

An Empirical Study on the Effect Of Additional Income Provision, Counseling, And Mentoring On Civil Servants' Performance

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ABSTRACT

This study aimed to identify and analyze how the provision of additional income, counselling, and mentoring impacts the performance of Civil Servants (ASN). This study's sample was 80 civil servants from the Regional Civil Service Agency of North Sumatra Province. Descriptive and multiple linear regression analyses were used to analyze the data in this study. This study found that counselling and mentoring, as well as the provision of additional income for Civil Servants, had a positive and significant effect on employee performance, and the provision of additional income for Civil Servants had a positive and significant impact on employee performance.

Keyword: Provision of additional income, counseling, mentoring, performance.

1. Introduction

Civil Servants (ASN) have the right to receive fair and decent salaries for their work responsibilities, burdens, and risks to increase productivity and ensure their welfare. In addition, ASN have the right to receive social security. Regional welfare benefits need to improve the welfare of civil servants evenly. Additional Employee Income (TPP), such as benefits given to Civil Servants and Prospective Civil Servants based on performance, is one way to demonstrate employee welfare. However, despite providing additional income, employee performance has remained relatively high. This can be seen from the fact that employees have yet to be able to receive the maximum payment of additional PNS income every month, which is based on the results of work productivity (60%) and work discipline (40%) provided.

A good working relationship between the immediate superior and their subordinates allows for competency development. The superior and staff should always discuss the work, the goals to be achieved, and the skills needed to complete the work more efficiently and effectively. The focus of competency development is to fill the competency gap that exists between civil servant competencies and job competency standards. For this reason, the critical role of the immediate superior as a performance appraisal officer is vital in guiding their employees or subordinates. Counselling can help the immediate superior improve the abilities of their employees. Performance counselling helps ASN employees achieve performance targets by finding and resolving behavioural problems. It can be concluded that career counselling is also included.

Motivating my employees to improve their performance depends on how much incentive they receive. If the compensation given to workers is not commensurate with their effort, they will not be motivated to work. This has an impact on the results of the organization's work and directly impacts the organization's income. Therefore, appropriate policies and regulations must be implemented to provide incentives. Employees with good performance must be given incentives to increase their motivation. By giving awards to the organization through leadership policies, employees are expected to continue to show good performance. This is because they hope to get awards from the organization, which will help them improve their lives. Based on the problem analysis, the researcher will test the effect of Providing

Additional Income for Civil Servants, Counseling, and Mentoring on Employee Performance at the Regional Civil Service Agency of North Sumatra Province.

2. Literature Review

Additional Income

The concept of welfare benefits aims to improve the welfare of all Regional Civil Servants (PNS). The method is to change the benefits policy and eliminate various types of honours. Then, the amount of honour eliminated will be managed legally and given as an official allowance to all employees. This welfare notification is based on specific requirements, such as attendance or discipline and performance in the workplace. When viewed from the planning stage of implementing the regional benefits policy and in the areas studied, most have started entirely organized. Starting with creating a legal basis, conducting internal socialization, and calculating funding sources according to the financial capabilities of the region. Managers must pay attention to employee maintenance because employee morale, attitude, and loyalty will decline if not considered. As a result, the procurement of development, compensation, integration, and high costs will be meaningless to achieve company goals (Ichsan et al., 2021).

Additional income or benefits at work are significant for every organization. Allowances or additional money will affect employee morale (Nafi'ah et al., 2023; Setiawan et al., 2024). In addition, providing extra income will make employees more professional in carrying out their duties. Because in carrying out their activities, many employees try to meet their needs through basic salary and income from work benefits (Oktavianto & Yulianti, 2022). Therefore, every organization must pay attention to the additional income of each of its members because this extra income will affect the performance of its employees.

Incentive

Incentives are used to encourage employees to perform to the best of their ability. This will generate additional income in addition to the predetermined salary or wages. To increase the productivity and efficiency of the company, incentives should be provided to employees who usually work half-heartedly or not optimally. Incentives, according to Budiasa (2021), are a form of motivation given in the form of money for good performance. It also creates a sense of organizational recognition of employee performance and contribution. Incentive wages are intended to increase employee productivity and retain high-performing employees in the organization (Martoyo, 2006). For incentive wages, different wages or salaries are given, not based on job assessments, but on differences in achievement.

Based on the above opinion, incentives are money outside the basic salary that organizations give to their employees based on the work results they achieve. This encourages employees to improve their performance to achieve organizational goals and increase productivity and work results. Thus, incentives are expected to make high-performing employees stay working in the company. Providing incentives to employees must, of course, consider several factors, whether giving because of their performance results or because of their position. The most important thing in providing incentives is, of course, because of the employee's performance results. Providing incentives for good employee performance will encourage other employees to take the same action (Auriol & Renault, 2008). Each employee will also compete to show the best performance and get incentive money. This action will undoubtedly positively affect the company (Gneezy, 2003; Baker et al., 1988). Therefore, providing incentives has a positive effect on employees in an organization.

