



INTERNATIONAL JOURNAL OF
MODERN EDUCATION
(IJMOE)
www.ijmoe.com



THE INFLUENCE OF JOB ANALYSIS AND EDUCATION ON IMPROVING EMPLOYEE PERFORMANCE THROUGH CAREER DEVELOPMENT IN THE STATE CIVIL APPARATUS IN EAST LUWU REGENCY

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Article Info:

Article history:

Received date: 19.09.2024

Revised date: 06.10.2024

Accepted date: 10.11.2024

Published date: 16.12.2024

To cite this document:

Anita, A., Salju, S., Goso, G., & Rahmawati, R. (2024). The Influence Of Job Analysis And Education On Improving Employee Performance Through Career Development In The State Civil Apparatus In East Luwu Regency. *International Journal of Modern Education*, 6 (23), 78-96.

DOI: 10.35631/IJMOE.623007

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Abstract:

This research examines the influence of job analysis and education on the State Civil Apparatus (ASN) performance in East Luwu Regency, with career development as an intervening variable. The observed phenomenon shows that the performance of ASN in East Luwu Regency is not yet optimal, allegedly caused by a lack of proper job analysis, low levels of education, and not yet optimal career development. The research method used is a quantitative approach with a survey design. The research sample consisted of 100 ASNs selected from various government agencies in East Luwu Regency. Data was collected using a questionnaire tested for validity and reliability. Data analysis used Structural Equation Modeling (SEM) techniques to test the direct and indirect relationship between job analysis, education, career development, and performance. The research results show that job analysis positively and significantly influences improving performance but not significantly on career development. Education has a positive and significant effect on career development but not significantly on enhancing performance. Directly, career development has a positive and significant impact on improving performance. Job analysis has a positive but not significant effect on improving performance through career development. However, career development significantly influences the relationship between education and performance improvement in East Luwu Regency.

Keywords:

Job Analysis, Education, Career Development, Employee Performance

Introduction

The State Civil Apparatus (ASN) is essential for government functions and providing optimal public services. In this context, improving the performance of ASN is one of the main priorities of regional governments to support the achievement of development goals and effective services to the community. East Luwu Regency, as one of the regions that continues to develop, faces significant challenges in improving the performance of its ASN. These challenges include the need for comprehensive job analysis and relevant education for ASNs.

Job analysis systematically determines the skills, knowledge, and abilities required for a particular position. Education, on the other hand, is a crucial factor that provides ASNs with the knowledge and skills to carry out their duties and responsibilities effectively. However, the position analysis and education received by ASNs have often not been managed optimally, which impacts their performance.

Career development can be a solution to bridge this gap by providing a clear path for improving ASN competencies and careers. The results of observations and preliminary interviews with several parties in East Luwu Regency show that ASN performance has not reached the expected level. Based on initial observations, several ASNs felt dissatisfied with the existing career development process, which was considered less transparent and unfair. Apart from that, there are complaints about job analyses that do not fully reflect real needs in the field and educational programs that are not always relevant to their duties and responsibilities. Initial survey results show that many ASNs feel that a lack of further training and education opportunities hampers their career development. This hurts their motivation and overall performance. Therefore, examining more deeply how job analysis and education can influence ASN performance through career development as an intervening variable is essential.

Previous research literature reviews have discussed the influence of job analysis and education on employee performance. Still, few have specifically examined this in the context of ASN, especially in East Luwu Regency. Several studies show that good job analysis and proper education can significantly improve employee performance. (Kapur, 2021). However, research that integrates career development as an intervening variable in this relationship is still limited. Study Taamneh et al., (2022) shows that practical job analysis contributes to improved performance through increased job satisfaction. However, this study did not consider career development as a mediating factor in this relationship. Other research by Elsafty & Oraby, (2022) found that continuing education and training improve employee competency but did not investigate how career development contributes to this relationship.

This research explores how job analysis and education influence ASN performance in East Luwu Regency through career development. Thus, it is hoped that this research can provide new, more comprehensive insight into the factors that influence ASN performance and provide practical recommendations for improving human resource management in the public sector. This research aims to determine the influence of job analysis on ASN career development in East Luwu Regency, analyse the influence of education on ASN career development in East Luwu Regency, examine the impact of career development on ASN performance in East Luwu Regency, identify the role of career development as an intervening variable in the relationship between job analysis and education on ASN performance. This research is expected to significantly contribute to the development of human resource management in the public sector

and provide valuable recommendations for local governments to improve ASN performance through effective career development strategies.

