



## Original Article

### The Influence of Leadership, Career Development, and Organizational Commitment on Employee Performance at the Education Office of Gresik Regency

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#### Abstract:

This study aims to examine the influence of leadership, career development, and organizational commitment on employee performance at the Education Office of Gresik Regency. The research was conducted using a quantitative approach with a survey method involving employees from the Education Office as the sample. Data were collected through questionnaires and analyzed using statistical techniques, including regression analysis, to identify the relationships between the variables. The results of the study indicate that leadership significantly affects employee performance, with effective leadership enhancing employee motivation and performance. Career development programs also have a positive impact on employee performance, as they provide opportunities for skill enhancement and personal growth. Furthermore, organizational commitment was found to be a key factor in improving employee performance, as employees who are more committed tend to exhibit higher levels of job satisfaction and productivity. This study concludes that leadership, career development, and organizational commitment are critical factors that influence employee performance in the Education Office of Gresik Regency. The findings suggest that management should focus on improving these areas to optimize employee performance and contribute to the overall success of the organization.

**Keywords:** Leadership; Career Development; Organizational Commitment; Employee Performance; Education Office of Gresik Regency.



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## Introduction

The performance of employees plays a crucial role in determining the success and effectiveness of an organization. In public institutions, such as the Education Office of Gresik Regency, employee performance is vital to achieving the objectives of the

organization, particularly in terms of improving the quality of education and public service delivery. To enhance employee performance, it is essential to examine various factors that influence it, such as leadership, career development, and organizational commitment. These elements are often interconnected and can have a profound impact on an employee's motivation, job satisfaction, and overall productivity.

Leadership is considered a fundamental determinant in shaping the behavior and performance of employees. Effective leadership not only provides direction and guidance but also fosters an environment where employees feel valued, motivated, and supported. Similarly, career development programs play an important role in improving employee skills, knowledge, and expertise, which are essential for enhancing performance. By providing opportunities for career growth, organizations can increase employee engagement and loyalty.

Organizational commitment, which refers to the level of attachment and loyalty an employee has toward their organization, also significantly influences performance. Employees who are more committed tend to work with greater enthusiasm, demonstrate higher levels of job satisfaction, and are less likely to experience burnout.

This study aims to explore how leadership, career development, and organizational commitment affect employee performance in the Education Office of Gresik Regency. By understanding the relationships between these variables, the findings of this research can provide valuable insights for improving management practices and fostering a productive work environment in public sector organizations.

In the following sections, the study will review the relevant literature, present the research methodology, analyze the results, and discuss the implications for policy and practice in the Education Office of Gresik Regency.

Sadili (2018: 133) defines career development as an effort to improve the technical, theoretical, conceptual, and moral abilities of employees in accordance with the job or position requirements through education and training. With education and training, employees are expected to implement these improvements into their work according to their job responsibilities.

Along with the development of science and technology, there is an increasing demand for high-quality human resources. Human resources today play a crucial role in various sectors. The important role of human resources requires organizations to pay serious and comprehensive attention to human resources, particularly employees, in order to improve the quality of these resources. Humans act as the driving force of an organization and the achievement of organizational goals, where the success of the organization is highly dependent on the performance of its employees.

Bernardin and Russell (2019: 379) state that performance is the output generated by employees, which is the result of the tasks assigned within a certain time or period. The emphasis is on the results completed within a specified time frame.

Based on the explanation above, the researcher is interested in conducting a deeper study and research with the title: The Influence of Leadership, Career Development, and Organizational Commitment on Employee Performance at the Education Office of Gresik Regency.

## Methods

This research uses a quantitative approach with a survey method to explore the influence of leadership, career development, and organizational commitment on employee performance at the Education Office of Gresik Regency. The quantitative

approach was chosen because it allows for the analysis of relationships between variables through numerical data and statistical techniques.

**Population and Sample** The population of this study consists of employees at the Education Office of Gresik Regency. The sample was selected using a simple random sampling technique to ensure that all employees had an equal opportunity to participate. A total of 100 employees were selected as the sample for this study. The sample size was determined based on the sample size calculation formula for a population with an unknown total size.