Counsellor

Counselling is a process by which clients can be helped to resolve problems related to various phases and events in life (Nor, 2020). These include work-nonwork balance issues, problems with making career decisions, difficulties with making career decisions, and performance-related issues (Nathan & Hill, 2012; Muvid et al., 2023). According to Geroy et al. (2005), counselling is an approach to dealing with

performance problems that focuses on addressing and improving substandard individual performance. Person-to-person interactions, social relationships within the work group, or cultural fit into the broader community can cause substandard results in productive workplaces.

Perez-Rosas et al. (2019) stated that individual counselling has developed into an important method to help individuals find and change possible behaviours into ones with values and paths. Process management is integral to any success (Perez-Rosas et al., 2019; Moyers et al., 2009). This study emphasizes achieving goals, not obstacles or barriers (Asri et al., 2020; Calvosa, 2020). Like other employment processes, career counselling is a significant tool for personal development and employee problems. The latter is sometimes used to emphasize uncertain prospects in the world of work and the uncertainty that exists (Calvosa, 2020; Brignole et al., 2018). People can get help when they make decisions about their careers through career counselling. Career counselling provides better feedback than just results. Appropriate feedback helps employees become more involved in their work, increasing their job satisfaction (Locke and Latham, 2002; Amal et al., 2022).

Mentoring

Mentoring improves performance by sharing knowledge, experience, and skills from a more experienced person (Sjarifudin & Rony, 2023). As a mentor, the direct supervisor must set a good example for his/her subordinates and help accelerate the employee's learning process. Mentoring focuses more on building a relationship between the direct supervisor and the employee. Mentoring usually describes how a more experienced person interacts with a less experienced person. Helping with professional development, mentoring is considered a long-term, face-to-face relationship between a mentor and a mentee. Although mentoring has historically allowed people to choose their career path, it is not limited to a particular class (McLaughlin, 2010; Purba et al., 2019).

There are three types of individual career mentoring, including coaching (Calvosa, 2020; Feyissa et al., 2019), but in general, mentoring includes informal communication between superiors and employees that exceeds or meets predetermined expectations (Armstrong, 2009; Siahaan et al., 2022). In the same way, mentoring is usually not carried out by the employee's government but is included in the employee's development by their superior. Santos et al. (2020) stated that mentoring is an essential method for improving individual skills, which can lead to improving organizational skills. The mentoring process in an institution or organization is undoubtedly critical. By mentoring, we can see the company's development (Alred, 2014). In addition, the ongoing mentoring process will make it easier for leaders to pay attention to the performance of each member. The mentoring process is a professional action that aims to develop employee performance and work abilities (DuBois & Karcher, 2005). So, what has become the desired goal can be adequately monitored when running an organization.

Performance

According to Martoyo (2006), Performance is defined as a process in which human resource activities are carried out to complete assigned tasks with set goals. Performance is the result of work that can be achieved by someone to achieve organizational objectives by applicable laws and regulations. In addition, Performance is not only productivity because Performance is the natural behaviour of someone with the freedom to act according to their wishes. However, this free behaviour cannot be separated from the formal requirements of an employee's role to improve organizational Performance. According to Terry and Rue Leslie (2009), Performance is an action or action taken by employees. Because each job has unique job requirements, some jobs may require other dimensions of Performance. However, specific jobs may fit other dimensions of Performance. What a person does in their workplace is influenced by their job criteria.

The ability to carry out a performance will certainly significantly affect the results (Taylor, 2015). Therefore, in carrying out a job, each employee must put themselves in their position. Good performance

will result in profit, and inappropriate performance will result in losses (Hughes & Bartlett, 2002). Professionalism in work is certainly needed in the plan to achieve each institution's targets. Therefore, supervision and data collection are required to see the extent of employee performance in carrying out their duties.

3. Research Method

The study collected data using a quantitative approach (Sugiyono, 2017). This study will investigate how performance, as a dependent variable, and the provision of additional income for Civil Servants, counselling, and mentoring affect the Regional Civil Service Agency of North Sumatra Province. In this study, 80 middle structural and functional officials and civil servants were taken from 118 populations by purposive sampling. This study used a questionnaire. However, the measurement method used was the Likert Scale. In this study, the independent variable is a variable that is influenced or predicted by several other variables in the model. The independent variables in this study are Employee Additional Income (X1), Counseling (X2), and Mentoring (X3). Performance (Y) is the dependent variable of this study.

4. Result and Discussion

Research Variable Questionnaire Results

According to the questionnaire given to 80 respondents, each respondent answered 13 performance statements (dependent variables) and 12 independent variables for TPP statements, seven counselling questions, and seven mentoring questions. Thus, each respondent answered 45 questions from 5 variables. Furthermore, the author tabulated the questionnaire scores for each variable with the following questionnaire results.

