between motivation and ability, where performance is an important thing that is needed in order to support the achievement of organizational goals (Yunus, 2010). According to Nurmianto (2006), performance is a process of assessing employee performance which is carried out by company leaders systematically based on the work assigned. Meanwhile, according to Mathis and Jackson (2002), performance is what employees do and do not do.

conceptual framework

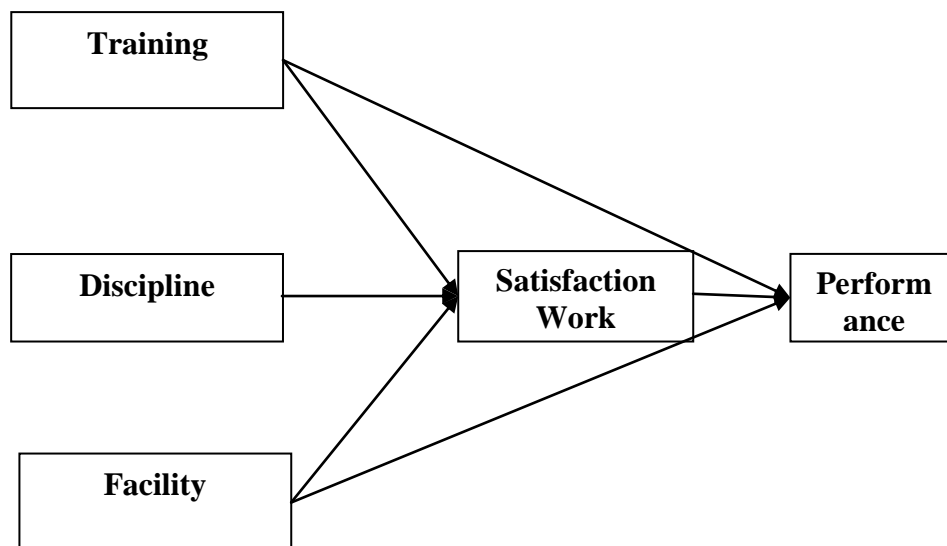


Figure 1 Conceptual Framework

Research Hypothesis

Based on the framework of thinking presented above, the following hypothesis is formulated:

The conceptual framework is the main foundation on which the entire research project is aimed, where it is a network of relationships between variables that are logically explained, developed, and elaborated from the problem formulation that has been identified through the process of interviews, observations, and literature surveys (Kuncoro, 2003).

To improve the performance of the State Civil Service, of course, the leadership must do many things, for example, conducting good Training, improving employee discipline, providing supporting facilities for ASN, and various other methods. It is hoped that the Training carried out will improve ASN performance because with training ASN are trained to understand how to carry out ASN work, apart from that, high discipline will also improve ASN performance, but if ASN discipline is low, then ASN performance will also decrease.

To make it easier to understand the conceptual framework of this research, it is briefly depicted in the following figure.

1. Training has a positive and significant effect on the Job Satisfaction of Medan City Regional Secretariat ASN.
2. Discipline has a positive and significant effect on the work

satisfaction of ASN Regional Secretariat of Medan City.

3. Facilities have a positive and significant effect on the job satisfaction of ASN Regional Secretariat of Medan.
4. Training has a positive and significant effect on the performance of the ASN Secretariat of the Medan City Regional Secretariat.
5. ASN discipline has a positive and significant effect on the performance of the ASN Secretariat of the Medan City Regional Secretariat.
6. Facilities have a positive and significant effect on the performance of the ASN Secretariat of the Medan City Regional Secretariat.
7. Job satisfaction has a positive and significant effect on the performance of the ASN Secretariat of the Medan City Regional Secretariat.
8. Training influences the performance of the Medan City Regional Secretariat ASN through job satisfaction.
9. Discipline influences the performance of the Medan City Regional Secretariat ASN through job satisfaction.
10. Facilities influence the performance of Medan City Regional Secretariat employees through job satisfaction.

