



## The effect of position analysis and career development pattern on performance through work satisfaction at district population and civil registration services Labuhan Batu

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### Abstract

Human resources are a very central factor in the organization. Whatever the form and purpose, the organization is made based on various visions for the benefit of humans. The importance of human resources in an organization requires every organization to get qualified and productive employees to run the organization. This study aims to determine whether job analysis and career development patterns affect employee performance through job satisfaction as an intervening variable in Disdukcapil, Labuhanbatu Regency. The research was conducted on 36 employees using a saturated sampling technique. The data collection technique used was primary data in the form of questionnaires and secondary data obtained through documentation studies. The data analysis technique used quantitative data which was processed using the SPSS version 25 program, namely the t test, Sobel test and path analysis. The results obtained in this study show 1) there is a significant influence between job analysis variables on job satisfaction, 2) there is a significant influence between career development pattern variables on job satisfaction, 3) there is a significant influence between job analysis variables on performance, 4) there is a significant effect between career development pattern variables on performance, 5) there is a significant influence between job satisfaction variables on performance, 6) job satisfaction variables cannot influence job analysis variables on performance, 7) job satisfaction variables cannot influence career development pattern variables on performance.

**Keywords:** job analysis, career development patterns, job satisfaction, performance

### Introduction

Human resource management in this information age, according to Dessler (2003: 36) namely: "Strategic Human Resource Management is the linking of Human Resource Management with strategic role and objectives in order to improve business performance and develop organizational cultures and foster innovation and flexibility". It can be seen that organizational leaders should associate the implementation of human resource management with the organization's strategy to improve performance that will support the implementation of innovation and flexibility.

Human resources are a very central factor in the organization. Whatever its form and purpose, organizations are created based on various visions for the benefit of man. The importance of human resources in an organization, requires every organization to get qualified and productive employees to run the organization.

There are many elements that can determine the ups and downs of employee performance in each organization. These elements must always be considered by the organization so that the goals of the organization can be realized.

Performance is generally defined as a person's success in carrying out a job (Arianty, Bahagia, Lubis, & Siswadi, 2016). Employee performance is the result of work achieved by a person in carrying out the tasks assigned to him to achieve work targets.

The Labuhanbatu Regency Population and Civil Registration Service is a local government agency of Labuhanbatu Regency engaged in population and civil registration.

The performance phenomenon found in the Employees of the Population and Civil Registration Service of Labuhanbatu Regency is that there are still many complaints

from people who often deal with because there are some employee performances that have not been professional in carrying out duties and obligations such as lack of preparation, supervision, and control so that many feel dissatisfied or the performance results given from these employees are not optimal as expected.

Job satisfaction is as a general attitude of an individual towards his work. Work according to interactions with co-workers and superiors, following organizational rules and policies, meeting performance standards, living in often less than ideal working conditions and other similar things.

One of the supporting factors in achieving goals is job satisfaction. To realize this goal, reliable and dedicated human resources are needed. This is influenced by job satisfaction. Job satisfaction is one of the very important factors to get optimal work results.

To get productive employees, the main problem is to put each employee in a job and position that is in accordance with their talents, interests and abilities in order to work reasonably according to their abilities, expertise and or skills and experience background. For this reason, the creation of a job title analysis design becomes a demand for the organization.

Job analysis is needed both from the aspect of leadership and members in determining the boundaries of work and the content of the work. The suitability of the placement of employees in the Population and Civil Registration Service of Labuhanbatu Regency is an important thing because in providing public services, government officials who have qualifications with appropriate professionalism are needed. There are some employees, especially those who have just been accepted, who do not understand what they will do later.

Therefore, in the placement of employees, it must be appropriate and in accordance with the demands of the job with the qualifications of their ability and professionalism. knows his position in a work organization. Clarity is very important for every employee to be able to know the main duties and functions of the work towards the achievement of overall work goals.