Literature Review

Job Analysis

Job analysis is a systematic process for identifying and documenting the duties, responsibilities, skills, knowledge, and abilities required for a job position in an organisation. This process aims to gain a deep understanding of the job to support various human resource management functions, such as recruitment, training, career development, and performance appraisal. (Strah & Rupp, 2022).

Job analysis involves gathering detailed information about what the job holder does, how the job is done, and the context in which the job is performed. This information is then used to develop clear job descriptions and detailed specifications, including required qualifications such as education, experience and skills. (Safdar et al., 2015). Taamneh et al (2022) Job analysis is a procedure for determining a job's duties, skill requirements, and the type of person who should be hired.

The conclusion from several expert opinions above is that job analysis is a systematic technique for identifying job content and context to develop accurate job descriptions and specifications. Job analysis is the basis for all human resource management activities because it produces information for many of them, such as recruitment and selection, training, and performance appraisal.

Through job analysis, organisations can ensure that they have a comprehensive understanding of the needs of each job position. This, in turn, helps them place the right people in the correct positions, design relevant training programs, and develop appropriate career paths for employees. Job analysis also plays a role in determining expected performance standards, making it easier to carry out performance assessments and provide constructive feedback to employees.

In this research, the indicators used to measure the level of job analysis are the indicators proposed by Strah & Rupp, (2022) that is: **Job description** this indicator measures the clarity and completeness of the job description, including primary duties and responsibilities, job specifications that include the required educational qualifications, skills and experience; **Conformity to Organizational Needs** this indicator measures the extent to which job analysis reflects the needs of the organization and supports its strategic objectives, adapting job descriptions to changes in technology or work procedures; **Employee Engagement** This indicator measures the level of employee involvement in the job analysis process, including collecting data from employees who perform the work, employee perceptions about the accuracy and fairness of the resulting job description; **Use in Decision Making** This indicator measures how the results of job analysis are used in various human resource management functions, such as recruitment, training, career development, and performance appraisal, the frequency and method of reviewing and updating job analysis to ensure relevance and accuracy.

Education

Education is a systematic and continuous process that aims to develop individuals' intellectual, emotional, and skilful abilities to function effectively in their personal and social lives. (Mulop et al., 2022) Education involves various learning activities designed to instil knowledge, shape attitudes, and develop the values and competencies needed to face challenges in work and society. Through education, individuals gain a deep understanding of various scientific disciplines, improve critical thinking skills, and strengthen their capacity to make wise and responsible decisions. (Holst, 2022).

Education is a learning process that enables individuals to develop the knowledge, skills, attitudes, and values necessary to become effective and productive members of society (Kenny et al., 2023). et al. (2021) Education is the process of forming fundamental skills intellectually and emotionally aimed at creating growth and change in individual behaviour through experience and interaction. Matulcikova et al. (2021) stated that education is a learning process in which individuals consciously and actively participate in developing their abilities and knowledge to achieve personal and professional goals.

The indicators used to measure the level of education in this research use the level of measurement proposed by McDonald & Hite (2023) that is: **Level of education** this indicator measures the level of formal education an employee has achieved, such as a bachelor's, master's or doctoral degree, professional certification or license relevant to the job; **Training and development** This indicator measures the amount and type of training that employees have participated in, both technical and managerial in nature, participation in continuous professional development programs, such as seminars, workshops or online courses; **Educational Relevance** This indicator measures the level of conformity between the education received and job demands, including the relevance of the educational curriculum to the duties and responsibilities that must be carried out by employees, an assessment by employees regarding the extent to which their education helps in carrying out job duties; **Influence on Performance** This indicator measures the influence of education on individual performance, which can be measured through performance assessments, productivity, and job quality, the relationship between education and career development, such as promotions, salary increases, or job rotation. **Satisfaction with Educational Programs** This indicator measures employee perceptions of the quality and benefits of the organisation's educational programs and employee satisfaction with available self-development opportunities, including access to training and further education.

Career Development

Career development is an ongoing process that involves planning and implementing activities to improve the skills, knowledge, and experience necessary to achieve one's career goals. It improves individual and organisational performance and increases job satisfaction. (McCowan et al., 2023). Jena & Nayak (2020) Career development is a series of activities designed to improve and expand an individual's skills, knowledge, and competencies so that they can achieve their career goals. It emphasises the importance of career development in helping individuals reach their maximum potential and preparing them for greater responsibilities in the future.

