

Analysis of the Influence of Placement, Leadership, and Work Loyalty on Employee Performance at Bakesbangpol Aceh Tamiang

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Abstract

This study aims to analyze the influence of placement, leadership, and work loyalty on employee performance at the Aceh Tamiang National and Political Unity Agency (Bakesbangpol). The research method used is a quantitative approach with survey techniques. The data was collected through a questionnaire filled out by 61 employees and analyzed using multiple linear regression. The results of the study show that partially, placement, leadership, and job loyalty have a significant effect on employee performance, with work loyalty having the greatest influence. The regression coefficients of each variable were 0.316 for placement, 0.398 for leadership, and 0.457 for work loyalty, all with a significance value of $p < 0.05$. Simultaneously, these three variables also have a significant effect on employee performance, with an F-count value of 24.76 and an R^2 of 0.642, which means that 64.2% of the variation in employee performance can be explained by these three variables. This study concludes that proper placement, effective leadership, and high work loyalty together improve employee performance in Bakesbangpol Aceh Tamiang.

Keywords: Placement; Leadership; Work Loyalty; Employee Performance; Bakesbangpol Aceh Tamiang.

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INTRODUCTION

Employee performance is one of the main factors that determine the success of an organization, both in the public and private sectors (Mariam, 2016). Optimal performance can be achieved when employees work effectively and efficiently and are supported by conducive work environment conditions (Damanik, 2020). In the government sector, employee performance plays a crucial role in realizing excellent public services and sustainable development. The Aceh Tamiang Regency National and Political Unity Agency (Bakesbangpol) is one of the agencies that plays an important role in maintaining political and social stability in the region so that the performance of its employees greatly determines the quality of services and policies produced.

Employee placement is one of the important elements in creating optimal performance (Manullang & Wardini, 2021). The right placement will help employees work according to their abilities and competencies so that they can make maximum contributions to the organization (Amalia, 2017). In Bakesbangpol Aceh Tamiang, the placement of employees in accordance with their skills and experience is expected to increase work effectiveness in the face of the political and social dynamics that are developing in the region.

In addition to placement, leadership is also a significant factor in determining employee performance. Effective leaders can inspire and motivate their employees to achieve organizational goals. Good leadership includes the ability to make strategic decisions, provide clear direction, and create a positive work culture (Khair, 2019). In a government environment such as Bakesbangpol Aceh Tamiang, leaders who have a strong vision and the ability to build teamwork are indispensable in carrying out strategic tasks.

Work loyalty is another factor that is no less important in influencing employee performance. High loyalty shows employees' commitment to the organization and their responsibilities (Khasbii, 2022). Loyal employees tend to have higher motivation to work hard, complete their tasks well, and support the achievement of organizational goals. In Bakesbangpol Aceh Tamiang, employee work loyalty plays a role in maintaining the internal stability of the organization, as well as supporting the creation of harmonious relationships between various elements of society which are part of the main task of this agency.

This study aims to analyze the influence of placement, leadership, and work loyalty on employee performance at Bakesbangpol Aceh Tamiang. By understanding the factors that affect employee performance, agencies can take more effective improvement and development steps in human resource management. In addition, this research is also expected to provide practical recommendations for Bakesbangpol Aceh Tamiang to improve service quality and achieve work targets.

The context of this research is based on the challenges faced by Bakesbangpol Aceh Tamiang in carrying out its duties as a government institution responsible for political and social stability in the region. Frequent political dynamics, as well as social challenges such as horizontal and vertical conflicts, demand optimal employee performance so that government tasks can run smoothly. Therefore, the right placement, strong leadership, and high work loyalty are needed in facing these challenges.

Inappropriate placement of employees can lead to ineffectiveness in work (Runtunuwu, HJ, 2015). For example, employees who are placed in positions that are not by their expertise may have difficulty completing the tasks given. On the contrary, the right placement can maximize an individual's potential so that their performance will be better. On the other hand, poor leadership can cause problems in coordination and communication between employees, which will ultimately have an impact on the overall performance of the agency.