Employee Income Additional Variable Questionnaire Score

Table 1. Employee Income Additional Variable Questionnaire Score

No.	Alternative Answers											
	SS		S		KS		TS		STS		Amount	
	F	%	F	%	F	%	F	%	F	%	F	%
1	46	57,5	34	42,5	0	0	0	0	0	0	80	100,00
2	19	23,8	52	65	7	8,8	0	0	2	2,5	80	100,00
3	25	31,3	44	55	8	10	0	0	3	3,8	80	100,00
4	12	15	42	52,5	19	23,8	6	7,5	1	1,3	80	100,00
5	16	20	47	58,8	12	15	2	2,5	3	3,8	80	100,00
6	14	17,5	28	35	21	26,3	10	12,5	6	7,5	80	100,00
7	21	26,3	50	62,5	7	8,8	1	1,3	1	1,3	80	100,00
8	26	32,5	42	52,5	8	10	4	5	0	0	80	100,00
9	21	26,3	51	63,8	8	10	0	0	0	0	80	100,00
10	22	27,5	50	62,5	7	8,8	0	0	1	1,3	80	100,00
11	36	45	34	42,5	10	12,5	0	0	0	0	80	100,00
12	25	31,3	45	56,3	2	2,5	2	2,5	6	7,5	80	100,00

Source: Research Data Results (processed July 2023)

According to Table 1 above, the respondents' answers can be explained as follows: Respondents' answers to question 1: providing additional income for employees can increase enthusiasm for work. Respondents who answered Strongly Agreed 46 people (57.5%) and 34 (42.5%). The results of respondents' answers to question number 2 : I feel that the additional income for employees given is by the role or position of the employee, that respondents who answered Strongly Agree 19 people (23.8%), Agree 52 people (65%), Disagree 7 people (8.8%) and Strongly Disagree two people (2.5%) The statement is in accordance with the results of the informant's answer to question number 3: I feel that the additional income given to employees is by performance, respondents who answered Strongly Agree 25 people (31.3%), Agree 44 people (55%), Disagree 8 people (10%) and Strongly Disagree three people (3.8%)

Based on the results of respondents' answers to question number 4 : I feel that the additional employee income given is fair, that respondents who answered Strongly Agree 12 people (15%), Agree 42 people (52.5%), Less Agree 19 people (23.8%), Disagree 6 people (7.5%) and Strongly Disagree one person (1.3%). The following are the results of the informant's answers to question number 5 : I feel that the additional employee income has been given according to work productivity, respondents who answered Strongly Agree 16 people (20%), Agree 47 people (58.8%), Less Agree 12 people (15%), Disagree 2 people (2.5%) and Strongly Disagree three people (3.8%). The informant's answer is explained in the statement in number 6 : I feel that the additional income given to employees is not sufficient for their needs, respondents who answered Strongly Agree 14 people (17.5%), Agree 28 people (35%), Less Agree 21 people (26.4%), Disagree 10 people (12.5%) and Strongly Disagree six people (7.5%).

The analysis of the informant's answers is described in number 7 as follows : I feel that the additional income given to employees is by work discipline or attendance, that respondents who answered Strongly Agree 21 people (26.3%), Agree 50 people (62.5%), Less Agree 7 people (8.8%), Disagree one person (1.3%) and Strongly Disagree one person (1.3%). In number 8, the answer to the question to the correspondent will be explained : leaders give awards in the form of certificates, charters, or words of appreciation to increase employee morale, respondents who answered Strongly Agree 26 people (32.5%), Agree 42 people (52.5%), Disagree eight people (10%), and Disagree 4 people (5%). Here is an explanation of the respondents' answers to number 9 below : I feel appreciated by the leader/superior for the hard work I give; respondents who answered Strongly Agree, 21 people (26.3%), 51 people (63.8%), and Disagree 8 people (10%).

Statements based on respondents' answers can be seen in number 10 : I feel enthusiastic about working with a leader/superior who allows employees to achieve a higher position, respondents who answered Strongly Agree 22 people (27.5%), Agree 50 people (62.5%), Disagree 7 people (8.8%), and Strongly Disagree one person (1.3%). Based on the informant's answer, see number 11 below : I am always on time to arrive at the office; respondents who answered Strongly Agree 36 people (45%), Agree 34 people (42.5%), and Disagree 10 people (12.5%). 1. Respondents' answers to question number 12; I try never to come to work without an apparent reason or permission to be absent from work, respondents who answered Strongly Agree 25 people (31.3%), Agree 45 people (56.3%), Disagree 2 people (2.5%), Disagree 2 people (2.5%) and Strongly Disagree six people (7.5%).

Counseling Variable Questionnaire Scores

Table 2. Counseling Variable Questionnaire Scores

No.	Alternatif Jawaban												
	SS		S		KS		TS		STS		Amount		
	F	%	F	%	F	%	F	%	F	%	F	%	

1	34	42,5	40	50	6	7,5	0	0	0	0	80	100,00
2	23	28,8	53	66,3	4	5	0	0	0	0	80	100,00
3	19	23,8	52	65	9	11,3	0	0	0	0	80	100,00
4	17	21,3	51	63,8	12	15	0	0	0	0	80	100,00
5	21	26,3	51	63,8	8	10	0	0	0	0	80	100,00
6	21	26,3	46	57,5	10	12,5	3	3,8	0	0	80	100,00
7	14	17,5	53	66,3	11	13,8	2	2,5	0	0	80	100,00

Source: Research Data Results (processed July 2023).