METHOD

The type of research is quantitative descriptive, Nazir (2005) states that descriptive research is a method for researching the status of human groups, a thought, or a class of events in the present, which aims to create systematic, factual, and accurate descriptions, images or paintings regarding the facts. Facts, properties, and relationships between the phenomena being investigated. This research was carried out at the Medan City Regional Secretariat from March 2023 to September 2023. The population in this study was all employees at the Medan City Regional Secretariat, totaling 205 people spread across 12 work units. The total research sample was 68 people, determined using the Slovin (2001) formula with an error rate in sampling of 10%.

RESULTS AND DISCUSSION

1. Coefficient of Determination (R²)

The coefficient of determination aims to measure the extent of the model's ability, namely variations in the independent variables, namely Training, discipline, facilities, and job satisfaction, in explaining variations in the dependent variable, namely the performance of ASN Regional Secretariat of Medan City. The coefficient of determination R² can be seen in Table 4:

Table 4 Determinant Coefficient (R² Test)

Model Summary b					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.874a	.763	.748	1,728	2,157

a. Predictors: (Constant), Job_Satisfaction, Facilities, Training, Discipline

b. Dependent Variable: Performance

Source: Research Results, 2023 (processed data)

The R² value obtained was 0.763 or 76.3%, which shows the ability of the variables Training, discipline, facilities, and satisfaction in explaining variations in the performance of the ASN Secretariat of the

Medan City Regional Secretariat, 76.3%, while the remaining 23.7% is explained by other variables. which are not included in this research model, for example, motivation, leadership, compensation, and others. This high coefficient indicates that

the model is strong enough, where the variables studied are sufficient to determine the high and low performance of the ASN Secretariat of the Medan City Regional Secretariat.

2. Partial Test (t-Test)

A partial test between the independent variable and the dependent variable, namely the performance of ASN in the Medan City

a

Regional Secretariat, was carried out by a t-test. This research uses an alpha significance level of 5%.

Hypothesis testing is carried out by comparing the count value with the stable value with the decision criteria being:

If count < table H0 is accepted or H1 is rejected

If count > table, H0 is rejected, or H1 is accepted

Table 5
Partial Test Model I (t-Test)
Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
(Constant)	5,800	3,008		1,928	,058		
1 Training	,405	,090	,339	4,481	,000	,658	1,521
Discipline	,478	,095	,435	5,043	,000	,506	1,975
Facility	,065	,060	,079	1,085	,282	,705	1,419
Job satisfaction	,234	,062	,257	3,748	,000	,797	1,255

a. Dependent Variable: Performance

Source: Research Results, 2023 (processed data)

From Table 5 above, the following results are obtained:

1. The tcount value for the Training variable (4.481) is greater than the t-table (2.13), or the sig value (0.000) is smaller than alpha (0.05).

Based on the processing results above, the training variable Ho is rejected, and H1 is accepted, thus, partially, the training variable for ASNs for the regional secretary of the city of Medan has a positive and significant influence on the performance of ASNs who work in the regional secretariat of the city of Medan.

This positive and significant influence shows that the Training significantly changes the performance of ASNs who work in the Medan city regional secretariat. This situation also shows that if the Training is carried out well, it will make a big difference in improving the performance of ASN in the Medan City Regional Secretary.

2. The t-count value for the discipline variable is (5.043) greater than the t-table (2.13), and on the other hand, the sig value (0.000) is smaller than alpha (0.05).

Based on the results above, the discipline variable partially has a positive and significant influence on the performance of ASN who work at the Medan city regional secretariat.

From these calculations, it is known that efforts to increase ASN discipline will be one way that can significantly improve ASN performance so that discipline becomes a variable that needs to be maintained by agency leaders because apart from increasing performance significantly, a decrease in discipline will also result in a significant decrease in performance.

3. The t-count value for the facility variable (1.085) is smaller than the t-table (2.13), or the sig value (0.282) is greater than the alpha (0.05). Based on the results obtained, Ho is

rejected, and H1 is accepted for the facility variable. Thus, the facility variable does not have a significant influence on ASN performance.

The insignificant influence of the facility variables on the performance of ASNs working at the Medan city regional secretariat shows that improvements to several facilities carried out by the government will not result in a significant increase in performance, meaning that the increase in performance that occurs is not too large and vice versa.