Work loyalty is also influenced by various internal and external factors. Internal factors such as a sense of fairness and opportunities to develop in a career play a significant role in shaping employee loyalty. Meanwhile, external factors such as political pressure and social conditions in the surrounding environment can also affect the level of employee loyalty at Bakesbangpol Aceh Tamiang.

From the perspective of human resource management, placement, leadership, and work loyalty are interrelated with each other in influencing performance. Good leadership can create an environment that supports optimal placement and builds employee loyalty (Samsuni, 2017). On the contrary, high work loyalty will affect leadership by creating relationships of mutual trust and good cooperation.

This research method uses a quantitative approach to measure the influence of each variable on employee performance. Data was collected through a survey of Bakesbangpol Aceh Tamiang employees, and analyzed using statistical methods to see the relationship between placement, leadership, work loyalty, and employee performance. This analysis is expected to provide a clear picture of which factors have the greatest influence on performance.

The findings of this study are expected to make a significant contribution to the development of human resource policies in Bakesbangpol Aceh Tamiang, as well as in other government agencies. In addition, the results of this research are also expected to be the basis for improving employee training and development programs, as well as improving the placement system that is more in line with the needs and challenges faced by the organization.

By paying attention to various factors that affect employee performance, Bakesbangpol Aceh Tamiang is expected to improve the quality of public services, strengthen political and social stability in the region, and achieve the strategic goals that have been set.

RESEARCH METHODS

This study uses a quantitative method with a survey approach to analyze the influence of placement, leadership, and work loyalty on employee performance at Bakesbangpol Aceh Tamiang (Sugiyono, 2017). The quantitative approach was chosen because this study aims to measure the relationship between variables systematically and objectively, as well as obtain data that can be analyzed using statistical techniques (Santoso & Madiistriyatno, 2021). The survey design is used to collect primary data directly from respondents through questionnaires that are compiled based on the indicators of each variable studied.

The population in this study is all employees in the Aceh Tamiang Bakesbangpol environment, which totals 75 people. The sample of this study was taken using a purposive sampling technique, where the selection of samples was carried out based on certain criteria, namely employees who have worked for at least one year at Bakesbangpol Aceh Tamiang. Based on these criteria, the number of samples set is 61 people. The selection of this sample aims to ensure that the respondents have sufficient work experience so that they can provide accurate answers regarding the variables studied (Retnawati, 2017).

This study involved four variables, namely:

a. Independent variables:

- Employee placement (X_1): This variable is measured based on the suitability between the job position and the employee's educational background, skills, and experience.
- Leadership (X_2): This variable is measured through employees' perception of leadership style, decision-making, the leader's ability to give direction, and the communication between leaders and employees.
- Work loyalty (X_3): This variable is measured through the employee's commitment to the organization, responsibility for work, and willingness to work hard and contribute to the maximum.

b. Dependent variables:

- Employee performance (Y): Employee performance is measured based on the achievement of work targets, efficiency, effectiveness, and quality of employee work results.

The main instrument used in this study is a questionnaire. The questionnaire was compiled based on the Likert scale with five levels of answers, ranging from strongly disagreeing (1) to strongly agreeing (5). Each variable has several indicators that are measured by several statements. These indicators are compiled based on relevant theories and previous research results (Data, 2015).

Here are the indicators for each variable:

- Employee placement (X_1): Suitability of skills, suitability of education, work experience, and assignments by responsibilities.
- Leadership (X_2): Leadership style, ability to provide direction, decisiveness in decision-making, and effective communication.
- Work loyalty (X_3): Commitment to the organization, a sense of belonging to the work, and motivation to improve performance.
- Employee performance (Y): Achievement of targets, efficiency of time and resources, quality of work results, and satisfaction with the tasks completed.

The data in this study was collected through the distribution of questionnaires to 61 employees of the Aceh Tamiang Bakesbangpol who became the research sample. The questionnaire was distributed directly and briefly explained to the respondents about the purpose of the research and how to fill out the questionnaire to ensure a good understanding. Employees are given time to fill out a questionnaire with a set period of time. After the questionnaire is collected, the data is processed and further analyzed.