According to Table 2 above, the respondents' answers can be explained as follows: Respondents' answers to question number 1: I am happy because I can achieve my performance target, respondents who answered Strongly Agree 34 people (42.5%), Agree 40 people (50%), and Less Agree 6 people (7.5%). Thus are the results of the informant's answer to number 2 : Even though I work every day, I can achieve my performance target; respondents who answered Strongly Agree 23 people (28.8%), Agree 53 people (66.3%), and Less Agree 4 people (5%). This is the result of the informant's answer to number 3 : The additional income I receive is by my work results so far, that respondents who answered Strongly Agree 19 people (23.8%), Agree 52 people (65%), and Less Agree 9 people (11.3%).

The following is the correspondent's answer to number 4: If I face a work problem, my leader/superior will identify the problem I am facing and help solve it, respondents who answered Strongly Agree 17 people (21.3%), Agree 51 people (63.8%), and Disagree 12 people (15%). The correspondent's answer to number 5 can be found here : With the attention of leaders/superiors to help with the problems I face in achieving performance, I work harder than respondents who answered Strongly Agree 21 people (26.3%), Agree 52 people (63.8%), and Disagree 8 people (10%). At number 6, the answer to the question to the correspondent will be attached : Praise and encouragement from leaders and coworkers make me more enthusiastic in working, respondents who answered Strongly Agree 21 people (26.3%), Agree 46 people (57.5%), Disagree 10 people (12.5%), and Disagree 3 people (3.8%). The answer to the correspondent's question is attached at number 7 ; With counselling from my superiors, I never complained about the work given to me; that respondents who answered Strongly Agree were 14 people (17.5%), Agree 53 people (66.3%), Disagree 11 people (13.8%), and Disagree 2 people (2.5%).

Mentoring Variable Questionnaire Scores

Table 3. Mentoring Variable Questionnaire Scores

No.	Alternative Answers											
	SS		S		KS		TS		STS		Amount	
	F	%	F	%	F	%	F	%	F	%	F	%
1	20	25	50	62,5	9	11,3	1	1,3	0	0	80	100,00
2	18	22,5	52	65	10	12,5	0	0	0	0	80	100,00
3	19	23,8	55	68,8	6	7,5	0	0	0	0	80	100,00
4	17	21,3	55	68,8	8	10	0	0	0	0	80	100,00
5	19	23,8	50	62,5	10	12,5	1	1,3	0	0	80	100,00

6	18	22,5	56	70	5	6,3	1	1,3	0	0	80	100,00
7	20	25	56	70	4	5	0	0	0	0	80	100,00

Source: Research Data Results (processed July 2023).

According to Table 3 above, the respondents' answers can be explained as follows : Respondents' answers to question number 1: My leader/superior acts as a mentor sharing experiences and knowledge towards completing tasks, respondents who answered Strongly Agree 20 people (25%), Agree 50 people (62.5%), Disagree nine people (11.3%), and Disagree one person (1.3%). The results of the analysis in Part 2 show respondents' answers, including : My leader/superior always guides and provides advice or tips in carrying out work; respondents who answered Strongly Agree 18 people (22.5%), Agree 52 people (65%), and Disagree 10 people (12.5%). Based on the table, you can see the respondents' answers in the following third section : With guidance from my mentor/leader/superior, I can accelerate the learning process in carrying out tasks, respondents who answered Strongly Agree 19 people (23.8%), 55 people (68.8%), and Disagree 6 people (7.5%).

The responses from the respondents in light of the table's findings are displayed in number 4 below : By sharing experiences given by my mentor/leader/superior, I can avoid making mistakes at work; respondents who answered Strongly Agree 17 people (21.3%), Agree 55 people (68.8%), and Disagree 8 people (10%). In the following 5th section you can see the answers based on the table : The leader or superior at my workplace can encourage the determination of its members to complete tasks on time and thoroughly, that respondents who answered Strongly Agree 19 people (23.8%), Agree 50 people (62.5%), Disagree 10 people (12.5%), and Disagree 1 person (1.3%). Part 6 shows the answers based on the table, namely : My superior acts as a role model in completing tasks and work relationships, respondents who answered Strongly Agree 18 people (22.5%), Agree 56 people (70%), Less Agree 5 people (6.3%), and Disagree 1 person (1.3%). The results of the analysis in Section 7 show the results of the respondents' answers, namely : With the guidance that my superior always provides, my performance is getting better, respondents who answered Strongly Agree 20 people (25%), Agree 56 people (70%), and Less Agree 4 people (5%).

