



# THE INFLUENCE OF SELF-EFFICACY, KNOWLEDGE SHARING, AND LOYALTY BEHAVIOR ON THE PERFORMANCE OF STATE CIVIL EMPLOYEES IN THE PROVINCIAL SECRETARIAT OF NORTH SUMATRA WITH JOB SATISFACTION AS AN INTERVENING VARIABLE

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## ABSTRACT

The development of modern government organizations is influenced by its administration and management system, which consists of three main components: constitution, law, ethics, departments, and council. The success of an organization depends on the human resources department, which includes employees, managers, and the quality and quantity of work performed by employees. Every organization aims to improve the performance of its employees in order to achieve organizational goals. Factors that influence employee performance include the ability to achieve targets, employee effectiveness, organizational effectiveness, employee effectiveness, employee work quality, employee knowledge quality, organizational focus on employee loyalty, and the level of employee involvement in the organization. Organizations also focus on employee loyalty, that is, individual contributions to the success of the organization. Organizational success depends on a variety of factors, including employee performance, knowledge, and loyalty. This research uses quantitative research. This research was conducted at the State Civil Apparatus at the Regional Secretariat of North Sumatra Province at the Goods and Services Procurement Bureau of the Regional Secretariat of North Sumatra Province. This research was conducted from April 2022 to October 2023.

Keywords: *Self-Efficacy, Knowledge, Loyalty Behavior, Job Satisfaction, Employee Performance*

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## 1. INTRODUCTION

The development of government as a modern organization is influenced by its administration and management system. It consists of three main components: the principal (constitution, law, and ethics), the department that enforces those principal regulations, and the principal (government official). Success in an organization can lead to a human resources board, namely individuals who initiate, manage, and work toward organizational change. The human resources board is determined by work performance, namely the quality and quantity of work performed by employees. Every organization aims to improve employee performance to achieve organizational goals, such as ASN in the Regional Secretariat. The most dominant factor influencing employee performance is the ability to achieve targets with an increase of 64 percent. This can be seen in the State Civil Service whose target is less than 100 percent. The most significant factor is employee satisfaction with an increase of 73 percent. The relationship between job satisfaction and employee performance is clear, job satisfaction influences job satisfaction and job performance. This emotional state can be influenced by various factors such as attitudes, behavior and work environment (Saeed, 2021).

The most dominant factor causing decreased job satisfaction is low job satisfaction with a satisfaction score of 71 percent which is caused by low job satisfaction of State Civil Service employees. The most significant factor in increasing job satisfaction is high job satisfaction, with a

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satisfaction score of 78 percent. Research shows that job satisfaction has a positive effect on performance, and organizations should focus on employee effectiveness. Employee self-efficacy is a key factor in achieving certain goals, and positive self-efficacy can result in more successful work. Organizational performance is influenced by employee self-efficacy, and employees who have high job satisfaction with the organization also have high job satisfaction with their work (Siahaan, 2022). The most common cause of poor employee performance is that employees are only able to carry out their duties with a score of 62 percent, which is below the average performance of ASN employees. The most significant factor in improving employee performance is the ability to carry out tasks with a score of 92 percent (Hooff, 2020). Research shows that various knowledge factors play an important role in improving employee performance in an organization. The process of various knowledge has a significant relationship with work performance and employee performance. Therefore, work performance is a significant variable that is influenced by various knowledge factors (Tohidinia, 2020).

The most dominant factor reducing employee knowledge is lack of employee knowledge with a percentage of 55 percent. The second most significant factor in increasing knowledge is the ability to learn new skills, with a percentage of 72 percent. This lack of knowledge is a problem in creating employee knowledge. Research shows that various knowledge has a positive and significant effect on performance (Lumbanraja, 2020). Organizations also focus on employee loyalty, which is an individual's contribution to the workplace. This involves volunteering to take on additional tasks, interacting with others, and contributing to the company's success. Organ's research (2020) suggests that employee loyalty can improve performance and contribute positively to the company's success. The most dominant factor causing decreased loyalty is employees with a lower level of commitment with a score of 83 percent. This figure is much lower than the average employee score of 100 percent. This lack of commitment causes a decrease in loyalty, giving rise to problems in forming employee loyalty (Wulandari 2021).

**2. RESEARCH METHODS**

This research uses quantitative research. This research was conducted at the State Civil Apparatus at the Regional Secretariat of North Sumatra Province at the Goods and Services Procurement Bureau of the Regional Secretariat of North Sumatra Province. This research was conducted from April 2022 to October 2023.

**3. RESULTS AND DISCUSSION**

1) Tabel R Square

	R Square
Kepuasan Kerja	0.879
Kinerja Pegawai	0.943

2) Path Coefficient

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ((O/STDEV))	P Values
Efikasi Diri -> Kepuasan Kerja	0,220	0,233	0,097	2,270	0,024
Efikasi Diri -> Kinerja Pegawai	0.300	0.306	0.074	4.047	0.000
Berbagi Pengetahuan -> Kepuasan Kerja	0.532	0.525	0.112	4,751	0.000



Berbagi Pengetahuan -> Kinerja Pegawai	0.336	0.329	0.078	4.285	0.000
Perilaku Loyalitas -> Kepuasan Kerja	0.309	0.311	0.081	3.819	0.000
Perilaku Loyalitas -> Kinerja Pegawai	0.179	0.176	0.083	2.167	0.031
Kepuasan Kerja -> Kinerja Pegawai	0.204	0.197	0.074	2.752	0.000

### 3) Indirect Effect

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ((O/STDEV))	P Values
Efikasi Diri -> Kepuasan Kerja-> Kinerja Pegawai	0,202	0,194	0,071	2,846	<b>0,005</b>
Berbagi Pengetahuan -> Kepuasan Kerja -> Kinerja Pegawai	0,033	0,028	0,036	0,929	<b>0,003</b>
Perilaku Loyalitas -> Kepuasan Kerja -> Kinerja Pegawai	0,085	0,086	0,048	1,777	<b>0,007</b>

## 4.CONCLUSION

1. Based on the results of the explanation above, it can be concluded that:
2. Self-Efficacy has a positive and significant effect on employee performance for ASN employees in the Regional Secretariat.
3. Self-efficacy has a positive and significant effect on job satisfaction for ASN employees in the Regional Secretariat.
4. Sharing Knowledge has a positive and significant effect on Employee Performance of ASN Employees in the Regional Secretariat.
5. Sharing knowledge has a positive and significant effect on job satisfaction for ASN employees at the Regional Secretariat of North Sumatra Province.
6. Loyalty behavior has a positive and significant effect on employee performance among ASN employees in the Regional Secretariat of Regional Police and Surabaya.
7. Loyalty behavior has a positive and significant effect on job satisfaction for ASN employees in the Regional Secretariat.
8. Job satisfaction has a positive and significant effect on employee performance for ASN employees in the Regional Secretariat of Regional Police and Surabaya.
9. Job satisfaction is able to significantly mediate the influence of Self-Efficacy on the Performance of ASN Employees in the Regional Secretariat.
10. Job satisfaction is able to significantly mediate the influence of Knowledge Sharing on the Performance of ASN Employees in the Regional Secretariat.
11. Job satisfaction is able to significantly mediate the influence of Loyalty Behavior on the Performance of ASN Employees in the Regional Secretariat.

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