According to Khammarnia et al (2022) Career development is how individuals manage their progress through various stages in their working lives. This process involves self-evaluation, goal setting, planning, and decision-making, which helps individuals achieve their career goals. Kettunen (2023) defines career development as activities that focus on improving an individual's ability to advance their career within an organisation. These activities include training, guidance, mentoring, and special assignments designed to develop the skills and competencies necessary for career advancement.

Based on explanations from experts, career development is the process of identifying and developing a person's abilities and aspirations, which are adapted to changes in the work environment and organisational needs. Career development includes various activities such as training, mentoring, career guidance, and special assignments designed to develop employees' professional abilities.

Career development can be measured through several indicators that cover various aspects of the process and results of career development, as stated by Chen & Doherty (2023). At the same time, it will be used as an indicator in this research consisting of **Training and Education**: Training and education is a formal process designed to improve individual skills, knowledge and competencies through courses, workshops, seminars and other educational programs; level of skills and expertise after attending training; **Mentoring and Guidance**: Mentoring and coaching are professional relationships in which more experienced individuals assist less experienced individuals in developing their skills, knowledge, and understanding of their work. **Special Assignments and Position Rotation**: Special assignments and job rotation are career development strategies in which individuals are given new assignments or roles to develop new skills and expand their work experience. **Career Planning and Goal Setting**: Career planning and goal setting is the process by which individuals evaluate their career aspirations, set short-term and long-term goals, and develop plans to achieve them. **Performance Assessment and Feedback**: Performance appraisal and feedback is a process in which an individual's performance is systematically evaluated. They receive constructive feedback that helps them understand their strengths and areas for development.

Performance Improvement

Performance improvement is an effort by individuals and organisations to increase productivity, efficiency, and effectiveness in achieving predetermined goals. (Omar et al., 2023) Performance improvement includes various activities and strategies to optimise resource use, improve work processes, increase employee capabilities and motivation, and create a supportive work environment. The main goal of performance improvement is to achieve better results, both in the short and long term, and ensure the sustainability and growth of the organisation. (Zacher et al., 2019).

Loyarte-López et al (2020) Performance improvement is defined as increasing productivity and work efficiency through various approaches, such as training, skill development, and increasing employee motivation. It also emphasises the importance of constructive feedback and recognition of achievements to encourage better performance. Zhang et al., (2021) Performance improvement is a systematic process that aims to improve work results by identifying and solving performance problems and developing required skills and competencies.

Chen & Doherty (2023) states that performance improvement is an activity carried out to ensure that employees can achieve the desired level of performance. This includes various activities such as training, career development, performance measurement, and providing incentives. Subrahmanyam & Henari (2023) Performance improvement is improving work results through employee motivation, training, and development. This research also highlights the importance of a supportive work environment and positive organisational culture as determining factors in improving performance.

The experts' explanations above conclude that performance improvement is a holistic approach that covers all aspects of human resource management, including recruitment, training, performance appraisal, and rewards. Performance improvement also emphasises that performance improvement must be based on a deep understanding of the organisation's needs, goals, and individual potential and aspirations. To measure the level of measurement in this research, the indicators proposed by Karaca-Atik et al (2023) Which put forward performance improvement indicators, namely: **Productivity**- This indicator includes the number of units produced, services provided, or tasks completed in a specific period; **Work quality**- These indicators include error rates, customer satisfaction, and compliance with quality procedures and standards; **Efficiency**- These indicators include task completion time, material usage, and production costs; **Competence** -These indicators include skill level, learning speed, and ability to adapt to change; **Job satisfaction**- This indicator consists of the level of satisfaction with salary, working conditions, relationships with colleagues, and career development opportunities.

Hypothesis Development

Lime, (2021) found that accurate job analysis helps employees and managers in career planning, understanding the requirements and responsibilities of various positions, and allowing employees to plan their career development steps more effectively. Research by Waters et al., (2017) revealed that detailed job analysis helps ensure the fit between the individual and the job. When employees are placed in positions that match their skills and interests, they tend to be more motivated and satisfied with their jobs, increasing the chances of successful career development. The first hypothesis of this research can be formulated as follows:

H1: It is suspected that job analysis has a positive and significant effect on career development

Research by Kim & Lee, (2023) shows that formal education provides a strong foundation for developing skills and competencies needed in the world of work. Higher education, in particular, contributes to developing analytical skills, problem-solving, and technical skills that support career development. Marlina et al., (2022) higher education levels were associated with better career opportunities and higher salaries. Higher education opens the door to managerial and professional positions that require specialised skills and greater responsibility. The second hypothesis of this research can be formulated as follows:

H2: It is suspected that education has a positive and significant effect on career development

Research by Zhang et al., (2021) shows that effective career development can improve employee performance. Employees who feel that their organisation supports their career development tend to stay longer and more loyal, contributing to stability and enhanced overall organisational performance. Wang et al., (2023) found that career development programs that

include training can improve employee performance. Good skills help employees take initiative, manage teams, and overcome work challenges, ultimately improving their performance. The third hypothesis of this research can be formulated as follows:

H3: It is suspected that career development has a positive and significant effect on improving performance

Safdar et al., (2015) found that job analysis's clarity of tasks and responsibilities improved employee performance because employees better understood their expectations. Taamneh et al., (2022) shows that proper job analysis can help align employee skills with their jobs, improving performance because employees can work more efficiently and effectively. Strah & Rupp, (2022) highlights the importance of job analysis in identifying specific training needs, which can help employees develop the skills necessary to achieve higher performance. The fourth hypothesis of this research can be formulated as follows:

H4: It is suspected that job analysis has a positive and significant effect on improving performance

Martínez Serrano et al., (2022) shows that education plays a vital role in developing employee competencies, making them better able to handle complex tasks and contributing to improved performance. Wahyudi Dipranta et al., (2021) education influences employee motivation and job satisfaction, positively impacting their performance. Mulop et al., (2022) found that education that includes technology training helps employees master new technologies needed in their jobs, which increases work efficiency and effectiveness. The fifth hypothesis of this research can be formulated as follows:

H5: It is suspected that education has a positive and significant effect on improving performance

McDonald & Hite, (2023) found that a good job analysis provides a clear understanding of the skills and competencies required for a job, thereby helping design appropriate career development programs. Dicks et al., (2021) concluded that detailed job analysis helps plan clear and realistic career paths for employees, thereby increasing their motivation and involvement in career development programs. Iskanto, (2022) shows that effective career development programs increase employees' knowledge and skills, which contributes to improving their performance. The sixth hypothesis of this research can be formulated as follows:

H6: It is suspected that job analysis has a positive and significant effect on improving performance through career development

Gotlieb et al., (2019) revealed that effective career development programs increase employee knowledge and skills, improving performance. Employees who feel their careers are developing tend to be more motivated and committed to their work. Matulcikova et al., (2021) shows that a good education provides the foundation for successful career development, which ultimately contributes to improved employee performance. Education provides the basic skills and knowledge necessary for career development programs. The sixth hypothesis of this research can be formulated as follows:

H7: It is suspected that education has a positive and significant effect on improving performance through career development

Conceptual Framework

The results of previous research and the relationship between research variables mean that the conceptual framework of this research can be described as follows:

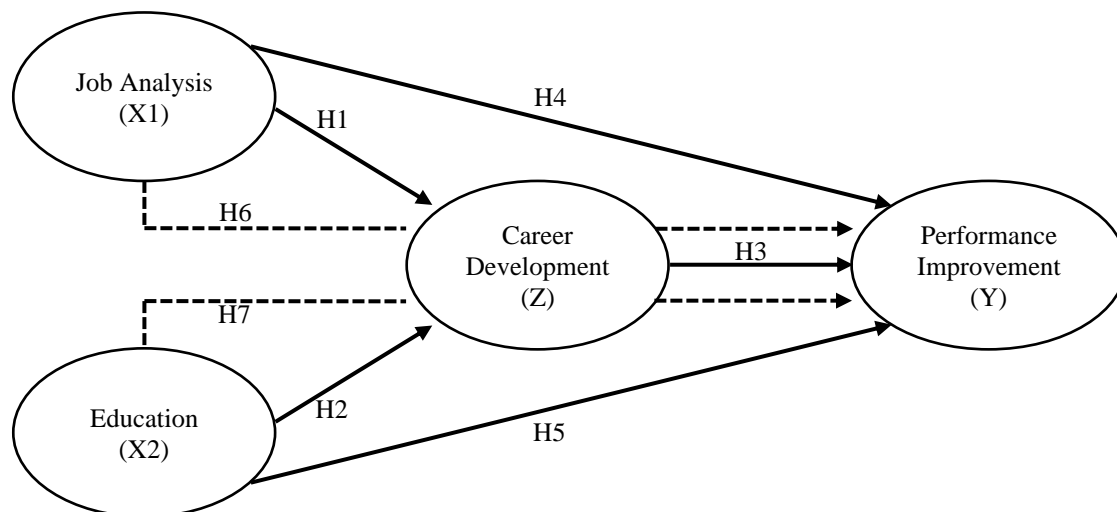


Figure 1: Conceptual Framework

Methodology

The type of research carried out is explanatory research using a quantitative approach, which uses numbers to analyse information about what you want to know. The population in this research is the State Civil Apparatus (ASN) in East Luwu Regency. The sampling technique in this research uses probability sampling, where large samples can be determined using the MoE formula to obtain a sample size of 100 respondents.