Performance Variable Questionnaire Scores

Table 4. Performance Variable Questionnaire Scores

No.	Alternative Answers											
	SS		S		KS		TS		STS		Amount	
	F	%	F	%	F	%	F	%	F	%	F	%
1	34	42,5	44	55	2	2,5	0	0	0	0	80	100,00
2	21	26,3	58	72,5	1	1,3	0	0	0	0	80	100,00
3	44	55	35	43,8	1	1,3	0	0	0	0	80	100,00
4	35	43,8	43	53,8	2	2,5	0	0	0	0	80	100,00
5	29	36,3	46	57,5	5	6,3	0	0	0	0	80	100,00
6	36	45	42	52,5	1	1,3	1	1,3	0	0	80	100,00
7	22	27,5	49	61,3	8	10	1	1,3	0	0	80	100,00
8	20	25	54	67,5	6	7,5	0	0	0	0	80	100,00

9	29	36,3	43	53,8	8	10	0	0	0	0	80	100,00
10	23	28,8	53	66,3	4	5	0	0	0	0	80	100,00
11	30	37,5	48	60	2	2,5	0	0	0	0	80	100,00
12	35	43,8	43	53,8	2	2,5	0	0	0	0	80	100,00
13	27	33,8	49	61,3	2	2,5	2	2,5	0	0	80	100,00

Source: Research Data Results (processed July 2023).

According to Table 4 above, the respondents' answers can be explained as follows :

Respondents' answers to question number 1: The quality of work that I produce is by the SKP that has been set based on the organization's strategic plan, that respondents who answered Strongly Agree 34 people (42.5%), Agree 44 people (55%), and Less Agree 2 people (2.5%). The responses from the respondents in light of the table's findings are displayed in number 2 below : I always complete work according to the set quality standards; respondents who answered Strongly Agree 21 people (26.3%), Agree 58 people (72.5%), and Less Agree 1 person (1.3%). The respondents' answers based on the results in the table can be seen in number 3 below : Good work results provide good benefits for me, that respondents who answered Strongly Agree 44 people (55%), Agree 35 people (43.8%), and Less Agree 1 person (1.3%). Number 5 below shows a statement that is in accordance with the findings above : I have a service orientation in carrying out my duties, that respondents who answered Strongly Agree 35 people (43.8%), Agree 43 people (53.8%), and Less Agree 2 people (2.25%). You can see the statement according to the results above in number 5 below ; The work results/volume achieved are by the predetermined target, that respondents who answered Strongly Agree 29 people (36.3%), Agree 46 people (57.5%), and Less Agree 5 people (6.63%).

The respondents' results are in accordance with previous findings, as shown in number 6 : I always commit to completing tasks on time, respondents who answered Strongly Agree 36 people (45%), Agree 42 people (52.5%), Less Agree 1 person (1.3%), and Disagree one person (1.3%). As for number 7, the following are the results of the respondents' answers according to the results above : In every opportunity, I can provide ideas/concepts for the progress of the organization, respondents who answered Strongly Agree 22 people (27.5%), Agree 49 people (41.3%), Less Agree 8 people (10%), and Disagree 1 person (1.3%). In number 8, the following are the results of the respondents' answers ; I provide ideas/concepts to solve the problems faced, that respondents who answered Strongly Agree 20 people (25%), Agree 54 people (67.5%), and Less Agree 6 people (7.5%). The following are the results of the informant's answers to number 9, namely : I can complete tasks well; respondents who answered Strongly Agree 29 people (36.3%), Agree 43 people (53.8%), and Less Agree 8 people (10%).

The results of the informant's answers to number 10 are as follows : I can manage work with the resources owned by the organization; respondents who answered Strongly Agree 23 people (28.8%), Agree 53 people (66.3%), and Less Agree 4 people (5%). The following is the answer from the informant who answered question number 11 : I can collaborate with the team in carrying out work, that respondents who answered Strongly Agree 30 people (37.5%), Agree 48 people (60%), and Less Agree 2 people (2.5%), and Disagree 1 person (1.3%). Respondents who answered the question are at number 12 : I have good communication with superiors and coworkers, that respondents who answered Strongly Agree 35 people (43.8%), Agree 43 people (53.8%), and Less Agree 2 people (2.5%). Responses to Question 13 from Respondents : I am always ready to carry out additional tasks according to the tasks and functions of the organization, respondents who answered Strongly Agree 27 people (33.8%), Agree 49 people (61.3%), Less Agree 2 people (2.5%), and Disagree 2 people (2.5%).

Data Analysis Method

Validity Test

The results of the validity test of the research in writing this thesis obtained the following data:

Table 5. Results of the Validity Test of Additional Employee Income

Variables	Indicator/ Questionnaire	Correlation Pearson	Value Measurement Criteria	Information
Additional Employee Income (X1)	X1.1	0,317	0,05	Valid
	X1.2	0,595	0,05	Valid
	X1.3	0,646	0,05	Valid
	X1.4	0,617	0,05	Valid
	X1.5	0,666	0,05	Valid
	X1.6	0,431	0,05	Valid
	X1.7	0,347	0,05	Valid
	X1.8	0,446	0,05	Valid
	X1.9	0,576	0,05	Valid
	X1.10	0,431	0,05	Valid
	X1.11	0,504	0,05	Valid

Source: Research Data Results (processed July 2023)

According to Table 5, the results of the validity test of the Employee Additional Income variable show that the indicator or questionnaire has a significant value (Sig) greater than 0.05. Therefore, the Employee Additional Income variable questionnaire is valid and can be used for further research.

