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MULTIVARIATE ANALYSIS OF PERFORMANCE OF JAMBI CITY HEALTH SERVICE EMPLOYEES

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ABSTRACT

Background: Performance is a function of encouragement and expertise for a person in carrying out an obligation and work in order to have a certain degree of ability and ability. Jambi Health Department report in 2020 it was known that of the 12 types of health services in the Jambi City Health Office, there are 8 health service performances that have decreased. This research aims to analyzed the performance of employees at the Jambi City Health Office.

Methods: This type of research was a quantitative research with a cross sectional research design. Total population in this research were 140 respondents with a total sample of 82 respondents. Data collected was carried out in January 2022 to March 2022. Data collected used questionnaires that had been tested for validity and reliability. Data analyzed with SPSS with multiple linear regression test.

Results: Based on the results research, the final model found that employee performance = 1.709 - 0.062 age + 0,098 vision and mission + 0.355 measure of success + 0.121 satisfaction with insentive + 0.262 satisfaction with superiors + 0.109 satisfaction with colleagues. The most influential factor on employee performance was the measure of success where if you increase it 100% (1 point) then the performance will increase by 31.7%.

Conclusion: The most influential factor on employee performance was measure of success where if increased by 100% (1 point) then the performance will increase by 31.7%. It is hope that employees who are expected to use time effectively, know the results that each program wants, have supporting factors in achieving success, pay attention to employee incentives, superiors must be firm in giving warnings to employees who violate, and employees increase interaction with co-workers achieved.

Keywords: Performance, Employee, Health Service, Multivariate

Introduction

Based on the Profile of the Jambi City Health Office in 2020, it is known that of the 12 types of health services at the Jambi City Health Office, there are 8 health services whose performance achievements have decreased, namely health services for pregnant women whose achievements in 2019 were 100.6 which decreased in 2015 to 98 ,46. The performance of maternal health services in 2019 was 97.7, decreasing in 2020 to 87.45. The performance of newborn health services in 2019 was 92.4, decreasing in 2020 to 90.76. The performance of Toddler Health Services in 2019 was 95.5, decreasing in 2020 to 20.47. Health services at productive age, their performance in 2019 was 35.9, decreased in 2020 to 28.94. Elderly health services whose performance in 2019 was 204, decreased in 2020 to 42.53. The performance of services for diabetics in 2019 was 54.7, decreasing in 2020 to 45.70. Health services for TB sufferers whose performance in 2019 was 82.4, decreased in 2020 to 37.99.[1]

To see the level of success of employee performance can be done by looking at and assessing the achievement of the Minimum Service Standards performance per year. Based on target comparison data. One thing that must be considered is Strategic Planning, because strategic planning will improve employee performance in accordance with the vision, mission and goals of the organization. In addition, employee job satisfaction must also be considered, if employees do a job without feeling comfortable, feel unappreciated, cannot share all their potential, then automatically the employee cannot fully concentrate on the work he is doing, including not being able to carry it out. his duties. programs provided to employees.[2]

Planning is a management concept which has meaning as an institutional or organizational effort in determining the most appropriate steps by systematically providing several options for the future. Strategic planning is one of the functions of strategic management which has the meaning as a systematic process carried out by an organization on an ongoing basis based on decision making that makes maximum use of anticipatory efforts, knowledge, and organizations in measuring results through organizing. & systematic feedback. [4] Job satisfaction can be interpreted by feeling happy or feeling a gap between what has been obtained and what is expected. The feeling of pleasure shown by employees at work is an expression of this because the responsibilities carried out have been carried out properly and wholeheartedly. On the other hand, if employees do tasks that are not supported by a good mood due to various problems at work, such as non-conducive work equipment, low work environment, low leadership attention, inadequate, and so on. cause job dissatisfaction. [5]

Latifa examines the Effect of Strategic Planning and Internal Control on Employee Performance. The method in this research uses a type of quantitative research with comparative causal research methods. The independent variables in this research are strategic planning and internal control, (2) the dependent variable is the variable that is influenced, as a result of the existence of independent variables. The results of this research indicate that strategic planning has a positive and significant effect on employee performance. [6] The results showed that there was a relationship between motivation, attitude, leadership, compensation and the performance of health workers. [7] This research aims to analyze the performance of Jambi City Health Office employees with a multivariate approach.