Data was collected through observations, interviews, and questionnaires distributed to respondents. Some of the data processing techniques carried out include validity and reliability tests, namely to test whether the indicators used are good or not in measuring a variable; descriptive statistical analysis is an analysis that shows the development and growth of a situation and only provides an overview of a particular problem by a way to describe the properties of the research object and correlation analysis is a study discussing the degree of closeness of the relationship between variables which is expressed by the correlation coefficient value. The relationship between these variables can be positive and negative. Data analysis in this research uses correlation analysis through the SmartPLS program.

Results

The results of the data analysis that has been carried out can be seen in full in the figure and table below:

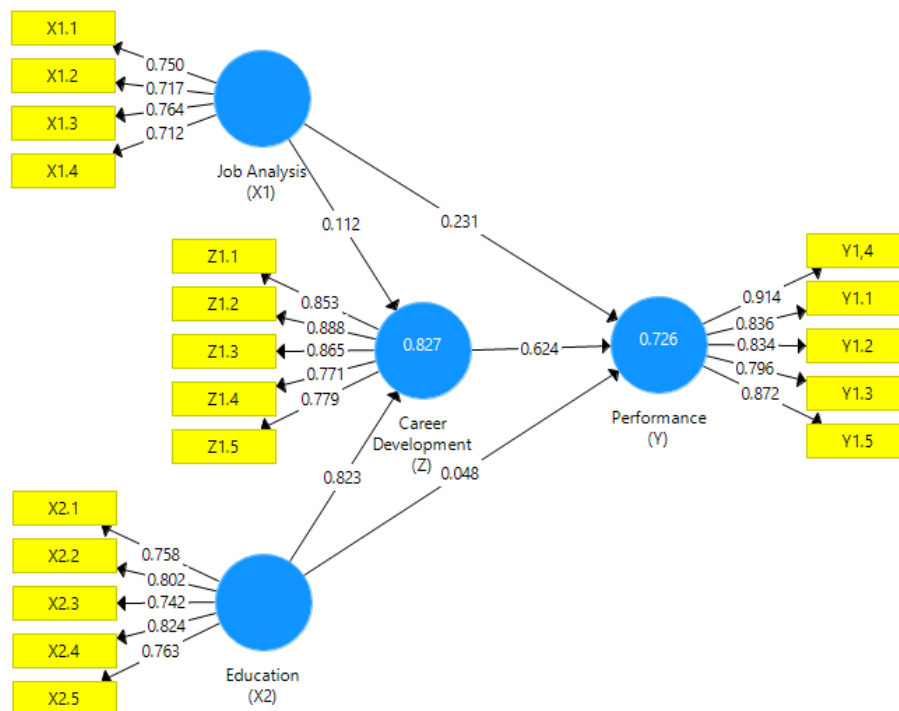


Figure 2: Outer Loading Analysis

Source: Primary Data is Processed

Validity testing uses two methods: outer loading and AVE value. In Figure 1 above, we can see the factor loading value of each variable; the required factor loading value is > 0.6 . The validity test showed that all outer loading values were within the requirements. The expected AVE value is > 0.5 . The AVE value validity test results are shown in Table 1 below, showing that the values are by the requirements.

Table 1: Construct Validity and Reliability

| | Cronbach Alpha | Composite Reliability | AVE |
|------------------------|---------------------------|----------------------------------|------------|
| Career Development_(Z) | 0.888 | 0.918 | 0.693 |
| Education_(X2) | 0.837 | 0.885 | 0.606 |
| Job Analysis_(X1) | 0.718 | 0.825 | 0.542 |
| Performance_(Y) | 0.905 | 0.929 | 0.725 |