4. The t-count value for the job satisfaction variable is (3.748) greater than the t-table (2.13), and on the other hand the sig value (0.000) is smaller than alpha (0.05).

Based on the results above, the satisfaction variable partially has a positive and significant influence on the performance of ASN who work at the Medan city regional secretariat.

From these calculations, it is known that high ASN job satisfaction will result in or result in high ASN performance, so increasing performance by increasing ASN job satisfaction is the right way and provides a significant increase.

To test hypotheses 5 to hypothesis 7, namely the influence of independent variables on job satisfaction, a different model is used, in this case model II as follows:

**Table 6 Partial Test Model II (t-test)
Coefficients**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
(Constant)	12,664	5,812		2,179	.033		
1 Training	,295	,177	,225	1,667	,100	,686	1,457
Discipline	,323	,186	,267	1,740	,087	,530	1,886
Facility	,029	,121	,032	,244	,808	,705	1,418

a. Dependent Variable: Job_Satisfaction
Source: Research Results, 2023 (processed data)

From Table 6 above, the following results are obtained:

5. The t-count value for the Training variable (1.667) is smaller than the t-table (2.35), or the sig value (0.100) is greater than alpha (0.05). Based on the results obtained, Ho is accepted, and H1 is rejected for the Training variable. This shows that Training has a positive but insignificant influence on the performance of the ASN Secretariat of the Medan City Regional Secretariat. This insignificant effect indicates that improvements to the training program for ASNs at the Medan City Regional Secretariat will not significantly influence or impact increasing ASN job satisfaction.

6. The t-count value for the discipline variable is (1.740) smaller than the t-table (2.35), and on the other hand, the sig value (0.087) is greater than alpha (0.05). Based on the results obtained, Ho is accepted, and H1 is rejected for the discipline variable. This shows that discipline has little effect on ASN job satisfaction in the Medan City Regional Secretariat.

The insignificant influence between discipline on ASN job satisfaction at the Medan City Regional Secretariat shows that ASN discipline at the Medan City Regional Secretariat does not have a big role in increasing or decreasing ASN performance if there is a serious improvement regarding ASN discipline at the Medan City Regional Secretariat.

So there is no guarantee that ASN job satisfaction will increase significantly, it could be that as a result of these actions, ASN job satisfaction increases, but the increase is not significant.

7. The t-count value for the facility variable (0.244) is smaller than the t-table (2.35), or the sig value (0.808) is greater than alpha (0.05). Based on the results obtained, Ho is accepted, and H1 is rejected for the facility variable.

Based on this value, facilities have a positive but not significant effect on the performance of ASN of the Medan City Regional Secretariat, which means that improving facility programs at the Medan City Regional Secretariat will not be able to significantly increase job satisfaction for Medan City Regional Secretariat ASN and even though it results in increased performance the increase is only small or the role is not much.

The results of testing the influence of facilities did not have a significant effect on job satisfaction for ASNs at the Medan City Regional Secretariat certainly contradict the theories explained in this thesis. This difference is, of course, caused by many factors.

3. Path Analysis

1. Analysis of the influence of Training on performance through job satisfaction of ASN Regional Secretariat of Medan City

Direct, indirect, and total influence coefficients:

- ✓ The direct effect of Training on performance is 0.339
- ✓ The indirect effect of Training on performance through satisfaction is $0.257 \times 0.225 = 0.0578$

Hypothesis:

Ho: Training does not have a significant indirect influence on performance through job satisfaction of ASN Regional Secretariat of Medan City.

Ha: Training Has a Significant Indirect Influence on the Job Satisfaction of ASN Regional Secretariat of Medan City

Hypothesis Testing Criteria:

Reject Ho and accept Ha if the indirect influence value > the direct influence value.

Reject Ha and accept Ho if the indirect influence value < direct influence value.

From the calculations it is found that the direct influence value = 0.339 and the indirect influence = 0.0578, which means that the indirect influence value is smaller than the direct influence value, so it can be concluded that Ho is accepted and Ha is rejected, which means that indirectly Training has no significant effect on performance through ASN job satisfaction at the Medan City Regional Secretariat.