Literature Review

Koopmans explained that performance is divided into three contexts, namely performance, contextual performance and unproductive work behavior. [8] Employee performance is the result achieved by employees based on service standards that have been set by the organization, employees actually have an attitude as employees in accepting the roles assigned to them. will be carried out and carry out behavioral roles in an organization to meet the standards set by the organization. [9] Employee performance is the result of employee work as a whole or for a certain period both in quality and quantity based on predetermined and agreed criteria. [10] According to Edward Sallis, strategic planning is one of the important factors in achieving organizational goals. Strategic planning consists of vision, mission, objectives, market analysis, SWOT analysis, operations planning, quality policy and planning, quality costs, and evaluation monitoring. Performance is also influenced by job satisfaction. Robbins and Judge, stated that there are five factors of job satisfaction, namely job satisfaction, namely this satisfaction can be achieved if the work done by employees is in accordance with the abilities of employees and the interests of the employees themselves. Reward aims, where employees feel about the salary or wages they receive in accordance with the workload. the purpose of Supervision Oversight. Employees are satisfied because they have superiors who are able to provide technical assistance and are able to motivate subordinates. aimed at co-workers, employees feel satisfied with co-workers because they are able to provide social encouragement while doing work. [11]

Method

This research is a quantitative research with a cross sectional design. The research was conducted at the Jambi City Health Office from January 2022 to March 2022. The population in this research were all employees of the Jambi City Health Office, totaling 140 people. Based on the minimum sample calculation using the Lemeshow formula, the minimum sample in this research was 28 people, and had inclusion and exclusion criteria. Based on the results of the research, the number of samples in this research was 82 people. Data collection uses a questionnaire that has been tested for validity and reliability at the Sungai Penuh City Health Office. Based on the results of the validity test conducted on 30 respondents at the Sungai Penuh City Health Office with a value of df = 30-2 → df = 28 respondents and sig 5%, the rtable value for 28 respondents is 0.361. Based on the results of the questionnaire reliability test, all questions on the variables of strategic planning, job satisfaction, and employee performance were declared reliable. So the question about these variables is feasible to use. Data analysis using SPSS with multiple linear regression test.

Results

Based on the results of the research, the characteristics of the respondents in this research are described in table 1 below:

Table 1. Frequency Distribution of Respondents Characteristics

No	Variable	Frequency	Percentage
1.	**Age**		
	20-29 years	19	23,2%
	30-39 years	38	46,3%
	40-49 years	15	18,3%
	50-59 years	10	12,2%
	Total		
		82	**100%**
2.	**Gender**		
	Male	35	42,7%
	Female	47	57,3%
	Total	**82**	**100%**
3.	**Education**		
	High School Equivalent	5	6,1%
	D1/D2/D3	18	22%
	S1	55	67,1%
	S2	4	4,9%
	Total	**82**	**100%**
4.	**Years Of Serive**		
	2-6 years	30	36,6%
	7-11 years	33	40,2%
	12-16 years	11	13,4%
	17-21 years	6	7,3%
	22-26 years	2	2,4%
	>26 years	**2**	2,4%
	Total	**82**	**100%**
5.	**Position**		
	Echelon III	1	1,2%
	Echelon IV	2	2,4%
	Functional Officer	9	11%
	Staff	70	85,4%
	Total	**82**	**100%**

Based on table 1 above, the most dominant age distribution of Jambi City Health Service employees is the age of 30-39 years as many as 38 people (46.3%) and the gender of Jambi City Health Service employees is male employees as many as 35 people (42.7%) and 47 female employees (57.3%). The distribution of education levels of Jambi City Health Office employees is mostly undergraduate with 55 people (67.1%), then high school equivalent to 5 people (6.1%), followed by D1, D2, D3 as many as 18 people (22%), and the last master's education as many as 4 people (4.9%), with the most dominant working period of Jambi City Health Service employees aged 7-11 years as many as 33 people (40.2%), followed by 2- 6 years working period as many as 30 people (36.6%), 11 people (13.4%) from 12-16 years of service, 6 people (7.3%). 26 years and over 26 years, each of which only amounts to 2 people (2.4%). The most dominant positions in the Jambi City Health Office are employees as many as 70 people (85.4), functional officials as many as 9 people (11%), Echelon IV as many as 2 people (2.4), and the least is Echelon III, namely 1 person. (1.2%).