Source: Primary Data is Processed

Composite Reliability and Cronbach Alpha are used to determine the SEM model's reliability level. The standard Cronbach's Alpha value for a variable to be declared reliable is > 0.6 , while the standard value for Composite Reliability is > 0.7 . Therefore, based on the table above, it is known that all variables have Cronbach's Alpha values and Composite Reliability values have met the requirements, so it can be stated that the SEM model analysed is reliable. After the model was declared valid, the relationship between the research variables was tested, the complete results of which can be seen in figure 3, table 2 and table 3 below:

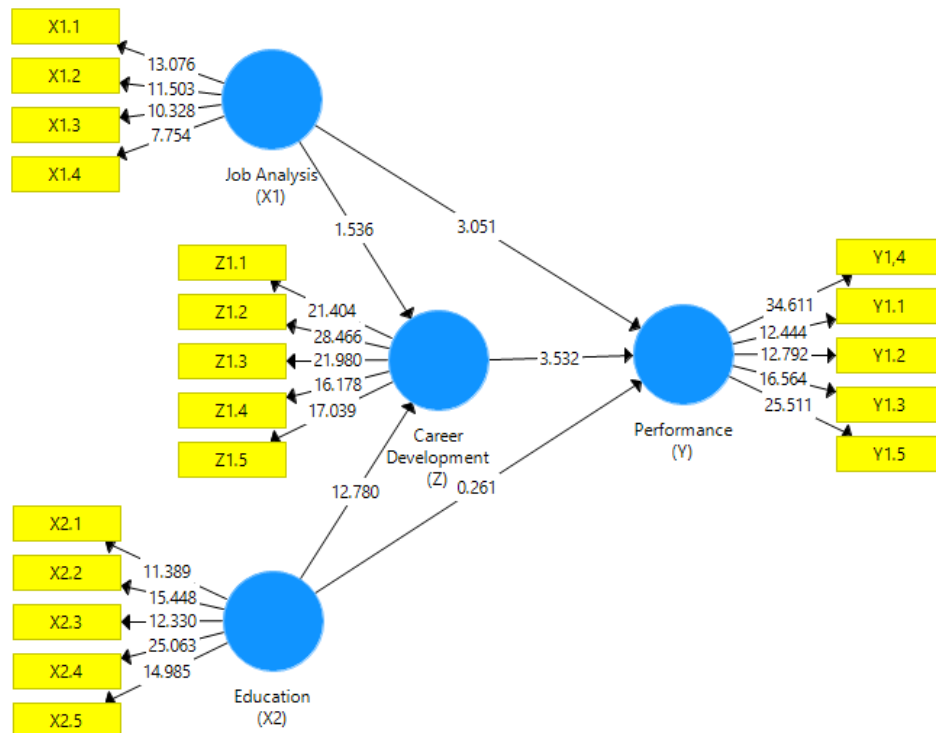


Figure 3: Direct Effect Research Variable

Source: Primary Data is Processed

Table 2: Direct Effects

| Direct Effects | T-Stat | T-Table | P-Value | Cut Value |
|---|--------|---------|---------|-----------|
| Career Development_(Z) -> Performance_(Y) | 3,532 | 1,984 | 0,000 | 0.05 |
| Education_(X2) -> Career Development_(Z) | 12,780 | 1,984 | 0,000 | 0.05 |
| Education_(X2) -> Performance_(Y) | 0.261 | 1,984 | 0.794 | 0.05 |
| Job Analysis_(X1) -> Career Development_(Z) | 1,536 | 1,984 | 0.125 | 0.05 |
| Job Analysis_(X1) -> Performance_(Y) | 3,051 | 1,984 | 0.002 | 0.05 |

Source: Primary Data is Processed

Table 3: Indirect Effects

| Indirect Effects | T-Stat | T-Table | P-Value | Cut Value |
|--|--------|---------|---------|-----------|
| Education_(X2) -> Career Development_(Z) -> Performance_(Y) | 3,418 | 1,984 | 0.001 | 0.05 |
| Job Analysis_(X1) -> Career Development_(Z) -> Performance_(Y) | 1,398 | 1,984 | 0.162 | 0.05 |

Source: Primary Data is Processed

- The test results show a positive but insignificant influence between the job analysis variables and career development, indicated by a t-stat value of $1.536 < t\text{-table } 1.984$ and a p-value of $0.125 > 0.05$. So, the first hypothesis of this research is **rejected**.