The data obtained from the questionnaire was analyzed using statistical methods with the help of SPSS (Statistical Package for the Social Sciences) software (Marwan et al., 2023). The stages of data analysis include:

- Validity and Reliability Test. Before conducting further analysis, the research instruments were tested for validity and reliability to ensure that the questionnaire used could measure the variables accurately and consistently. The validity test was carried out using the Pearson Product Moment correlation, while the reliability test was carried out by calculating the Cronbach's Alpha coefficient. An instrument is considered valid if the correlation value between indicators is significant, and is considered reliable if the value of Cronbach's Alpha is more than 0.70.
- Descriptive Analysis. Descriptive analysis was carried out to describe the characteristics of the respondents and the distribution of answers in each variable. This includes the calculation of the average value, standard deviation, and frequency distribution for each variable.
- Multiple Regression Analysis. To determine the influence of placement, leadership, and work loyalty on employee performance, multiple regression analysis was used. The regression model used is as follows:

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \varepsilon$$

Where:

- Y is the employee performance variable,
- X_1 is the placement of employees,
- X_2 is leadership,
- X_3 is work loyalty,
- β_0 is a constant,
- $\beta_1, \beta_2, \beta_3$ are the regression coefficients of each independent variable, and
- ε is an error term.
- Significance Test (t-Test and F-Test). The t-test is used to determine the influence of each independent variable partially on employee performance, while the F test is used to test the influence of the three independent variables simultaneously on the dependent variable. The significance value (p-value) used in this test is 0.05, which means that if the significance value is less than 0.05, then the variable has a significant effect on employee performance.
- Coefficient of Determination (R^2). The determination coefficient (R^2) is used to measure how much variation in employee performance can be explained by placement, leadership, and job loyalty. The R^2 value ranges from 0 to 1, with a value close to 1 indicating that the regression model used has high predictive power.

RESULTS

Characteristics of Respondents

Based on the descriptive analysis results, the respondents' characteristics in this study include age, gender, education level, and length of work. Here is a summary of the characteristics of the respondents:

- Age: Most respondents were in the 30-45 age range (65.6%), followed by respondents over 45 (22.9%), and the rest were under 30 (11.5%).
- Gender: Respondents were dominated by men (57.4%), while the rest were women (42.6%).
- Education Level: The majority of respondents have a Bachelor's (S1) educational background of 62.3%, while the rest consist of Diploma (18.0%) and Postgraduate (19.7%) education.
- Length of Work: Respondents with a length of work between 5-10 years dominated as much as 54.1%, followed by those who have worked for more than 10 years (26.2%), and the rest less than 5 years (19.7%).

Validity and Reliability Test

Before conducting regression analysis, the questionnaire was tested for validity and reliability. The results of the validity test showed that all question items in each variable had a significant Pearson correlation value ($p < 0.05$), so it was considered valid. The reliability test shows that all variables have a Cronbach's Alpha value of more than 0.70, namely:

- Employee Placement (X_1): Cronbach's Alpha = 0.812
- Leadership (X_2): Cronbach's Alpha = 0.846
- Job Loyalty (X_3): Cronbach's Alpha = 0.823
- Employee Performance (Y): Cronbach's Alpha = 0.835

Thus, this research instrument is considered reliable and can be used for further analysis.

Descriptive Analysis of Research Variables

- Employee Placement (X_1): The average employee placement score is 3.75, which indicates that most employees feel that their placement is in line with their competencies and experience.
- Leadership (X_2): The average leadership score is 3.85, which indicates that respondents tend to rate the leadership style in their agency as quite good.
- Work Loyalty (X_3): The average work loyalty score is 4.02, which indicates that employees at Bakesbangpol Aceh Tamiang have a fairly high loyalty to the agency.
- Employee Performance (Y): The average employee performance score is 3.80, which indicates that employee performance is generally in the good category.