2. Analysis of the influence of discipline on performance through job satisfaction of ASN Regional Secretariat of Medan City

Direct, indirect, and total influence coefficients:

- ✓ The direct effect of discipline on performance is 0.435
- ✓ The indirect effect of discipline on performance through satisfaction is $0.257 \times 0.267 = 0.0687$

Hypothesis:

Ho: Discipline does not have a significant indirect influence on performance through job satisfaction of ASN Regional Secretariat of Medan City.

Ha: Discipline Has a Significant Indirect Influence on the Job Satisfaction of ASN Regional Secretariat of Medan City

Hypothesis Testing Criteria:

Reject Ho and accept Ha if the indirect influence value > the direct influence value.

Reject Ha and accept Ho if the indirect influence value < direct influence value

From the calculations, it is found that the direct influence value = 0.435 and the indirect influence = 0.0687, which means the indirect influence value is smaller than the direct influence value, so it can be concluded that H_0 is accepted and H_a is rejected, which means that indirectly discipline has no significant effect on performance through ASN job satisfaction at the Medan City Regional Secretariat.

3. Analysis of the influence of facilities on performance through job satisfaction of ASN Regional Secretariat of Medan City

Direct, indirect, and total influence coefficients:

- ✓ The direct effect of facilities on performance is 0.079
- ✓ The indirect effect of facilities on performance through satisfaction is $0.257 \times 0.032 = 0.0082$

Hypothesis:

H_0 : Facilities do not have a significant indirect influence on performance through job satisfaction of ASN Regional Secretariat of Medan City.

H_a : Facilities Have a Significant Indirect Influence on the Job Satisfaction of ASN Regional Secretariat of Medan City

Hypothesis Testing Criteria:

Reject H_0 and accept H_a if the indirect influence value $>$ the direct influence value.

Reject H_a and accept H_0 if the indirect influence value $<$ direct influence value

From the calculations it is found that the direct influence value = 0.079 and the indirect influence = 0.0082, which means that the indirect influence value is smaller than the direct influence value, so it can be concluded that H_0 is accepted and H_a is rejected, which means that indirectly the facilities have no significant effect on performance through ASN job satisfaction at the Medan City Regional Secretariat.

CONCLUSIONS AND SUGGESTIONS

Conclusion

Based on the results of the research and discussion described in the previous chapter, it can be concluded as follows: Training has a positive and significant influence on the performance of the ASN Secretariat of the Medan City Regional Secretariat. Discipline has a positive and significant influence on the performance of ASN in the Medan City Regional Secretariat. Facilities have little effect on the performance of the ASN Secretariat of the Medan City Regional Secretariat. Job satisfaction has a positive and significant influence on the performance of the ASN Regional Secretariat in the city of Medan. Training has little effect on job satisfaction of ASN Regional Secretariat of Medan City.

Discipline does not have a significant effect on the job satisfaction of ASN Regional Secretariat of Medan City. Facilities have little effect on the job satisfaction of ASN Regional Secretariat of Medan City. Training has little effect on performance through job satisfaction of ASN Regional Secretariat of Medan City. Discipline does not have a significant effect on performance through job satisfaction of ASN Regional Secretariat of Medan City. Facilities have little effect on performance through job satisfaction of ASN Regional Secretariat of Medan City.

Suggestion

Based on the results of the research and conclusions above, several suggestions are given as follows: It is recommended that the leadership of the regional secretariat of the city of Medan discipline employees by giving clear and firm sanctions to ASN who arrive late and also leave before office time arrives, in addition to the leadership It is also recommended to monitor employee attendance via existing applications more actively. The leadership of the regional secretariat for the city of Medan is advised to complete the facilities that are considered to be crucial in achieving ASN performance,

such as the addition of laptops or computers, internet networks, printers, and other work equipment. To further improve ASN performance, it is hoped that the Medan City Government will further increase training activities, namely Leadership Training, Functional Training, and Creativity Training, and pay more attention to the quality of training materials according to the needs of each ASN's field of work. It is recommended that future researchers who will examine ASN performance add independent variables that may influence ASN performance other than those already discussed or which are independent variables in this research, such as employee motivation, compensation, competence, and others.

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