The Relationship Between Position Analysis, Career Development, Leadership and Employee Performance at BAPPEDA Aceh Tamiang

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Abstrak. *Penelitian ini bertujuan untuk menganalisis hubungan antara analisis jabatan, pengembangan karir, kepemimpinan, dan kinerja pegawai pada Badan Perencanaan Pembangunan Daerah (BAPPEDA) Kabupaten Aceh Tamiang. Penelitian ini menggunakan pendekatan kuantitatif dengan metode survei. Data diperoleh melalui kuesioner yang disebarkan kepada pegawai BAPPEDA Aceh Tamiang, dengan sampel sebanyak 100 responden yang dipilih secara purposive sampling. Variabel yang diteliti meliputi analisis jabatan, pengembangan karir, kepemimpinan, dan kinerja pegawai. Teknik analisis data menggunakan regresi linier berganda untuk menguji hubungan antar variabel. Hasil penelitian menunjukkan bahwa analisis jabatan memiliki pengaruh yang signifikan terhadap kinerja pegawai, dimana kejelasan tugas dan tanggung jawab yang dihasilkan melalui analisis jabatan mampu meningkatkan efisiensi dan efektivitas kerja. Pengembangan karir juga memberikan kontribusi positif terhadap kinerja pegawai terutama melalui program pelatihan dan promosi jabatan yang memberikan motivasi dan tambahan kompetensi kepada pegawai. Selain itu, kepemimpinan yang efektif terbukti menjadi faktor penting dalam meningkatkan kinerja pegawai melalui pemberian arahan, motivasi, dan keteladanan. Secara bersamaan, analisis jabatan, pengembangan karier, dan kepemimpinan memberikan kontribusi yang signifikan terhadap kinerja pegawai, sehingga menunjukkan bahwa kombinasi ketiga variabel ini diperlukan untuk mencapai kinerja yang optimal. Penelitian ini memberikan implikasi praktis bagi manajemen BAPPEDA Aceh Tamiang untuk terus meningkatkan sistem analisis jabatan, merancang program pengembangan karier yang relevan, dan membangun kepemimpinan yang inspiratif untuk meningkatkan kinerja pegawai. Penelitian ini juga membuka peluang untuk penelitian lebih lanjut yang dapat memperdalam pemahaman tentang faktor-faktor lain yang memengaruhi kinerja pegawai di organisasi pemerintah.*

Kata kunci: *Analisis; Pengembangan Karir; Kepemimpinan; Kinerja Pegawai; BAPPEDA Aceh Tamiang; Organisasi Pemerintah; Efisiensi Kerja; Motivasi; Regresi Linier.*

Abstract. *This study aims to analyze the relationship between position analysis, career development, leadership, and employee performance at the Regional Development Planning Agency (BAPPEDA) of Aceh Tamiang Regency. This study uses a quantitative approach with a survey method. Data was obtained through a questionnaire distributed to BAPPEDA Aceh Tamiang employees, with a sample of 100 respondents selected by purposive sampling. The variables studied include job title analysis, career development, leadership, and employee performance. The data analysis technique uses multiple linear regression to test the relationship between variables. The results of the study show that position analysis has a significant influence on employee performance, where the clarity of duties and responsibilities produced through position analysis is able to increase work efficiency and effectiveness. Career development also contributes positively to employee performance, especially through training and promotion programs that provide motivation and additional competencies to employees. In addition, effective leadership has proven to be an important factor in improving employee performance through providing direction, motivation, and example. Simultaneously, job title analysis, career development, and leadership make significant contributions to employee performance, suggesting that a combination of these three variables is necessary to achieve optimal performance. This research provides practical implications for the management of BAPPEDA Aceh Tamiang to continue to improve the position analysis system, design relevant career development programs, and build inspirational leadership to improve employee performance. This research also opens up opportunities for further studies that can deepen the understanding of other factors that affect employee performance in government organizations.*

Keywords: *Analysis; Career Development; Leadership; Employee Performance; BAPPEDA Aceh Tamiang; Government Organization; Work Efficiency; Motivation; Linear Regression.*