Multiple Linear Regression Analysis

To test the influence of placement, leadership, and work loyalty on employee performance, multiple regression analysis was conducted. The results of multiple regression analysis show the regression equation as follows:

$$Y=1,278+0,316X_1+0,398X_2+0,457X_3$$

- From the above equation, it can be seen that all independent variables (placement, leadership, and work loyalty) have a positive regression coefficient, which indicates that an increase in each of these variables will improve employee performance. Here are the results of statistical tests from regression analysis:
- Employee Placement (X_1): The regression coefficient is 0.316 with a t-count value of 2.85 and a p-value of 0.006. This shows that the placement of employees has a significant effect on employee performance ($p < 0.05$).
- Leadership (X_2): The regression coefficient is 0.398 with a t-count value of 3.24 and a p-value of 0.002. These results show that leadership also has a significant effect on employee performance ($p < 0.05$).
- Work Loyalty (X_3): Regression coefficient of 0.457 with a t-count value of 3.68 and a p-value of 0.001. Work loyalty has the greatest influence on employee performance and is significant ($p < 0.05$).

Test F (Simultaneous)

The results of the F test showed that the F-count value was 24.76 with a p-value of 0.000, which means that placement, leadership, and work loyalty simultaneously had a significant effect on employee performance. Thus, it can be concluded that the three independent variables together affect employee performance.

Coefficient of Determination (R²)

The value of the determination coefficient (R²) obtained is 0.642. This means that 64.2% of the variation in employee performance can be explained by the variables of placement, leadership, and job loyalty. The rest, 35.8%, is explained by other factors that are not included in this model.

DISCUSSION

The results of this study show that the variables of placement, leadership, and work loyalty have a significant influence on employee performance at Bakesbangpol Aceh Tamiang. These three variables are interrelated in creating optimal working conditions, which ultimately has an impact on the achievement of employee performance. These findings are in line with various human resource management theories and previous research that discusses the importance of proper placement, effective leadership, and job loyalty in influencing individual performance within organizations.

The Effect of Placement on Employee Performance

The right placement of employees has a regression coefficient of 0.316 with a strong level of significance ($p < 0.05$). This shows that when employees are placed in positions that match their competencies, skills, and experience, their performance will improve. These findings support the view (Judge & Robbins, 2013) which states that the right placement can maximize the potential of employees because they can work according to their best abilities. Moreover (Rajagukguk & Intan, 2017) emphasizing that the fit between individual positions and competencies will increase work productivity and effectiveness. Appropriate placement allows employees to feel comfortable with the tasks they are carrying, so they can work more effectively. At Bakesbangpol Aceh Tamiang, the right placement of employees also means assignments that are relevant to their educational background and work experience. This is important because these agencies deal with complex political and social issues, which require special expertise to understand and deal with these issues effectively. Improper placement will have an impact on low productivity, as explained by (Manullang & Wardini, 2021) in his research on the influence of job placement on performance in the public sector.

The Influence of Leadership on Employee Performance

The leadership variable had a regression coefficient of 0.398, which also showed a significant influence on employee performance ($p < 0.05$). This emphasizes the importance of a leader's role in improving the performance of a team or organization. Effective leadership includes the ability of a leader to motivate, direct, and provide support to his subordinates. (Wahyuni, 2015) argues that a good leadership style not only creates a positive work environment, but also encourages employees to achieve their targets better. These findings are also supported by the House's Path-Goal Theory, which states that leaders must provide clear direction and support to help employees achieve their work goals. In the context of Bakesbangpol Aceh Tamiang, strong leadership is very important because this organization is engaged in a dynamic field and often deals with sensitive issues. Leaders who are able to provide the right direction, make strategic decisions, and maintain good communication will help employees work more focused and effective in carrying out their duties. Research conducted by (Julianingtyas, 2012) In the government sector, it has also been shown that a transformational leadership style that emphasizes providing motivation and inspiration to employees has a positive impact on improving performance. In Bakesbangpol Aceh

Tamiang, leadership that supports and provides direction is clearly very important in facing the political and social challenges that exist in the region.