**Data Collection** Data were collected using a structured questionnaire, which was distributed to the selected respondents. The questionnaire was divided into four sections, each corresponding to one of the key variables: leadership, career development, organizational commitment, and employee performance. The respondents were asked to rate statements related to each of these variables on a Likert scale from 1 (strongly disagree) to 5 (strongly agree). The questionnaires were distributed and collected within a two-week period.

#### Variable Measurement:

1. **Leadership:** This variable was measured using a set of statements that reflect the leadership styles, behaviors, and practices observed at the Education Office. These included questions about leadership communication, motivation, and decision-making.
2. **Career Development:** Career development was assessed based on employees' perceptions of training opportunities, career advancement, and the availability of resources for skill enhancement.
3. **Organizational Commitment:** This was measured using items related to emotional attachment, loyalty, and the willingness to contribute to the success of the Education Office.
4. **Employee Performance:** Employee performance was evaluated through indicators such as task completion, productivity, job satisfaction, and the ability to meet organizational goals.

**Data Analysis** The data collected from the questionnaires were analyzed using descriptive statistics to provide an overview of the respondents' demographic characteristics and their responses to the survey items. To test the hypotheses and examine the relationships between leadership, career development, organizational commitment, and employee performance, regression analysis was used. The regression model helped to determine the strength and significance of the influence of each independent variable on employee performance.

**Ethical Considerations** The research adhered to ethical guidelines by ensuring the confidentiality of the respondents' information and obtaining informed consent before data collection. Participants were made aware that their participation was voluntary, and they could withdraw from the study at any time without any negative consequences.

This methodology is designed to ensure that the findings of the study are valid, reliable, and applicable to the context of the Education Office of Gresik Regency.

## Results

The data collected from 100 employees of the Education Office of Gresik Regency were analyzed using descriptive statistics and regression analysis. The aim was to determine the influence of leadership, career development, and organizational

commitment on employee performance. The following presents the results of the analysis:

1. **Demographic Profile of Respondents**, The demographic characteristics of the respondents are summarized in Table 1 below. The majority of the respondents were female (60%), and the remaining 40% were male. In terms of age, 45% of the respondents were between 31 and 40 years old, 30% were between 41 and 50 years old, and 25% were under 30 years old. The educational background of the respondents showed that 70% had a bachelor's degree, 20% had a diploma, and 10% had a master's degree. Regarding years of service, 50% of the respondents had been employed at the Education Office for 5 to 10 years, 30% had been working for more than 10 years, and 20% had been employed for less than 5 years.
2. **Descriptive Statistics**, Descriptive statistics were used to summarize the respondents' perceptions of leadership, career development, organizational commitment, and employee performance.

The average scores for each variable are presented below:

1. **Leadership**: The mean score for leadership was 4.2, indicating that the employees generally perceived the leadership at the Education Office as effective and supportive.
2. **Career Development**: The mean score for career development was 3.8, suggesting that while employees felt there were some opportunities for career growth, they believed there was room for improvement in training and development programs.
3. **Organizational Commitment**: The mean score for organizational commitment was 4.1, indicating that employees felt a strong attachment to the organization and were willing to contribute to its success.
4. **Employee Performance**: The mean score for employee performance was 4.0, reflecting the employees' overall satisfaction with their work performance and their ability to meet the expectations of their roles.

**Regression Analysis**, To test the hypotheses and determine the relationships between the independent variables (leadership, career development, and organizational commitment) and the dependent variable (employee performance), a multiple regression analysis was conducted. The results of the regression analysis are presented in Table 2.

#### **Coefficients<sup>a</sup>**

| Model                    | Unstandardized Coefficients |            |
|--------------------------|-----------------------------|------------|
|                          | B                           | Std. Error |
| 1 (Constant)             | .942                        | .753       |
| Kepemimpinan (X1)        | .540                        | .105       |
| Pengembangan Karir (X2)  | .358                        | .106       |
| Komitmen Organisasi (X3) | .417                        | .094       |

a. Dependent Variable: Kinerja Pegawai (Y)

The regression model was significant with an R-squared value of 0.63, indicating that 63% of the variation in employee performance can be explained by leadership, career development, and organizational commitment.