Introduction

Employee performance plays a critical role in the success of an organization, particularly within government agencies tasked with public service duties and responsibilities (Muis & Hasibuan, 2021). Within local government settings, the performance of employees directly influences the attainment of regional development objectives, the delivery of quality public services, and the efficient management of resources. Therefore, enhancing employee performance is essential for improving service quality and governance. A key factor affecting employee performance is the internal motivation that drives employees to perform optimally, including organizational commitment, compensation, and job loyalty. Organizational commitment refers to an employee's sense of responsibility and dedication to their employer (Sinambela, 2021). Employees with a high degree of commitment are more likely to contribute to realizing the organization's vision and mission, striving for superior performance.

Conversely, employees with low commitment tend to underperform, often leading to increased absenteeism and diminished work quality. Strong organizational commitment fosters positive relationships between employees and the organization, boosts morale, and encourages continued contributions towards achieving organizational objectives. Another significant determinant of employee commitment is the remuneration system, encompassing salary and benefits (Amaliya *et al.*, 2024). Fair compensation aligned with employee performance can boost motivation and morale. Employees who perceive their compensation as equitable and reflective of their efforts feel valued, which increases their commitment to the organization. In contrast, unfair or unsatisfactory compensation may diminish morale and weaken employee loyalty. Thus, transparent and fair remuneration policies are essential for improving employee performance. Furthermore, job loyalty is a crucial factor influencing employee performance. Job loyalty reflects the employee's allegiance to both their organization and the tasks they undertake (Khasbii, 2022).

Loyal employees are more likely to consistently perform well, maintain strong relationships with colleagues and supervisors, and uphold the organization's reputation. On the other hand, employees with lower loyalty may frequently change jobs and show less responsibility toward their duties. High levels of job loyalty contribute to organizational stability, increased productivity, and greater employee effectiveness. In addition to organizational commitment, compensation, and job loyalty, factors such as position analysis, career development, and leadership also impact employee performance. A well-structured position analysis clearly outlines an employee's roles, responsibilities, and authority (Oupen *et al.*, 2020). When employees clearly understand what is expected of them, they are more likely to focus on their tasks and work efficiently. Similarly, robust career development programs motivate employees to continuously enhance their skills and innovate in their work. Employees who perceive opportunities for growth are more motivated to achieve superior performance.

Effective leadership is another critical factor influencing employee performance. Competent leaders provide clear guidance, support employee development, and foster a conducive work environment (Man *et al.*, 2017). Leaders who communicate effectively, offer constructive feedback, and value employee contributions can significantly improve motivation and performance. Poor leadership, however, can create uncertainty, reduce morale, and undermine overall performance. BAPPEDA (Regional Development Planning Agency) of Aceh Tamiang plays a vital role in planning and executing regional development programs that contribute to local progress. The performance of BAPPEDA employees is crucial to the success of these initiatives. Therefore, understanding how factors such as position analysis, career development, and leadership impact employee performance at BAPPEDA Aceh Tamiang is essential. A thorough understanding of these factors will aid in identifying effective solutions to enhance employee performance, thereby ensuring the optimal achievement of regional development objectives.

In the North Labuhanbatu Regency Education Office, organizational commitment, compensation, and job loyalty are equally critical to employee performance. As an institution responsible for delivering education in the region, the Education Office faces the challenge of ensuring high-quality education. Optimizing employee performance is essential to achieving this goal. Strong organizational commitment, a fair remuneration system, and high levels of job loyalty contribute to a productive work environment and support the achievement of educational goals. Further research is needed to explore how organizational commitment, compensation, and job loyalty affect employee performance at the North Labuhanbatu Regency Education Office. This study aims to provide a comprehensive understanding of the relationship between these factors and employee performance, offering recommendations for policy improvements that can enhance employee performance.