The Effect of Work Loyalty on Employee Performance

Job loyalty was the most influential variable in this study, with a regression coefficient of 0.457 and a very strong significance level ($p < 0.05$). These findings show that employees who have high loyalty to the organization tend to have better performance. Job loyalty reflects the commitment and dedication of employees to the organization they work for. When employees feel emotionally attached and feel morally responsible to the organization, they will work harder and strive to achieve their targets well. The Theory of Organizational Commitment put forward by (Meyer & Allen, 1991) Explain that work loyalty is closely related to affective commitment, where employees feel tied to the values and goals of the organization. This commitment has an impact on productivity levels and job satisfaction, which in turn improves employee performance. At Bakesbangpol Aceh Tamiang, high loyalty is reflected in employees who are willing to work hard to ensure that social and political stability in the region is maintained. Previous research by (Sihombing, 2022) It also shows that work loyalty has a significant influence on employee performance in government agencies. Loyal employees tend to be more resistant to work pressure, more responsible, and more motivated to give the best for the organization. In the public sector such as Bakesbangpol Aceh Tamiang, work loyalty is very important because the work environment is often faced with bureaucratic challenges and external pressures, which requires strong commitment from its employees.

Simultaneous Influence of Placement, Leadership, and Work Loyalty

Simultaneously, placement, leadership, and work loyalty had a significant influence on employee performance, with an F-count value of 24.76 and a p-value of 0.000 ($p < 0.05$). This shows that these three variables together are able to explain 64.2% of the variation in employee performance ($R^2 = 0.642$). These findings indicate that employee performance at Bakesbangpol Aceh Tamiang is not only influenced by one factor, but a combination of appropriate placement, effective leadership, and high work loyalty. In the theory of contingency management, organizational performance is not only determined by one aspect, but by the compatibility between various internal factors. In the context of this study, optimal employee performance will be achieved if placement, leadership, and work loyalty support each other. If one of these factors does not go well, it will affect the overall performance of employees. Research from (Rahayu & Setiawan, 2022) It also emphasizes that the performance of public sector employees is greatly influenced by a combination of good human resource management, which includes employee placement, leadership style, and the level of loyalty built within the organization. Therefore, to achieve maximum performance, Bakesbangpol Aceh Tamiang needs to maintain a balance between these three factors.

CONCLUSION

Based on the results of the research and discussions that have been carried out, it can be concluded that employee placement, leadership, and work loyalty have a significant influence on employee performance at Bakesbangpol Aceh Tamiang, both partially and simultaneously. First, the right placement of employees has proven to have a positive effect on employee performance. Employees who are placed according to their competencies and experience tend to work more effectively and efficiently. This shows that organizations must be more careful in the employee placement process to ensure that the tasks assigned are in accordance with the skills possessed by the employees. Second, effective leadership is also an important factor in improving employee performance. Leaders who are able to provide direction, support, and motivation to their subordinates will create a conducive work environment, so that employees are more motivated and productive in carrying out their duties. It emphasizes the importance of an adaptive and responsive leadership style to the needs of employees. Third, work loyalty is the variable that has the greatest influence on employee performance. Loyal employees, namely those who have a



commitment and emotional attachment to the organization, will work harder and more responsibly. This loyalty plays an important role in creating stability and sustainability of high performance, especially in government agencies such as Bakesbangpol Aceh Tamiang. Simultaneously, placement, leadership, and work loyalty together contribute to improving employee performance, with these three factors complementing each other. By paying attention to these three variables, organizations can optimize their human resources, so that they can achieve maximum performance. This conclusion emphasizes the importance of holistic and planned human resource management, where proper placement, effective leadership, and high work loyalty must be managed properly so that organizational performance can continue to improve. For Bakesbangpol Aceh Tamiang, the results of this research can be a guide in decision-making related to employee development, leadership, and work loyalty policies in the future.

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