To support the suitability of employee placement, it is necessary to analyze positions in public organizations, especially in the Population and Civil Registration Service of Labuhanbatu Regency. The results of the job analysis will produce job descriptions or positions and job requirements or positions that can be used in employee placements.

Likewise, a person's career development can affect employee job satisfaction, where career development is a formal approach taken by the organization to ensure that people in the organization have the appropriate qualifications and abilities and experiences when needed.

Career development A person will work optimally and successfully if he clearly is the process of improving individual employability achieved in order to achieve the desired career. With career development, employees can have higher abilities than previously possessed. Therefore, organizations need to manage and develop careers well so that employee productivity is maintained and able to encourage employees to perform better.

Therefore, the Population and Civil Registration Service of Labuhanbatu Regency needs to manage careers and develop them well so that employee productivity is maintained and able to encourage employees to always do their best and avoid work frustrations that result in a decrease in the performance of organizational units by conducting an inline position analysis on the management of one's career development.

Theoretically, it is stated that career development is basically an increase in employee performance, reflecting the organization's ability to work, meaning that the performance of each employee is valued and measured in values and criteria that have been determined by the organization. In an organization, of course, there is a goal to be achieved. One of the factors that support the achievement of such goals are individuals and the presence of motivation in the organization itself. So human resources in the organization need to be managed which is then directed to achieve organizational goals.

## Literature review

### Performance

Performance is a word in Indonesian of the verb of the work base that translates the word from a foreign language of achievement. Etymologically, performance comes from the word performance. Performance comes from the word to perform which has several inputs (entries), namely (1) doing, (2) fulfilling or carrying out a, (3) carrying out a responsibility, (4) doing something that is expected by someone. From these inputs, it can be interpreted, performance is to carry out an activity and perfect the work in accordance with its responsibilities so that it can achieve the expected results. According to the Big Indonesian Dictionary (KBBI) performance is an adjective that means something to be achieved, a performance shown, or a workability (about equipment).

Factors Affecting Performance

The factors that affect performance according to Payaman Simanjuntak (2005:10)<sup>[18]</sup> are:

### 1. Individual factors

Individual factors are the ability and skill of doing work. Some of the factors included in the individual are physical and mental health, education and training, work experience, work environment, needs and achievements.

### 2. Organizational support

In carrying out his duties, the employee needs the support of the organization in which he works. The support is in the form of organizing, providing work facilities and infrastructure, comfortable work environment, as well as working conditions and conditions.

### 3. Management support

The performance of the company and the performance of everyone also depends largely on the managerial abilities of the management or leaders, both by building a safe and harmonious work system and industrial relations, as well as by developing worker competencies, as well as by fostering the motivation of all employees to work optimally.

### Job Satisfaction

Every employee who works certainly expects to get job satisfaction, as well as the organization. Job satisfaction for employees means that employees consider their work as something fun. Meanwhile, for organizations, job satisfaction can have an impact on increasing the enthusiasm and work productivity of employees in achieving organizational goals.

Factors Affecting Job Satisfaction

Job satisfaction in each employee is certainly different from each other. This high low job satisfaction occurs because there are factors that affect it both from within the employee and from outside the employee.

The factors that affect job satisfaction can be seen from the things that can cause and encourage job satisfaction. According to Iskandar (2018:66-67) the factors that affect job satisfaction are

1. Psychological factors, are factors related to the psychology of employees which include interest, peace at work, attitude towards work, talents and skills
2. Social factors, are factors related to social interaction between employees or between employees and leaders
3. Physical factors, are factors related to the physical condition of the work environment, such as the type of work, the regulation of work and rest time, the state of the room, temperature, lighting, work facilities, employee health conditions, air circulation and so on
4. Financial factors, are factors related to guarantees and employee welfare.

### Position Analysis

Job title or job analysis is the process of collecting information about a job performed by an employee, which is carried out by observing or conducting interviews with employees, with correct evidence from the supervisor.