Table 6. Counseling Validity Test Results

Variables	Indicator/ Questionnaire	Correlation Pearson	Value Measurement Criteria	Information
Counseling (X2)	X2.1	0,522	0,05	Valid
	X2.2	0,432	0,05	Valid
	X2.3	0,430	0,05	Valid
	X2.4	0,447	0,05	Valid
	X2.5	0,504	0,05	Valid
	X2.6	0,422	0,05	Valid
	X2.7	0,633	0,05	Valid

Source: Research Data Results (processed July 2023)

According to Table 6 of the Results of the Counseling Validity Test, the Counseling variable questionnaire has a significance value (Sig) greater than 0.05, which indicates that the questionnaire is valid and can be used in subsequent research.

Table 7. Mentoring Validity Test Results

Variables	Indicator/ Questionnaire	Correlation Pearson	Value Measurement Criteria	Information
Mentoring (X3)	X3.1	0,847	0,05	Valid
	X3.2	0,835	0,05	Valid
	X3.3	0,865	0,05	Valid
	X3.4	0,782	0,05	Valid
	X3.5	0,817	0,05	Valid
	X3.6	0,897	0,05	Valid
	X3.7	0,866	0,05	Valid

Source: Research Data Results (processed July 2023)

According to Table 7 of the Results of the Mentoring Validity Test, the Mentoring variable questionnaire has a significance value (Sig) greater than 0.05, which indicates that the questionnaire is valid and can be used in subsequent research.

Table 8. Employee Performance Validity Test Results

Variables	Indicator/ Questionnaire	Correlation Pearson	Value Measurement Criteria	Information
Employee Performance (Y)	Y1	0,344	0,05	Valid
	Y2	0,486	0,05	Valid
	Y3	0,425	0,05	Valid
	Y4	0,350	0,05	Valid
	Y5	0,530	0,05	Valid
	Y6	0,582	0,05	Valid
	Y7	0,522	0,05	Valid
	Y8	0,476	0,05	Valid
	Y9	0,356	0,05	Valid
	Y10	0,360	0,05	Valid
	Y11	0,432	0,05	Valid
	Y12	0,455	0,05	Valid
	Y13	0,555	0,05	Valid

Source: Research Data Results (processed July 2023)

Table 8 shows the results of the validity test of employee performance variables, which shows that the indicators or questionnaires have a significant value (Sig) greater than 0.05. Therefore, the employee performance variable questionnaire is valid and can be used for further research.

Reliability Test

The reliability test results ensure that this questionnaire tool can be used more than once, at least by the same respondents.

Table 9. Reliability Test Results

Variables	Cronbach Alpha	Value Measurement Criteria	Information
TPP (X1)	0,695	0,60	Valid
Counseling (X2)	0,643	0,60	Valid
Mentoring (X3)	0,607	0,60	Valid
Employee Performance (Y)	0,724	0,60	Valid

Source: Research Data Results (processed July 2023)

The results of the Reliability Test in Table 9 show that the Cronbach Alpha value is more than 0.60, which indicates that the Reliability Test can be used in further research.

Classical Assumption Test

The classical assumption test is a way to meet the requirements of regression analysis. The classical assumption test is needed to determine whether the estimation results are correct and free from multicollinearity, normality, or heteroscedasticity symptoms. The test results are as follows :

1. Multicollinearity Test Results

Table 10. Multicollinearity Test Results

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
1 (Constant)	33,886	8,038		4,216	,000		
TPP (X1)	,063	,139	,060	,455	,650	,682	1,466
Counseling (X2)	,014	,258	,007	,052	,958	,656	1,525
Mentoring (X3)	,186	,469	,081	,396	,693	,285	3,515

Source: Research Data Results (processed July 2023)

The results of the multicollinearity test, presented in Table 10, indicate a strong correlation between one or all of the independent variables in the regression model. The Variation Inflation Factor (VIF) value is used in this study to indicate whether or not there is multicollinearity among the independent variables. The VIF values, as shown in Table 10 above, are 1.466, 1.525, 3.844, and 3.515, each of which is lower than 10. Therefore, there is no multicollinearity among the four independent variables in this study.

2. Normality Test Results

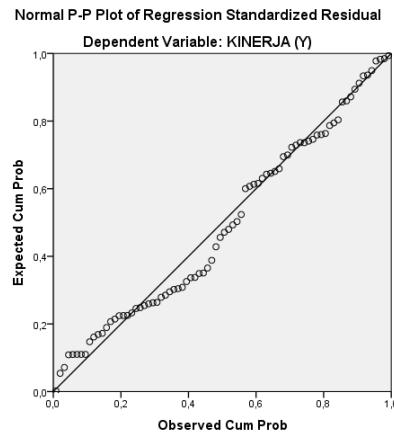


Figure 1. Results of Data Normality Test of the Effect of TPP, Counseling, and Mentoring on Employee Performance

Source: Research Data Results (processed July 2023)

Table 11. One Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		80
Normal Parameters ^{a,b}	Mean	,0000000
	Std. Deviation	4,30368905
Most Extreme Differences	Absolute	,095
	Positive	,095
	Negative	-,074
Kolmogorov-Smirnov Z		,854
Asymp. Sig. (2-tailed)		,459

Source: Research Data Results (processed July 2023)

a. Test distribution is Normal.

b. Calculated from data.