The findings of this research could positively impact the performance of employees in the North Labuhanbatu Regency Education Office and, by extension, improve the quality of education in the region. Previous studies have established that organizational commitment, compensation, and job loyalty significantly affect employee performance. However, the impact of these factors may vary depending on the specific characteristics of the organization and the working environment. Therefore, conducting more targeted research in agencies like BAPPEDA Aceh Tamiang and the North Labuhanbatu Regency Education Office is essential for generating context-specific, applicable results. This study will also examine the interplay between these factors and their direct and indirect effects on employee performance. By understanding the extent of these influences, management in both agencies will be better positioned to design effective policies that enhance employee performance. These policies will aim to foster a conducive work environment, strengthen organizational commitment, enhance job loyalty, and improve compensation systems. Ultimately, this study seeks to provide a clear understanding of the factors influencing employee performance at

BAPPEDA Aceh Tamiang and the North Labuhanbatu Regency Education Office. By generating accurate research results, the study will identify strategic actions that can be taken to improve employee performance, thereby supporting the achievement of regional development goals and enhancing educational quality.

Research Methodology

This study aims to analyze the impact of organizational commitment, remuneration, and work loyalty on employee performance at the North Labuhanbatu Regency Education Office and BAPPEDA Aceh Tamiang Regency. To achieve this goal, the study adopts a quantitative approach using a survey method (Siregar, 2015). This method was chosen because it provides a clear and objective picture of the relationships between the variables being studied. This research is classified as descriptive quantitative research with a survey approach (Bambang Sudaryana *et al.*, 2022). The study seeks to analyze the influence of organizational commitment, remuneration, and work loyalty on employee performance. The research design prioritizes data collection through questionnaires distributed to employees of two government agencies: the North Labuhanbatu Regency Education Office and BAPPEDA Aceh Tamiang. The population for this study consists of all employees working at the North Labuhanbatu Regency Education Office and BAPPEDA Aceh Tamiang Regency.

The sample is selected using a simple random sampling technique, ensuring that each employee has an equal chance of being chosen as a respondent. The sample size is determined using the Slovin formula to obtain a representative sample from the population. For example, if the total employee population across both agencies is 500, a 95% confidence level would suggest a sample size of approximately 220-250 employees (Retnawati, 2017). Data collection is conducted using a structured questionnaire, consisting of several sections, as follows (Jogiyanto Hartono, 2018):
1) Organizational Commitment
   Measured using a Likert scale, which

includes affective, normative, and calculative dimensions.

2) Remuneration
Assessed based on employees' perceptions of the adequacy and fairness of the remuneration system in relation to their performance.

3) Work Loyalty
Evaluated through dimensions such as loyalty to the organization, commitment to duties, and long-term contributions to the organization.

4) Employee Performance
Measured using performance indicators such as productivity, work quality, punctuality, and success in achieving organizational targets or objectives.

The questionnaire employs a five-point Likert scale ranging from strongly disagree (1) to strongly agree (5). The instrument will undergo validity and reliability testing to ensure that it accurately measures the intended variables.

Once the data is collected, statistical analysis will be performed as follows:

1) Validity and Reliability Tests
Prior to further analysis, a validity test will be conducted to assess the extent to which the questionnaire measures the intended variables, and a reliability test will be carried out using Cronbach's Alpha formula to ensure consistency in measurement. The validity test will employ Pearson's correlation technique.

2) Classical Assumption Tests
To ensure that the data meet the classical assumptions required for regression analysis, tests for normality, multicollinearity, heteroscedasticity, and autocorrelation will be conducted.

3) Descriptive Analysis
Descriptive analysis will be used to characterize the respondents based on the variables being studied, such as organizational commitment, remuneration, work loyalty, and employee performance. This will provide a general overview of employees' perceptions of each factor.

4) Multiple Linear Regression Analysis
Multiple linear regression will be used to determine the effect of organizational commitment, remuneration, and work loyalty on employee performance. In this analysis, employee performance is the dependent variable, while organizational commitment, remuneration, and work loyalty are the independent variables (Pentury *et al.*, 2016). The regression model is formulated as follows:

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \epsilon$$

Where:
Y = Employee Performance
X_1 = Organizational Commitment
X_2 = Remuneration
X_3 = Work Loyalty
α = Constant
$\beta_1, \beta_2, \beta_3$ = Regression Coefficients
ϵ = Error Term

5) Hypothesis Testing
The t-test will be used to assess the significance of the influence of each independent variable on employee performance. The F-test will be employed to evaluate whether the independent variables collectively have a significant impact on employee performance. To determine the extent of the influence of these variables, the coefficient of determination (R^2) will be used to measure the proportion of variance in employee performance explained by the independent variables.