Based on the results of the research, the characteristics of the variables in this research are described in table 2 below:

Table 2. Description of Mean, SD, Max Min Value, Shapiro Wilk, and 95% CI Research

No	Variable	Mean Median	SD	Minimum Maximumm	Shapiro wilk	95%CI
1	Employee Performance	28,44 28,50	2,630	23 34	0,120	27,86 29,02
2	Visi And Mission	28,44 29,00	2,885	22 35	0,014	27,81 29,07
3	Destination Target	30,29 30,00	1,637	27 34	0,014	29,93 30,65
4	Size Success	27,62 28,00	3,005	21 34	0,344	26,96 28,28
5	Satisfaction With Rewards	25,54 25,50	2,121	21 30	0,097	25,07 26,00
6	Satisfaction With Boss	29,85 30,00	2,936	23 36	0,289	29,21 30,50
7	Satisfaction With Coworkers	28,44 29,00	3,002	22 35	0,062	27,78 29,10

Based on the results of the Shapiro Wick test, all research variables include performance, vision and mission, goals and objectives, measures of success, satisfaction with rewards, satisfaction with superiors, and satisfaction with coworkers with a normal distribution.

Based on the results of the research, the frequency distribution of the characteristics of the variables in this research is described in table 3 below:

Table 3. Frequency Distribution Of Performance, Vision and Mission, Goals and Objectives, Measures of Success, Satisfaction With Rewards, Satisfaction With Superiors, and Satisfaction With Coworkers.

No	Variable	Frequency	Percentage
1	**Employee Performance**		
	Very Not Good	0	0%
	Not Good	7	8,5%
	Good	70	85,4%
	Very Good	5	6,1%
	Total	**82**	**100%**
2	**Vision And Mission**		
	Very Not Good	0	0%
	Not Good	8	9,8%
	Good	69	84,1%
	Very Good	5	6,1%
	Total	**82**	**100%**
3	**Goal Target**		
	Very Not Good	0	0%
	Not Good	0	0%
	Good	76	92,7%
	Very Good	6	7,3%
	Total	**82**	**100%**
4	**Success Measure**		
	Very Not Good	0	0%
	Not Good	13	0%

	Good	65	92,7%
	Very Good	4	7,3%
	Total	**82**	**100%**
5	**Satisfaction With Rewards**		
	Very Dissatisfied	0	0%
	Not satisfied	25	30,5%
	Satisfied	57	69,5%
	Very Satisfied	0	0%
	Total	**82**	**100%**
6	**Satisfaction With Boss**		
	Very Dissatisfied	0	0%
	Not satisfied	2	2,4%
	Satisfied	64	78%
	Very Satisfied	16	19,5%
	Total	**82**	**100%**
7	**Satisfaction With Coworkers**		
	Very Dissatisfied	0	0%
	Not satisfied	8	9,8%
	Satisfied	68	82,9%
	Very Satisfied	6	7,3%
	Total	**82**	**100%**

Multivariate analysis was carried out using multiple regression tests to see the relationship between the dependent variable and the independent variable and to see what independent variable had the most dominant relationship with the dependent variable.

Before performing the Multiple Linear Regression Test, the selection of multivariate candidates is carried out, namely only independent variables that have a p-value <0.25 that can be used as candidates and included in multivariate analysis.