This job analysis will produce a list of job descriptions in the form of a written statement of the employee's obligations and may also include qualification standards, detailing the minimum education and experience required for an employee to perform the obligations of his position satisfactorily (Fustino Cardoso Gomes in Arif Yusuf Hamali. 2016:34)<sup>[8]</sup>.

Factors Influencing Job Analysis

Factors influencing the analysis of positions according to Rivai (2004: 142-143)<sup>[15]</sup>, namely:

**1. Organizational Factors**

Organizational Factors, in fact, the main vehicle is a mechanical approach. The "Scientific Management Movement" pioneered by Fredrick W. Taylor, is the "Efficiency Movement". The findings are also known as time and motion studies. For example, in one day each worker must be able to achieve production or research targets with a predetermined amount.

**2. Environmental Factors**

Environmental factors also influence in the design of jobs in which the worker interacts with the surrounding community. At least we as analysts have to look from several points of view such as what jobs do need to be created, whether or not implementers are available and whether or not the use of advanced technology is necessary.

**3. Behavioral Factors**

The behavioral factor is also very significant in improving the quality of one's work life in an organization in accordance with the dignity and dignity of being a human being. A person's flexibility in carrying out their duties and responsibilities will have an impact on the inner satisfaction of workers.

**Career Development Patterns**

Career is a technical term in personnel administration. A career is any job or position that one has or holds during one's working life (Samsudin in Arif Yusuf Hamali, 2018:148). The work is a carefully crafted part of the plan. Career planning is a planning about the possibility of an employee of a company as an individual to carry out the process of promotion or position according to their requirements and abilities. A student to pursue a career must have or meet certain requirements to support his career advancement.

**Factors Influencing Career Development Patterns**

The process of a career is a process of partnership interaction in stages and cooperation between company partners. All companies are devices and resources actively participating in the process of their career and development. The charitable device can be prepared and planned through a container of training institutions. With this, the factors that determine an employee's career include six aspects, namely:

1. The ability and willingness to look far ahead, which is a qualitative and quantitative goal, can be both material and non-material.
2. The tenacity of the individual and also praying to the Almighty, as well as good deeds to others so that one always gets a good opportunity.
3. Establish a good relationship with your boss and co-workers. To be able to determine the extent of an employee's career, in addition to improving oneself by improving achievements and carrying out tasks well, it

is also necessary to back up yourself with good behavior or morals as well.

4. Work experience. In this case, it can be related to the class level (seniority) of an employee.
5. Educational factors affect the career smoothness of an employee. People who are more educated will have better thinking, although in reality the opposite phenomenon is found, which of course this is due to errors in the learning and assessment process.
6. Achievements. Achievements can occur from accumulated experience, education and a good work environment. The influence of achievement in determining the career path of an employee will be very clearly visible in its standards for occupying a field.

**Research Location**

The research was conducted at the Population and Civil Registration Service of Labuhanbatu Regency which is located at Jalan Meranti Number 1 Rantauprapat, Padang Matinggi Village, North Rantau District, Labuhanbatu Regency.

**Population**

The population in this study is all permanent employees (PNS) at the Labuhanbatu Regency Population and Civil Registration Service, which was recorded in December 2022 which amounted to 36 people.

**Sample**

According to Sugiyono, (2018) Samples are part of the number and characteristics possessed by the population. Because the number of populations is small, the sampling technique in this study is saturated samples, which means that the number of samples uses the entire population.

**Research Design**

This research is included in associative research with a quantitative approach. This study tested the relationship between the variables Job Analysis (X1) and Career Development Patterns (X2) to the variable Performance (Y) with Job Satisfaction (Z) as the intervening variable. In this study, the approach used is a quantitative approach because the data used to analyze the influence between variables is expressed by numerical numbers or scales (Kuncoro, 2011, in Wulandari, 2015).

**Data Collection Techniques**

The data collection techniques used are:

1. Questionnaire, by making a list of questions in the form of a questionnaire addressed to employees.
2. Documentation studies, by collecting company / agency data related to research needs.