1. **Leadership:** Leadership had a significant positive effect on employee performance ( $\beta = 0.35$ ,  $p < 0.01$ ). This indicates that effective leadership practices, such as good communication, motivation, and decision-making, have a strong impact on enhancing employee performance.
2. **Career Development:** Career development was also found to have a significant positive effect on employee performance ( $\beta = 0.28$ ,  $p < 0.05$ ). This suggests that employees who perceive greater opportunities for career growth and development are more likely to perform well in their roles.
3. **Organizational Commitment:** Organizational commitment was found to have the strongest positive effect on employee performance ( $\beta = 0.40$ ,  $p < 0.01$ ). This finding emphasizes that employees who are more committed to the organization are more motivated and productive in their work.

Discussion of Findings, the results of the regression analysis show that all three independent variables—leadership, career development, and organizational commitment—significantly influence employee performance. The strongest influence came from organizational commitment, followed by leadership and career development. These findings suggest that fostering a committed workforce through supportive leadership and providing opportunities for career growth are essential for improving employee performance.

The positive relationship between leadership and employee performance highlights the importance of having strong leadership that can guide, motivate, and empower employees. Career development programs also play a key role in employee performance by offering opportunities for skill enhancement and career advancement. Finally, organizational commitment emerged as a crucial factor in determining how well employees perform in their roles, as employees who are emotionally attached to their organization tend to be more engaged and productive.

The results of this study indicate that leadership, career development, and organizational commitment are significant predictors of employee performance at the Education Office of Gresik Regency. The findings suggest that improving leadership practices, enhancing career development programs, and fostering organizational commitment can lead to higher levels of employee performance, contributing to the success of the organization.

## Conclusion

This study concluded that leadership, career development, and organizational commitment significantly influence employee performance at the Education Office of Gresik Regency. Effective leadership, characterized by good communication, motivation, and decision-making, enhances employee performance by providing guidance and support. Career development opportunities, such as training and skill enhancement, contribute positively to employee performance by fostering professional growth and engagement. Organizational commitment, which emerged as the most influential factor, significantly impacts employee dedication and job satisfaction, ultimately leading to better performance. The findings suggest that the Education Office should prioritize strengthening leadership practices, expanding career development programs, and fostering a culture of commitment to improve employee performance. These efforts will not only boost individual productivity but also contribute to the overall success of the organization in achieving its educational goals. Future research could explore these relationships in other sectors or examine

additional factors that may influence employee performance.

### Suggestion

Based on the findings of this study, several suggestions are proposed to improve employee performance at the Education Office of Gresik Regency. First, enhancing leadership development is crucial, as leadership was found to significantly impact employee performance. The Education Office should invest in leadership training programs that focus on communication, decision-making, and motivation to improve leadership practices and create a more supportive work environment.

Second, expanding career development opportunities is essential, as employees who perceive opportunities for growth tend to perform better. Offering more training sessions, mentorship programs, and skill-enhancement workshops would help employees achieve their career goals and increase their motivation to contribute to the organization.

Third, fostering organizational commitment is key to improving performance, as committed employees are more dedicated and productive. To strengthen commitment, the Education Office should create a work environment that promotes employee engagement, offers recognition and rewards, and ensures employees feel valued and connected to the organization's mission. Additionally, improving communication channels between management and employees can enhance trust and transparency, leading to better job satisfaction and performance. Regular performance reviews would also be beneficial, as they provide valuable feedback for continuous improvement and help employees understand expectations.

Finally, future research could explore other factors that may influence employee performance, such as work-life balance or job satisfaction, and examine these relationships in different public sector institutions to gain broader insights. By implementing these suggestions, the Education Office can foster a more supportive and motivating environment, which will enhance employee performance and contribute to the overall success of the organization.

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