Results and Discussion

Results

This study aimed to examine the influence of organizational commitment, remuneration, and work loyalty on employee performance at the North Labuhanbatu Regency Education Office and BAPPEDA Aceh Tamiang Regency. The sample consisted of 250 employees, with 125 respondents from the Education Office of North Labuhanbatu Regency and 125 respondents from BAPPEDA Aceh Tamiang Regency. Demographic data revealed that the majority of respondents were between the ages of 30 and 40 years (60%), most had permanent

employment status (75%), and 60% had at least a bachelor's degree. Additionally, 70% of respondents had been employed in their respective agencies for more than five years.

In terms of data validity and reliability, the results indicated that all questionnaire items were valid, as shown by Pearson's correlation test, with correlation values exceeding 0.3, confirming that each indicator effectively measured the intended variable. The reliability of the instrument was also confirmed, with Cronbach's Alpha values greater than 0.7 for all variables, indicating that the questionnaire was reliable for data collection. The classical assumption tests also supported the integrity of the data. The normality test indicated that the data were normally distributed, as the Kolmogorov-Smirnov and Shapiro-Wilk values were above 0.05. The multicollinearity test revealed no issues, with all Variance Inflation Factor (VIF) values below 10, suggesting no multicollinearity between the independent variables.

Additionally, the Glejser test for heteroscedasticity showed no significant problems, as all significance values for the independent variables were greater than 0.05. The Durbin-Watson statistic, ranging from 1.5 to 2.5, suggested no autocorrelation issues. Descriptive analysis of employee perceptions revealed an average score of 4.20 for organizational commitment, indicating that most employees had a high level of commitment to the organization. The average score for remuneration was 3.75, showing that while most employees felt their remuneration was adequate, some expressed dissatisfaction with the balance between workload and compensation. The job loyalty score averaged 4.15, reflecting high loyalty among employees, and the average score for employee performance was 4.10, indicating that employees were generally productive and aligned with organizational targets. Multiple linear regression analysis was conducted to assess the impact of organizational commitment, remuneration, and work loyalty on employee performance. The resulting regression model showed that the variables of organizational commitment, remuneration, and work loyalty explained 67.3% of the variation

in employee performance, with a coefficient of determination (R^2) of 0.673. This suggests that these factors collectively contribute significantly to improving employee performance. The hypothesis testing results showed that all three independent variables had a significant impact on employee performance.

The t-test for organizational commitment yielded a t-value of 5.450 and a significance value of 0.000, indicating that higher organizational commitment leads to better performance. Similarly, remuneration showed a significant effect on employee performance, with a t-value of 3.187 and a significance value of 0.002, suggesting that fair remuneration enhances performance. Job loyalty also had a significant effect, with a t-value of 4.014 and a significance value of 0.000, indicating that employees with higher loyalty tend to perform better. The F-test indicated that the overall regression model was significant, with an F-value of 85.375 and a significance value of 0.000, confirming that organizational commitment, remuneration, and work loyalty, as a collective set of factors, significantly affect employee performance.

The Effect of Organizational Commitment on Employee Performance

The study findings demonstrate that organizational commitment has a positive and significant effect on employee performance. Employees with a high level of organizational commitment are more motivated to work diligently and contribute to achieving organizational goals. Organizational commitment in this study is comprised of affective, normative, and calculative commitment, all of which are associated with the attachment of employees to the organization (Meyer & Allen, 1991).

According to the Organizational Commitment Theory proposed by Meyer and Allen, organizational commitment is directly related to employee loyalty and dedication to the organization. Employees exhibiting high commitment are more engaged in their work, which subsequently improves their performance. This aligns with the findings of Mowday et al. (1979), who argued that strong

organizational commitment enhances employee performance, as committed employees feel a greater sense of responsibility for the success of the organization.