- The test results show a positive and significant influence between education and career development variables, indicated by a t-stat value of $12.780 > t\text{-table } 1.984$ and a p-value of $0.00 < 0.05$. So, the second hypothesis of this research is **accepted**.
- The test results show a positive and significant influence between career development and performance improvement, indicated by a t-stat value of $3.532 > t\text{-table } 1.984$ and a p-value of $0.00 < 0.05$. So, the third hypothesis of this research is **accepted**.
- The test results show a positive and significant influence between job analysis variables and performance improvement, indicated by a t-stat value of $3.051 > t\text{-table } 1.984$ and a p-value of $0.02 < 0.05$. So, the fourth hypothesis of this research is **accepted**.
- The test results show a positive but insignificant influence between the education variable and performance improvement, indicated by a t-stat value of $0.261 < t\text{-table } 1.984$ and a p-value of $0.79 > 0.05$. So, the fifth hypothesis of this research is **rejected**.
- The test results show a positive but insignificant influence between job analysis variables and performance improvement through career development, indicated by a t-stat value of $1.398 < t\text{-table } 1.984$ and a p-value of $0.162 > 0.05$. So, the sixth hypothesis of this research is **rejected**.
- The test results show a positive and significant influence between job analysis variables and performance improvement through career development, indicated by a t-stat value of $3.418 > t\text{-table } 1.984$ and a p-value of $0.01 < 0.05$. So, the seventh hypothesis of this research is **accepted**.

Discussion

The Influence of Job Analysis on Career Development

The test results in this research show that job analysis has a positive but insignificant influence on career development in the State Civil Service (ASN) in East Luwu Regency. These findings indicate that although there is a tendency that job analysis can contribute positively to career development, it does not significantly influence an employee's career development. Several reasons can explain why the relationship between job analysis and career development in ASN in East Luwu Regency is not significant. *First*, although job analysis is carried out, its implementation may be uneven or inconsistent across work units. This causes a mismatch between the job analysis results and the job realities and career development needs of ASNs.

Second, effective career development requires adequate resources for training, mentoring, and promotional opportunities. Limited budget and other resources can hamper career development even though a job analysis has been conducted. Third, an organisational culture that does not support career development, where the organisation does not give sufficient attention or appreciation to the results of job analysis, then the potential positive influence of job analysis on career development will not be realised. Fourth, external factors such as changes in government policy, political dynamics and economic conditions can also influence the effectiveness of job analysis in supporting ASN career development.

Several previous studies align with these findings; research Arief in the local government environment shows that even though job analysis is carried out routinely, it does not always significantly impact employee career development due to limited implementation and resources. A study by Achyar Mubarak (2022) found that many factors influence ASN career development, and job analysis is only one of these factors. Other factors, such as management commitment, organisational culture, and training opportunities, are more important in career

development. A study (2023) stated that job analysis is often not followed by concrete actions that support career development, such as training programs or clear promotion paths, so its influence on career development is insignificant.

Although job analysis positively influences ASN career development in East Luwu Regency, this influence is insignificant. This shows that to improve ASN career development, consistent implementation of job analysis, adequate resource allocation, positive organisational culture support, and attention to relevant external factors need to increase.

The Influence of Education on Career Development

The test results in this research show that education positively and significantly influences career development in the State Civil Service (ASN) in East Luwu Regency. These findings indicate that higher education is associated with increased opportunities and effectiveness of career development for ASNs in East Luwu Regency. ASNs with a higher level of education tend to have better knowledge and skills, which enable them to carry out their duties and responsibilities more effectively. This makes them better prepared for promotion and career development.

Many positions and positions in ASN require specific educational qualifications. With higher education, ASNs qualify for more positions, so their opportunities for career development increase. ASNs with higher education are generally better able to adapt to changes and new developments in technology and policy, which is an essential aspect of career development. They are often more likely to gain access to further training and development programs, increasing their career development capacity.

This shows the importance of investing in education to improve the quality and capacity of ASN. Higher education provides the knowledge and skills necessary to perform tasks better and opens up more significant opportunities for career development. This finding aligns with previous research, showing that education is critical to ASN career development. Therefore, local governments and related agencies are advised to continue encouraging and facilitating improved education for ASNs as part of a sustainable human resource development strategy.

Keele et al., (2020) found that higher education was associated with increased promotion and career development opportunities among employees in various regions, including East Luwu Regency. Education is vital in preparing employees to face more complex job challenges. Study Takahashi et al., (2023) shows that education provides the basic knowledge and skills necessary for career development. Higher education employees tend to be more proactive in seeking personal and career development opportunities. Employees with higher educational qualifications have greater access to resources and professional networks that support their career development.