The normality test determines whether the residual values are normally distributed. The normality test is performed on the residual values rather than individual variables because a good regression model has normally distributed residual values. As shown in Figure 1 and Table 11 above, the normality test results show a significance of 0.459, more significant than 0.05, indicating that the data tested is usually distributed.

Heteroscedasticity Test Results

Table 12. Heteroscedasticity Test Results

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	9,623	2,603		3,698	,000
Konseling	-,043	,130	-,056	-,328	,744
TPP	-,073	,042	-,228	-1,715	,091
Mentoring	-,177	,145	-,255	-1,219	,227

Source: Research Data Results (processed July 2023)

a. Dependent Variable: Abs_RES

A heteroscedasticity test occurs if the model's errors or residuals do not show constant variation from one observation to another. In other words, each observation has a different reliability due to changes in the underlying conditions, which are not revealed in the model specification. There is no heteroscedasticity if the independent variable has a significance probability above 0.05. This is indicated by the significance probability values of 0.744, 0.091, 0.402, and 0.227, indicating no heteroscedasticity.

Hypothesis Testing

Hypothesis testing of this study was conducted using mathematical equations, namely multiple linear regression analysis. The "t" test is used to evaluate the significance of the influence of variables, namely independent or free variables (X), individually (partially) on dependent or bound variables (Y). Variables X₁ (TPP), X₂ (Counseling), and X₃ (Mentoring) were tested simultaneously against variable Y (Performance) and the p test. The results of the hypothesis test are as follows :

1. Simultaneous testing (F test)

Table 13. Simultaneous Testing (F test)

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,619 ^a	,384	,351	4,237

Source: Research Data Results (processed July 2023)

Predictors: (Constant), Tpp (X1), Counseling (X2), Mentoring (X3)

b. Dependent Variable: Performance (Y)

The RSquare value (r^2) is 0.384, as shown by the results of simultaneous testing (F test) shown in Table 13 above. This indicates that the influence of TPP, Counseling, and Mentoring on employee performance at the Regional Civil Service Agency of North Sumatra Province is 38.4%, with the impact of TPP, Counseling, and Mentoring at 38.4% and the influence of other variables outside this model of 61.6%.

Table 14. Simultaneous R Square Test (F Test)
ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	838,213	4	209,553	11,671	,000 ^b
	Residual	1346,674	75	17,956		
	Total	2184,887	79			

Source: Research Data Results (processed July 2023)

a. Dependent Variable: Performance (Y)

b. Predictors: (Constant), Encouragement (X3), Tpp (X1), Counseling (X2)

From the table above, the F_{count} value is 11.671. This study uses a significance level (alpha: 0.05) and Degrees of Freedom (DK) with the provisions of the numerator: the number of variables -1 or $5-1 = 4$, and the number of samples less than 5 or $80-5 = 75$. With these provisions, the F_{Table} value is 2.49. With the following hypothesis criteria :

If $F_{count} > F_{table}$, then H_0 is rejected and H_a is accepted.

If $F_{count} < F_{table}$, then H_0 is accepted and H_a is rejected.

The calculation results obtained value $F_{count} > F_{table}$ ($11,671 > 2,49$) and significance value $0.000 < 0.05$, so H_0 is rejected, and H_a is accepted, meaning that the TPP, Counseling, and Mentoring variables have a positive and significant effect on employee performance at the Regional Personnel Agency of North Sumatra Province. Thus, it can be concluded that the TPP, Counseling, and Mentoring variables affect employee performance at the Regional Personnel Agency of North Sumatra Province.

2. Varial Testing

Variational testing is carried out to determine the influence of each independent variable individually on the dependent variable. The confidence level used is a significance level of 5% (0.05). The 't' test compares the calculated t with the t table with the following provisions.

- If $t_{count} > t_{table}$ and probability (significant value) $< 5\%$ significance level ($\alpha = 0.05$), then he is accepted and H_0 is rejected, meaning there is a substantial influence of each independent variable on the dependent variable.
- If $t_{count} < t_{table}$ and probability (significant value) $> 5\%$ significance level ($U = 0.05$), then H_0 is accepted and H_a is rejected, meaning there is no significant influence of each independent variable on the dependent variable.

Where the t-value of table 9 from statistical data) is determined by finding the degrees of freedom, namely $df = N - K$

The results of the t-test are as follows:

Table 15. Results of Variance Test 't' Calculation Against TPP Variable (X1)

		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	45,403	3,797		11,959	,000
	TPP (X1)	,219	,076	,309	2,866	,005

Source: Research Data Results (processed July 2023)

a. Dependent Variable: Performance (Y)

From Table 15 above, the calculated 't' value is 2.866. This study uses a significance level (alpha: 0.05) and Degrees of Freedom (DK) with the provision of $DK = n-3$, or $80-3 = 77$. With these provisions, the t_{table} value is 1.66488. With the following hypothesis criteria :

If $t_{\text{count}} > t_{\text{table}}$ then H_0 is accepted and H_a is accepted.

If $t_{\text{count}} < t_{\text{table}}$ then H_0 is accepted and H_a is rejected.