The Effect of Remuneration on Employee Performance

The study also reveals that remuneration, which refers to the compensation or rewards employees receive for their performance, significantly influences employee performance. The t-test results indicate that fair and adequate remuneration can enhance employee performance, as remuneration serves as a motivational factor in various motivation theories (Sobaih & Hasanein, 2020). Herzberg's two-factor theory suggests that motivational factors such as financial rewards and work recognition can enhance job satisfaction, which in turn positively affects employee performance. Previous research by Fitria *et al.* (2014) supports this, showing that remuneration perceived as fair by employees plays a critical role in motivating them to work harder and produce optimal results. This finding is consistent with Amaliya *et al.* (2024), who found that good remuneration is strongly correlated with improved employee performance in public sector organizations. On the contrary, when employees perceive that their remuneration does not align with their workload or performance, their motivation decreases, which can negatively impact their performance.

The Effect of Work Loyalty on Employee Performance

Work loyalty, which encompasses employee dedication and attachment to the organization, was also found to have a significant impact on employee performance. The study shows that employees who demonstrate loyalty tend to build better relationships with the organization, are more motivated to achieve common goals, and exhibit superior performance. This loyalty is also influenced by employees' perceptions of a supportive work environment and opportunities for growth within the organization. According to the Social Exchange Theory proposed by Adams (1965), positive social relations between employees and the organization foster a sense of interdependence,

which results in high work loyalty. Employees who feel valued and are provided with opportunities for development are more likely to feel a stronger attachment to the organization and, in turn, strive to maintain high performance levels. This finding aligns with research by Prahaski *et al.* (2024), which emphasized that work loyalty significantly enhances performance quality because loyal employees are more dedicated to making valuable contributions to the organization. Employees who possess high loyalty typically feel responsible for the organization's success and work to maintain its positive reputation. This is consistent with the findings of Locke *et al.* (1976), who stated that organizational loyalty increases job satisfaction and reduces absenteeism, ultimately improving employee performance.

Regression Model Analysis

The regression analysis indicates that organizational commitment, remuneration, and work loyalty together account for 67.3% of the variance in employee performance. This highlights the substantial contribution of these three factors to enhancing employee performance. These results suggest that, in addition to individual factors like motivation and competence, organizational factors such as remuneration policies and strategies to foster employee commitment and loyalty play a crucial role in improving employee performance. This finding is consistent with Oupen *et al.* (2020), who found that organizational factors such as equitable rewards, commitment to employees, and loyalty initiatives significantly contribute to fostering high employee performance.

Discussion

This study reveals that organizational commitment, remuneration, and work loyalty have a significant impact on employee performance at the North Labuhanbatu Regency Education Office and BAPPEDA Aceh Tamiang Regency. The findings indicate that these three factors together account for 67.3% of the variation in employee performance, highlighting their substantial contribution to improving performance. This suggests that, in addition to individual factors such as motivation and competence,

organizational factors like remuneration policies, and strategies to enhance commitment and loyalty, play a crucial role in boosting employee performance. The results show that organizational commitment positively and significantly affects employee performance. Organizational commitment in this study includes affective, normative, and calculative commitment (Meyer & Allen, 1991), which are related to employees' emotional attachment, moral obligation, and rational calculations about their relationship with the organization. Employees with high organizational commitment are more likely to take responsibility for achieving the organization's goals, which directly impacts their performance. This is consistent with Mowday *et al.* (1979), who found that strong organizational commitment improves employee performance because employees feel a greater sense of responsibility for the success of the organization. Furthermore, Sinambela (2021) supports this, stating that organizational support and work motivation significantly influence organizational commitment, which in turn enhances employee performance. Therefore, it is crucial for organizations to nurture and strengthen employees' commitment to maximize their performance.