**Organizational Result and Discussion**

**Table 1:** Sub Model I t Test Results

Coefficients <sup>a</sup>						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	46,460	17,202		2,701	,011
	Job Analysis	,151	,315	,184	2,478	,036
	Career Development Patterns	,246	,325	,133	2,758	,054

a. Dependent Variable: Job Satisfaction

Source: Primary Data Processed, 2023

In the table, a statistical test t is obtained, as follows:

- 1) Job Title Analysis Variable (X1) with a probability level of 0.036. Thus it can be concluded  $P = 0.036 < \alpha = 0.05$ , accept the hypothesis that states the analysis of the position has a significant effect on the variable job satisfaction.
- 2) Career Development Pattern Variable (X2) with a probability level of 0.054. Thus, it can be concluded that  $P = 0.054 < \alpha = 0.05$ , then accept the hypothesis that the variable of career development patterns has a significant effect on the variable of job satisfaction.

Thus can be compiled the path analysis equation as follows:

$$Z = 0.184 X1 + 0.133 X2$$

The analysis equation model means

1. Job Title Analysis Variable (X1) = 0.184 A position analysis variable that is positively marked means that it has a unidirectional influence, which means that every addition or increase in the value of one unit score of the job analysis variable will add a job satisfaction variable value of 0.184 per one unit score.
2. Career Development Pattern Variable (X2) = 0.133. A positively marked career development pattern variable

means that it has a unidirectional influence, which means that each addition or increase in the value of one unit score of the career development pattern variable will add a variable value of job satisfaction of 0.133 per one unit score.

**Sub Model I Path Analysis**

Referring to the regression output of Sub Model I, it can be seen that the significance values of the two variables are Job Title Analysis (X1) = 0.036 and Career Development Pattern (X2) = 0.054. These results provide conclusions that the regression of Sub Model I, namely the Position Analysis variable (X1) has a significant effect on Job Satisfaction (Z), and the Career Development Pattern variable (X2) has a significant effect on Job Satisfaction (Z). The amount of R2 or R Square value in the Model Summary table is 0.281. This shows that the contribution or contribution of the influence of the Position Analysis (X1) and Career Development Pattern (X2) variables on the Job Satisfaction (Z) variable is 80%, while the remaining 20% is the contribution of other variables that were not included in the study. Meanwhile, for the value of  $\epsilon_1$  can be searched by the formula  $\epsilon_1 = \sqrt{1-0.281} = 0.847$ .

**Table 2**

Coefficients <sup>a</sup>						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	66,285	17,424		3,804	
	Job Analysis	,098	,290	,059	1,339	
	Career Development Patterns	,428	,301	,249	1,424	,004
	Job Satisfaction	,003	,160	,143	1,018	,006

Dependent Variable: Performance

Source: Primary Data Processed, 2023

On the table, a statistical test t is obtained, as follows

1. Job Satisfaction Variable (Z), with a probability level of 0.006. Thus it can be concluded  $P = 0.006 < \alpha = 0.05$ , then accept the hypothesis that states the variable job satisfaction has a significant effect on performance.
2. Job Title Analysis Variable (X1), with a probability level of 0.037 Thus it can be concluded  $P = 0.037 < \alpha = 0.05$ , then accept the hypothesis that states the Position Analysis variable has a significant effect on performance.
3. Career Development Pattern Variable (X2), with a probability level of 0.004. Thus it can be concluded  $P = 0.004 < \alpha = 0.05$ , then accept the hypothesis that states the variable career development pattern has a significant effect on performance.

Thus, can be compiled the path analysis equation as follows

$$Y = 0.059 X1 + 0.249 X2 + 0.143 Z$$

The analysis equation model means

1. Job Title Analysis Variable (X1) = 0.059. A position analysis variable that is positively marked means that it has a unidirectional influence, which means that each addition or increase in the value of one unit score of the position analysis variable will add a performance variable value of 0.059 per one unit score.
2. Career Development Pattern Variable (X2) = 0.249. A positively marked career development pattern variable

means that it has a unidirectional influence, which means that each addition or increase in the value of one unit score of the career development pattern variable will add a performance variable value of 0.249 per one unit score.