Table 4. Selection of Candidates for Jambi City Health Office

Variable	*P-Value*	Information
Age	0,002	Candidate
Gender	0,706	Candidate
Education	0,582	Candidate
Years Of Service	0,257	Candidate
Position	0,148	Candidate
Vision And Mission	0,002	Candidate
Success Measure	0,000	Candidate
Satisfaction With Rewards	0,003	Candidate
Satisfaction With Boss	0,001	Candidate
Satisfaction With Coworkers	0,004	Candidate

Based on the table above, it can be seen that the strategic planning variables consisting of vision and mission, measures of success, and goals, and satisfaction consisting of satisfaction with awards, satisfaction with superiors, and satisfaction with co-workers have p-value <0.25 so that There are 6 variables that can be entered into the multivariate (Age, vision and mission, measures of success, satisfaction with awards, satisfaction with superiors, and satisfaction with coworkers). Then these variables are tested to see changes in the coefficients of the variables described in table 5 below:

Table 5. Changes in Coefficient of Variables that can be continued to Multivariate

Independent Variable	Coef B	Coefficient Change (variable excluded)				
		Gender	Education	Length of working	Position	Goal Target
Age	0,062	1,2%	2,8%	-3,2%	4,4%	3,2%
Vision And Mission	0,098	0,6%	0,2%	1,2%	0,2%	0,6%
Success Measure	0,355	0,9%	0,8%	1,2%	0,5%	1,7%
Satisfaction With Rewards	0,121	0,7%	4%	0,9%	0,5%	0,2%
Satisfaction With Boss	0,262	1,5%	0%	0,8%	0,8%	1,8%
Satisfaction With Coworkers	0,109	0,9%	0,7%	1%	0,7%	0,2%

Based on table 5 above, it can be seen that the strategic planning variables consisting of vision and mission, success measures, and targets, as well as satisfaction consisting of satisfaction with awards, satisfaction with superiors, and satisfaction with coworkers have changed no more than 10%.

The next stage is the final multivariate modeling, and the interpretation of the model is described in table 6 and table 7 below:

Table 6. Results of Multivariate Analysis of Research

Model	R	R^2	P-Value Anova
1	0,640	0,409	0,000

Table 7. Coefficient of Research Variables

Variable	Unstandardized		Stand Coefficient Beta	t	P value
	B	Standar Error			
Respondent Age	0,062	0,261	0,022	0,236	0,684
Vision And Mission	0,098	0,91	0,108	1,079	0,814

Success Measure	0,355	0,89	0,405	3,985	0,000
Satisfaction With Rewards	0,121	0,121	0,097	0,999	0,321
Satisfaction With Boss	0,262	0,82	0,292	3,187	0,002
Satisfaction With Coworkers	0,109	0,80	0,125	1,361	0,178

After the analysis, it turns out that the independent variables included in the regression model are age, vision and mission, measures of success, satisfaction with awards, satisfaction with superiors, and satisfaction with coworkers. The coefficient of determination (R square) shows a value of 0.409, which means that the regression model obtained can explain 40.9% of the variation in the performance of Jambi City Health Service employees. Then the results of the F test which shows the value of P (sig) = 0.000 means that at 5% alpha we can state that the regression model is in accordance with the existing data. From the coefficient results obtained the following regression equation:

From the equation of the line above, it can predict the performance of the employees of the Bintan Regency Health Office. So based on the value of the coefficient B of each variable can be interpreted as follows:

1. Constant B = 1.709 means that if age, vision and mission, measures of success, satisfaction with awards, satisfaction with superiors, satisfaction with co-workers are 0, then the performance is 1.709.
2. Every age if it is increased by 100% (1 time) then the performance will increase by 6.2%
3. Each vision and mission of improved 100% (1 time) then the performance will increase by 9.8%.
4. Each measure of success if increased by 100% (1 time) then the performance will increase by 35.5%
5. Every satisfaction with imbalance if it is increased by 100% (1 time) then the performance will increase by 12.1%
6. Every satisfaction with superiors if increased 100% (1 time) then the performance will increase by 26.2%
7. Every satisfaction with co-workers if it is increased by 100% (1 time) then the performance will increase by 10.9%

In the table above, it is known that the most dominant factor affecting employee performance is a measure of success where if it is increased by 100% (1 time) then the performance will increase by 35.5%. Furthermore, the interpretation of the most dominant variables is described in table 8 below:

Table 8. Variable Performance Score of Jambi City Health Service Employees

Variabel	Beta	P-Value
Respondent Age	0,062	0,684
Vision And Mission	0,098	0,814
Success Measure	0,355	0,000
Satisfaction With Rewards	0,121	0,321
Satisfaction With Boss	0,262	0,002
Satisfaction With Coworkers	0,109	0,178