Based on the results of the research data processing, the calculated t value $>$ t table ($2.866 > 1.66488$) was obtained with a significant value of $0.000 < 0.05$, so H_0 was rejected, and H_a was accepted. This means that the TPP variable positively and significantly affects employee performance at the Regional Personnel Agency of North Sumatra Province. The magnitude of the influence of the TPP variable on employee performance is 0.309 or 30.9%.

Table 16. Results of Variance Test 't' Calculation Against Counseling Variable (X2)

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	27,784	4,601		6,039	,000
Konseling (X2)	,979	,158	,575	6,202	,000

Source: Research Data Results (processed July 2023)
Dependent Variable: Performance (Y)

From Table 16 above, the t-count value is 6.202. This study uses a significant level (alpha: 0.05) and Degrees of Freedom (DK) with the provision of $DK = n-3$, or $80-3 = 77$. With these provisions, the t_{table} value is 1.66488. With the following hypothesis criteria :

If $t_{\text{count}} > t_{\text{table}}$ then H_0 is accepted and H_a is accepted.

If $t_{\text{count}} < t_{\text{table}}$ then H_0 is accepted and H_a is rejected.

Based on the results of the research data processing, the calculated t value $>$ t table ($6.202 > 1.66488$) was obtained with a significant value of $0.000 < 0.05$, so H_0 was rejected, and H_a was accepted. This means that the counselling variable positively and significantly affects employee performance at the Regional Personnel Agency of North Sumatra Province. The magnitude of the influence of the counselling variable on employee performance is 0.575 or 57.5%.

Table 17. Results of Variance Test 't' Calculation on Mentoring Variable (X3)

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	30,831	4,197		7,345	,000
Mentorng (X3)	,876	,144	,567	6,076	,000

Source: Research Data Results (processed July 2023)
b. Dependent Variable: Performance (Y)

From Table 17 above, the t-count value is 6.076. This study uses a significant level (alpha: 0.05) and Degrees of Freedom (DK) with the provision of $DK = n-3$, or $80-3 = 77$. With these provisions, the t_{table} value is 1.66488. With the following hypothesis criteria :

If $t_{\text{count}} > t_{\text{table}}$ then H_0 is accepted and H_a is accepted.

If $t_{\text{count}} < t_{\text{table}}$ then H_0 is accepted and H_a is rejected.

Based on the results of the research data processing, the calculated t value $> t_{\text{table}}$ ($6.076 > 1.66488$) was obtained with a significant value of $0.000 < 0.05$, so H_0 was rejected, and H_a was accepted. This means that the mentoring variable positively and significantly affects employee performance at the Regional Personnel Agency of North Sumatra Province. The magnitude of the influence of the mentoring variable on employee performance is 0.567 or 56.7%.

5. Discussion

The study results indicate that the Additional Income Provision for Civil Servants variable influences employee performance at the Regional Personnel Agency of North Sumatra Province. The results of previous studies published by Tiara Nanuru, Abdullah W. Jabid Ida Hidayanti (Khairun University, Ternate) in INOBIS; Indonesian Journal of Business and Management Innovation, September 4, 2021, are comparable to these results. Everyone agrees that Additional Income Provision for Civil Servants significantly impacts employee performance at the Regional Personnel Agency of North Sumatra Province. In other words, if the provision of additional income for employees increases the monthly income of employees effectively and smoothly, it will significantly improve employee performance (Harianja et al., 2023). Conversely, if not, it will not improve employee performance.

In terms of counselling variables, there is an influence on employee performance at the Regional Civil Service Agency of North Sumatra Province. The results of previous research by Katherin and Innocentius Bernardo (State Civil Service Agency), Faculty of Economics and Business, Pelita Harapan University, were published on December 25, 2021. The results of the counselling study significantly impact employee performance (Atieqoh et al., 2023); if leaders and superiors conduct counselling regularly, they will dramatically improve employee performance and vice versa.

In addition, the mentoring variable shows that employee performance at the Regional Personnel Agency of North Sumatra Province is correlated. The Nurlia Performance Discourse Journal (Aceh Province Human Resource Development Agency), 2021 found the same results. The study's results show that mentoring significantly impacts employee performance; in other words, if leaders and superiors appropriately use mentoring, it will dramatically improve employee performance and vice versa.

6. Conclusion

Several conclusions can be drawn based on the results of the hypothesis test discussed in the study, namely : a. Increasing civil servant salaries must be accompanied by increasing work performance and discipline, b. Counseling is finding and helping to solve performance behavior problems civil servants face in achieving performance targets; c. Mentoring provides experience and knowledge from someone experienced to someone who wants to learn in that field, d. Providing Additional Income for Civil Servants affects Employee Performance at the Regional Personnel Agency of North Sumatra Province, e. Counseling impacts Employee Performance at the Regional Personnel Agency of North Sumatra Province, f. Mentoring affects Employee Performance at the Regional Personnel Agency of North Sumatra Province, g. Providing Additional Income for Civil Servants, Counseling, and Mentoring affects Employee Performance at the Regional Personnel Agency of North Sumatra Province.

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