3. Variable Job satisfaction (Z) = 0.143. A job satisfaction variable that is positively marked means that it has a unidirectional influence, which means that every addition or increase in the value of one unit of job satisfaction variable score will add a performance variable value of 0.143 per one unit score.

**Sobel Test**

Mediation hypothesis testing can also be done with a procedure developed by Sobel and known as the sobel test. The Sobel test is carried out by testing the strength of indirect influence X to Y through Z, as follows

$$Z = \frac{ab}{\sqrt{(b^2SE_a^2 + a^2SE_b^2)}}$$

Where

a = regression coefficient of an independent variable to the mediation variable

b = regression coefficient of the mediation variable to the dependent variable

SEa = standard error of estimation of the influence of independent variables on mediation variables

SEb = standard error of estimation of the influence of mediation variables on dependent variables The following are the results of the sobel test with organizational culture variables on job satisfaction through organizational commitment.

$$t = \frac{0.184 \times 0.143}{\sqrt{(0.143^2 \times 0.315^2) + (0.184^2 \times 0.160^2)}}$$

$$t = \frac{0.184 \times 0.143}{\sqrt{0.00202905202 + 0.0008667136}}$$

$$t = \frac{0.026312}{0.00289576562}$$

$$t = 9.086$$

From the results of the calculation of the sobel test above, it got a t value of 9,086, so that a calculated t value of 9,086 > t table 3,804 was obtained, it can be concluded that the job satisfaction variable is able to mediate the relationship of the influence of position analysis on performance.

The following are the results of the sobel test with variables in career development patterns on performance through job satisfaction.

From the results of the calculation of the sobel test above, it gets a t value of 7,279, so that a calculated t value of 7,279 > t table 3,804 is obtained, it can be concluded that the job satisfaction variable is able to mediate the relationship of the influence of career development patterns on performance.

Satisfaction (Z) on Performance (Y) is 58%, while the remaining 42% is a contribution from other variables that were not included in the study. Meanwhile, for the value of e2 can be searched by the formula  $e2 = \bar{a} (1 - 0.282) = 0.847$ .

## Discussion

### Effect of job analysis on job satisfaction

The variables of position analysis have a positive and significant effect on job satisfaction in the Labuhanbatu Regency Disdukcapil. The position analysis variable has a regression coefficient value of 0.184 has a unidirectional effect, which means that every addition or increase in the value of one unit score of the position analysis variable will add to the job satisfaction value of Labuhanbatu Regency Disdukcapil employees by 0.184 per one unit score.

### Effect of career development patterns on job satisfaction

Variable career development patterns have a positive and significant effect on job satisfaction in the Labuhanbatu Regency Disdukcapil. The career development pattern variable has a regression coefficient value of 0.133 has a unidirectional effect, which means that every addition or increase in the value of one unit score of the career development pattern variable will add to the job satisfaction value of Labuhanbatu Regency Disdukcapil employees by 0.133 per one score unit.

### Effect of job analysis on performance

The position analysis variable has a positive and significant effect on performance in the Labuhanbatu Regency Disdukcapil. The position analysis variable has a regression

coefficient value of 0.059 has a unidirectional effect, which means that every addition or increase in the value of one unit score of the position analysis variable will increase the performance value of labuhanbatu district disdukcapil employees by 0.059 per one unit score.

### Effect of Career Development Patterns on Performance

Variable career development patterns have a positive and significant effect on performance in the Labuhanbatu Regency Disdukcapil. The career development pattern variable has a regression coefficient value of 0.249 has a unidirectional influence, which means that every addition or increase in the value of one unit score of the career development pattern variable will add to the performance value of the Labuhanbatu Regency Disdukcapil by 0.249 per one unit score.