Of the six variable in table on two variables 8 is significant value (p & it; the 0,05): measure of success and satisfaction with boss. Of two variable variable are associated the greatest impact they may have on the employee performance is a measure of one success (Beta = 0,355) .So that modeling finally obtained the formula as follows:

Employee Performance = 1,709 – 0,062 age + 0,098 vision and mission + 0,355 measure of success + 0,121 satisfaction with imbalance + 0,262 satisfaction with superiors + 0,109 satisfaction with coworkers

Discussion

Based on the research results, the effect of Strategic Planning which includes vision and mission, measures of success, and goals on employee performance, will be explained as follows:

1. Vision and Mission Influence on Employee Performance

The results of this research indicate that the vision and mission has a t count of 3,168 with a significance value of 0,002 meaning that the vision and mission have a significant and positive effect on the performance of Jambi City Health Office employees.

Kantabutra and Avery argue that vision on the other hand is an ambitious view of the future that everyone in the organization can believe in and which is not easy to achieve but offers a future that is better than the present [12]. *Leornard and Huang* assert that a well-defined mission statement can unify and influence employees of internal interests while increasing the perceptions, expectations, and possibilities of action of employees of external interests. The mission statement should be reflected in the organization's performance data relevant to the stated objectives. [13]

According to Leithwood *et al.*, suggesting that the development goal of development is to create a sense of fundamental and annual, which must be implemented over many years. According to *Georgiana Victoria*, the vision integrates individual contributions in the knowledge, intelligence and values of all employees, and becomes a driving force to increase the intellectual potential of the organization.[86]

According to Harraf, an organization's vision is a brief statement of what the organization wants to achieve. Vision is the ultimate and unifying guide as it defines the optimal future state of the organization. Its main function is to inspire and direct. Within the agility framework, vision includes not only a vision statement or written communication, but also the means and methods for establishing and implementing the organization's vision [15].

In line with research conducted by Risda Rakhmayanti which states that the mission vision has a t value of 2,188 with a significance value of 0,014 meaning that the mission vision has a significant and positive influence on the performance of the Jambi City Health Service employees. [16]

This is not in line with research conducted by Shofiyah Rahma, et al which states that the regression coefficient of vision and mission of -0,158 indicates that the vision and mission variables have a negative effect on employee performance, meaning that there is a negative relationship between vision and mission because it does not affect employee performance. [17]

2. Influence of Goals and Targets on Employee Performance

The results of this research indicate that the t-count of goals and targets is 2,575 with a significance value of 0,012 so that it can be seen that there is no significant effect between targets on the performance of Jambi City Health Office employees.

Goals and objectives have an influence in, function as an integral part of the strategic planning process and are set to ensure the successful implementation of a comprehensive medium term, as well as to facilitate the control and control of organizational performance.

With research conducted by Anthonius Citra Wijaya and Rusdi Akbar which states that in short, information, organizational goals and objectives and external pressure affect the use of DSS.[18]

3. The Effect of Success Measures on Employee Performance

The results of this research indicate that the measure of success has a t count of 5,263 with a significance value of 0,000, meaning that the measure of success has a significant and positive effect on the performance of Jambi City Health Office employees. The measure of success is a measuring tool to determine the condition or development of the organization. Is it in accordance with the main tasks, indicators of success, and organizational guidelines[52]. The measure of success explains conceptually, control activities are policies and rules regarding employee behavior in carrying out their main tasks and functions which are made to ensure that management control objectives can be achieved and help ensure that the implementation of procedures and policies has been implemented. [18]

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In line with the research conducted by Febelastika, the t-count value of the organizational success variable is 2,553 and the sig value <0,05 (0.01 <0,05), it can be concluded that Ha is accepted, meaning that the organizational discipline variable partially has a positive and significant effect on performance. [19] Research conducted by Eka Wulandari states that the measure of success has a t count of 2,184 with a significance value of 0,037, meaning that the measure of success has a significant and positive effect on employee performance. [20]

Based on the results of the research, the effect of job satisfaction which includes satisfaction with rewards, satisfaction with superiors, and satisfaction with coworkers, will be explained as follows:

1.   The Effect of Satisfaction Rewards on Employee Performance

The results of this research indicate that reward satisfaction has a t count of 5,422 with a significance value of 0,003 meaning that reward satisfaction has a significant and positive effect on the performance of Jambi City Health Office employees. According to Sirait explained that reward/salary is something that employees receive, both financially and non-financially, awards can have an impact on employee contributions to the organization. [21]

In line with research conducted by *Apolinario Marcal Maia do Rego*. The results of statistical data analysis can prove that there is a positive and significant effect of rewards on the performance of the employees of the Attorney General's Office and the Dili District Attorney's Office. These results are indicated by the magnitude of the t-value of 2,246 and the significance of the Rewards variable t-test of 0,027. The significance value of the t-test <0,05 so there is a significant positive effect between the Rewards variable on the performance of the employees of the Attorney General's Office and the Dili District Attorney's Office. [22]

Research conducted by Kresna Yudha partially obtained the effect of salary on job satisfaction with a value of tcount = 6,180 which means tcount > ttable (6,180 > 2,04523) with a significance of 0,000 <0,05. So the hypothesis which states that salary has a positive effect on employee job satisfaction can be accepted. [23] This research is strengthened by the theory of Mangkunegara salary given to employees is very influential on the level of job satisfaction and work motivation, as well as work results.

2.   The Effect of Boss Satisfaction on Employee Performance

This research result indicates that pleasure of a superior having t count as much as 3,506 with a value of significance 0,001 it means satisfaction of a superior significant and give a positive response to the employee performance from the health agency in Jambi City. The existence of the conformity of leadership , a norm and cultural organization is a prerequisite for improving performance so it can support the achievement of a goal organization. If the leader is able to apply the right leadership, employees will feel satisfied which in turn can improve their performance. Leadership has a significant positive effect on performance. This happens because a leader who can provide support to employees will have an impact on positive and productive employee performance. [22]

In line with the research conducted by Riski Damayanti with the t test, it is known that supervisor satisfaction has an influence on the dependent variable, namely Employee Performance. This is evidenced by the t-count value of 2,309 with a significance level of 0,026 which is smaller than 0,05 (0,026 <0,05) this means that there is an influence between job satisfaction on performance. [24] The research conducted showed that the supervisor satisfaction variable obtained a significance value of 0,001 (0,001 < 0,05) so that this research succeeded in proving the first hypothesis which stated that "There is an Influence of Superior Satisfaction on Employee Performance in Banjarmasin Regional Education and Training Agency [25]

3.   The Effect of Coworker Satisfaction on Employee Performance

The results of this research indicate that the satisfaction of coworkers has a t count of 2,207 with a significance value of 0,004 meaning that the measure of success has a significant and positive effect on the performance of Jambi City Health Service employees. *Fisher* in *Tews*, *Michel*, and *Ellingson* states that coworker support is defined as the quality of friendship or attention that provides needed emotional, instrumental, informational reassurance, and provides assistance to overcome stressful situations at work. Coworkers become an important source of social support in the workplace, especially when employees face tasks that allow them to interact or interact with coworkers. [26]

Satisfaction with coworkers arises because of a mutually supportive and caring relationship between coworkers which will create a comfortable and warm work environment, resulting in job satisfaction for employees. In line with the research conducted by Eni Kiswari which states that the calculation results show that the T-count is 2,128 so that Ho is rejected and Ha is accepted. This means that there is an influence between colleagues on employee performance which is considered significant with a significance number of 0,025 <= 0,05. [27]

Research conducted by *Albert Darendehe* states that the satisfaction of co-workers has a t-count value of 2,765 with a significance value of 0,010 meaning that the measure of success has a significant and positive effect on the performance of the Jambi City Health Service employees. [28] Research conducted by *Cong Liu* states that there is an influence of co-workers on employee performance. This research collected data from 214 Chinese employees and 301 US employees.[29]

4.   The Employee Performance

The results of the assessment of 82 respondents who assessed the performance of employees, which were assessed through filling out a questionnaire that included aspects: vision and mission, goals, measures of success, satisfaction with awards, satisfaction with superiors, satisfaction with coworkers.