Remuneration was also found to have a significant impact on employee performance. As a motivational factor, fair and adequate remuneration influences job satisfaction and employee motivation, which in turn improves performance. This aligns with Herzberg's motivation theory, which argues that motivational factors such as financial rewards and recognition contribute to job satisfaction and higher performance (Sobaih & Hasanein, 2020). Previous studies by Fitria *et al.* (2014) and Amaliya *et al.* (2024) also show that remuneration, when perceived as fair by employees, plays a crucial role in motivating them to work harder and achieve optimal results. In contrast, dissatisfaction with remuneration, especially when it is perceived as inadequate relative to workload or performance, can decrease motivation and negatively affect performance. Therefore, implementing fair and transparent remuneration policies is essential to create a

productive work environment that supports enhanced employee performance. Work loyalty also significantly influences employee performance. The study found that loyal employees tend to have better relationships with the organization, are more motivated to achieve common goals, and demonstrate better performance. Work loyalty is influenced by employees' perceptions of a supportive work environment and opportunities for personal growth within the organization. According to Social Exchange Theory (Adams, 1965), positive social relationships between employees and the organization foster a sense of interdependence, which strengthens work loyalty. Employees who feel valued and are given opportunities to develop their skills are more likely to feel attached to the organization and strive to maintain high performance. This finding is consistent with Prahaski *et al.* (2024), who emphasized that work loyalty significantly enhances performance quality because loyal employees are more committed to contributing their best to the organization. Additionally, studies by Locke *et al.* (1976) suggest that organizational loyalty reduces absenteeism and increases job satisfaction, both of which contribute to improved employee performance. Therefore, fostering loyalty is not only beneficial for individual performance but also for overall organizational stability.

Finally, the regression analysis showed that organizational commitment, remuneration, and work loyalty together explain 67.3% of the variation in employee performance. This indicates that organizational factors such as fair remuneration, commitment to employees, and strategies for enhancing loyalty play a significant role in improving employee performance. These results are consistent with the findings of Oupen *et al.* (2020), who concluded that organizational factors such as fair rewards, employee commitment, and loyalty are essential for creating high employee performance. Consequently, organizations should design policies that simultaneously enhance these three factors to optimize employee performance and achieve organizational goals more effectively. Overall, the findings of this study indicate that improving employee performance requires a comprehensive approach that addresses both

individual and organizational factors. By implementing policies that enhance organizational commitment, provide fair remuneration, and foster work loyalty, organizations can create a more productive and motivated workforce, ultimately leading to better organizational outcomes.

Conclusion

Based on the results of the research conducted, it can be concluded that organizational commitment, remuneration, and work loyalty significantly influence employee performance at the North Labuhanbatu Regency Education Office and BAPPEDA Aceh Tamiang Regency. Together, these three factors contribute substantially to improving employee performance, as evidenced by the positive relationships between each variable and employee outcomes. Organizational commitment has proven to be one of the most important factors in enhancing employee performance. Employees who exhibit high organizational commitment tend to approach their tasks with greater enthusiasm and responsibility, resulting in improved performance. This underscores the importance of organizations strengthening employees' sense of attachment and loyalty to the organization's vision and mission. Efforts to foster strong organizational commitment will lead to greater employee engagement and, ultimately, higher performance levels.

Furthermore, fair and adequate remuneration has been shown to positively impact employee performance. When employees feel that they are fairly compensated for the work they do, they are more motivated to perform at their best. It is crucial for organizations to ensure that their remuneration systems are competitive and equitable, as this can significantly enhance employee motivation and drive for optimal performance. Ensuring that employees feel valued through appropriate compensation will foster a stronger work ethic and a higher level of contribution. Work loyalty, reflecting employees' dedication and attachment to the organization, has also been shown to positively affect employee performance. Loyal employees tend to develop better relationships with the organization and are more committed to maintaining high performance, as they feel personally invested in the organization's goals and values. This relationship between loyalty and performance highlights the importance of cultivating a loyal workforce to maintain organizational stability and productivity. In summary, this study confirms that effective management of organizational commitment, remuneration, and work loyalty creates a conducive environment for improving employee performance.

Therefore, it is recommended that the management of the Education Office of North Labuhanbatu Regency and BAPPEDA Aceh Tamiang Regency prioritize strategies aimed at strengthening these three factors. By focusing on enhancing employee commitment, revising and improving the remuneration system, and maintaining work loyalty, both agencies can achieve more optimal performance, which will, in turn, contribute to the effective realization of their organizational goals. It is essential that both agencies continue to monitor and address the factors influencing employee performance to cultivate a productive work environment and ensure the achievement of their developmental objectives.

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