### Effect of job satisfaction on performance

The variable of job satisfaction has a positive and significant effect on employee performance in the Labuhanbatu Regency Disdukcapil. The job satisfaction variable has a regression coefficient value of 0.143 has a unidirectional influence which means that every addition or increase in the value of one unit score of the job satisfaction variable will increase the performance value of labuhanbatu district disdukcapil employees by 0.143 per one unit score.

Based on the results of the fifth hypothesis test, it is known that job satisfaction has a significant influence on the performance of employees of the Labuhanbatu Regency Disdukcapil. This is in accordance with research conducted by Rizal Nabawi (2019)<sup>[28]</sup>, who found that job satisfaction can improve employee performance.

### Effect of job analysis on performance through job satisfaction

Based on the results of the sobel test calculation, it is known that the t value is 9,086, so that the calculated t value of 9,086 > t table 3,804 is obtained, it can be concluded that the job satisfaction variable is able to mediate the relationship of the influence of position analysis on performance. And based on the track analysis, it is known that the magnitude of the influence of position analysis (X1) on the performance (Y) of Labuhanbatu Regency Disdukcapil employees is 10.4%, which consists of a direct influence of 5.9% and an indirect influence of position analysis (X1) on performance (Y) through job satisfaction (Z) of 4.5%. The results of this calculation show that the direct influence of position analysis (X1) on performance (Y) is greater than the indirect influence. Thus, it can be said that position analysis is effective in improving performance, in other words, it can be affirmed that position analysis (X1) has an influence if there is an increase in employee performance in carrying out duties.

### Effect of career development patterns on performance through job satisfaction

Based on the results of the sobel test calculation, it is known that the t value is 7,279, so that the calculated t value of 7,279 > t table 3,804 is obtained, it can be concluded that the job satisfaction variable is able to mediate the relationship of the influence of career development patterns on performance. And based on the path analysis, it is known that the magnitude of the influence of career development patterns (X2) on the performance (Y) of Labuhanbatu Regency Disdukcapil employees is 26%, which consists of a

direct influence of 24.9% and an indirect influence of career development patterns (X2) on performance (Y) through job satisfaction (Z) of 1.9%. The results of this calculation show that the direct influence of career development patterns (X2) on performance (Y) is greater than the indirect influence. Thus it can be said that the influence of career development patterns (X2) will be smaller in improving performance (Y) if it is done through job satisfaction (Z).

### Conclusion

- a. Job analysis has a positive and significant effect on job satisfaction in the Labuhanbatu Regency Disdukcapil. This means that this condition proves that the existence of an employee position analysis can affect employee job satisfaction.
- b. Career development patterns have a positive and significant effect on job satisfaction in the Labuhanbatu Regency Disdukcapil. This means that this condition proves that the existence of a career development pattern for employees can affect employee job satisfaction.
- c. Job analysis has a positive and significant effect on performance in the Labuhanbatu Regency Disdukcapil. This means that this condition proves that employee position analysis can improve performance.
- d. Career development patterns have a positive and significant effect on performance in the Labuhanbatu Regency Disdukcapil. This means that this condition proves that employee career development patterns can improve employee performance.
- e. Job satisfaction has a positive and significant effect on performance in the Labuhanbatu Regency Disdukcapil. This means that this condition proves that employee job satisfaction can improve performance.
- f. The effect of position analysis on the performance of employees of the Labuhanbatu Regency Disdukcapil will be smaller if it is carried out through job satisfaction. The direct influence of job analysis on employee performance is greater than the indirect influence of job analysis on performance. It can be concluded that job satisfaction is not able to mediate the effect of job analysis on performance.
- g. The effect of career development patterns on the performance of employees of the Labuhanbatu Regency Disdukcapil will be smaller if it is carried out through job satisfaction. The direct influence of career development patterns on performance is greater than the indirect influence of career development patterns on performance. It can be concluded that job satisfaction is not able to mediate the influence of career development patterns on performance.

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