The performance that has the lowest proportion value is the 5th question, namely "I use my time effectively" with 51 respondents agreeing, 5 respondents strongly agreeing, and 26 respondents disagreeing. This shows that if Jambi City Health Office employees want to improve performance, Jambi City Health Office employees must use their time effectively.

The vision and mission having the lowest proportion value is the 7th question, namely "The office's vision and mission do not motivate me to work" with 53 respondents agreeing, 3 respondents strongly agreeing, and 26 respondents disagreeing. This shows that if Jambi City Health Service employees want to improve performance, Jambi City Health Service employees must motivate themselves according to the Office's Vision and Mission.

The goals and objectives that have the lowest proportion value are the 9th question, namely "I can clearly know the results that must be achieved in each program and activity" with 70 respondents assessing agree, 6 respondents answered strongly agree, and 6 respondents disagreed. This shows that if Jambi City Health Office employees want to improve performance, Jambi City Health Office employees must know the results to be achieved in each program.

The measure of success that has the largest standard deviation value is question 5, namely "Many supporting factors in achieving success" with 39 respondents assessing strongly disagree, 37 respondents answered disagree, and 6 respondents agreed. This shows that if Jambi City Health Office employees want to improve performance, Jambi City Health Office employees must have supporting factors in achieving success indicators.

Satisfaction with rewards has the lowest proportion in the 9th question, namely "I do not receive additional salary during overtime" with 33 respondents assessing no and 49 respondents agreeing. This shows that if the Jambi City Health Office employees want to improve their performance, the Jambi City Health Office must pay attention to the salary satisfaction of each employee.

Satisfaction with superiors has the lowest proportion value is the 6th question, namely "The boss is not firm in giving warnings to employees" with 21 respondents assessing agree and 48 respondents disagree, and 13 respondents strongly disagree. This shows that if the Jambi City Health Service employee wants to improve performance, the superior must be firm in giving a warning to employees who violate it.

Satisfaction with coworkers has the lowest proportion value is the 7th question, namely "My social needs to interact with co-workers in the office are fulfilled" with 60 respondents agreeing and 10 respondents strongly agreeing, and 12 respondents disagreeing. This shows that if the Jambi City Health Service employee wants to improve his performance, then the employee must increase interaction with fellow coworkers.

Factors that affect performance according to Gibson there are three groups of variables that affect performance and behavior, namely: (1) individual variables, which include abilities and skills, physical and mental, background, experience and demographics, age and gender, origin and others. Skills are the main factors that affect individual performance, while demographics have an indirect relationship with behavior and performance, (2) organizational variables, namely resources, leadership, rewards, job structure and design, (3) psychological variables, namely perceptions, attitudes, personality, learning, job satisfaction and motivation. Perceptions, attitudes, personality, and learning are complex and difficult to measure and understanding opportunities are difficult to achieve, because an individual enters and joins a work organization at a different age, ethnicity, background, culture, and skills. [93]

According to Darma, organizational factors that affect performance are: colleagues, superiors, organization, rewards and incentives. Therefore, it is proper for an organization to create conditions that allow employees to make maximum contributions with professional quality, for example by reviewing the organizational structure, which is to provide an equal place to the organization's profession. [30]

The results of this research indicate that the most dominant factor influencing employee performance is the measurement of success where each strategic plan increases by 100% (1 time) then the performance will increase by 31.7%.

Strategic planning is a fundamental decision that will direct educational institutions to strategic achievements related to what the vision, mission, goals, objectives, and achievements of the organization in the future and related to how the organization can mobilize existing resources to achieve these goals. In

addition, it can measure relative performance, and make all comparisons between the performance of individuals. So strategic management planning and job satisfaction affect job satisfaction. [2]

In line with research conducted by Raymudus on KRL Commuter Line Bogor-Jakarta which states that the most dominant factor influencing employee performance is planning strategy increased by 100% (1 time) then performance will increase by 84.4%.[2]\

Conclusions And Recommendations

The most influential factor on employee performance was measure of success where if increased by 100% (1 point) then the performance will increase by 31.7%. It is hope that employees who are expected to use time effectively, know the results that each program wants, have supporting factors in achieving success, pay attention to employee incentives, superiors must be firm in giving warnings to employees who violate, and employees increase interaction with co-workers achieved.

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