The Effect of Career Development on Performance Improvement

The test results in this research show that career development positively and significantly influences improving the State Civil Apparatus (ASN) performance in East Luwu Regency. This indicates that the efforts made to develop ASN careers contribute considerably to improving their performance in carrying out their duties and responsibilities. Improvements in ASN performance in East Luwu Regency are usually the result of employee career and competency development, which includes relevant training and skills development, which can

increase ASN competency in carrying out their duties. Higher competency is directly related to better performance.

Employees who see clear and real career development prospects are more motivated and satisfied with their jobs. High motivation and job satisfaction often lead to increased performance. Good career development allows ASNs to be promoted to higher positions, frequently accompanied by greater responsibility and higher performance demands. ASNs who are promoted will usually show increased performance to meet new expectations. In addition, career development helps ASNs be better prepared to face changes and new challenges in the organisation. This readiness is essential to maintaining and improving performance in dynamic conditions.

Employees who see clear career development prospects and are supported by relevant training tend to perform better. This finding aligns with previous research, showing that career development is essential in improving ASN performance. Study Kettunen, (2023) found that a structured and systematic career development program significantly improved employee performance in the public sector. Good career development allows employees to increase their capacity and performance continuously. Study Sartika & Aqsa, (2022) shows that there is a positive relationship between career development and employee performance. ASNs who are involved in career development programs tend to perform better than those who are not involved.

The Effect of Job Analysis on Performance Improvement

The test results in this research show that job analysis positively and significantly influences improving the State Civil Apparatus (ASN) performance in East Luwu Regency. These findings indicate that effective implementation of job analysis can contribute considerably to improving the performance of ASNs in carrying out their duties and responsibilities. A good job analysis helps place ASNs in positions that suit their skills and competencies. The proper placement allows ASNs to work more efficiently and effectively, directly contributing to improved performance.

Through job analysis, training and skills development needs can be identified more precisely. Relevant and targeted training helps ASNs improve their competencies, positively impacting their performance. Job analysis provides clarity regarding the duties and responsibilities of each position. This clarity reduces confusion and allows ASNs to focus on tasks, improving performance. With job analysis, performance criteria can be determined more objectively and measurably. More objective performance evaluations help ASNs understand areas that need improvement and provide constructive feedback for performance improvement.

However, to ensure the successful implementation of job analysis, local governments and related agencies must ensure the analysis process is carried out comprehensively and continuously. In addition, there needs to be a commitment to integrating job analysis results into various aspects of human resource management, including training and development, placement, and performance evaluation. Thus, job analysis can function as an effective tool for improving ASN performance and supporting the achievement of organisational goals.

The findings of this study are in line with the research. Taamneh et al. (2022) found that a comprehensive job analysis significantly improved employee performance in the public sector. This research shows that clarity in duties and responsibilities and appropriate placement are critical factors in improving performance. Study Strah & Rupp's (2022) practical job analysis helps identify training and development needs, improving employee competency and performance. This research confirms the importance of job analysis in human resource management strategies. Wou (2021) states that job analysis is essential in objective and fair performance assessment. Employees evaluated based on clear and measurable criteria tend to perform better because they better understand performance expectations.

The Effect of Education on Improving Performance

The test results in this study show that the level of education has a positive but insignificant influence on improving the State Civil Apparatus (ASN) performance in East Luwu Regency. These findings indicate that although higher education can enhance ASN performance, this influence is not strong or consistent enough. Several reasons can explain why the relationship between the level of education and improvement in ASN performance in East Luwu Regency is not significant because ASN performance is influenced by factors other than education, such as work experience, motivation, work environment and organisational policies. This may have a more dominant influence than the educational level, thereby reducing the significance of the impact of education on performance.

Although ASNs have a higher level of education, the quality of education received may vary. Irrelevant or low-quality education can reduce its positive impact on performance. Higher education is also not always accompanied by practical application of knowledge and skills in the workplace. If ASNs are not given the opportunity or are not motivated to apply what they have learned, then the impact of education on performance will be limited. Formal education may provide a good foundation of knowledge, but advanced training specific to workplace duties and responsibilities is often necessary to improve performance. A lack of relevant advanced training programs may reduce the impact of formal education on performance.

This finding aligns with previous research, showing that education is one of the many factors influencing employee performance. (Netra et al., 2022; Rius-Buitrago & Fernández-Cedena, 2020; Rivaldo & Nabella, 2023) Therefore, local governments and related agencies are advised to focus on increasing the level of ASN education and pay attention to other factors that contribute to improving overall performance. This includes creating a supportive work environment, providing relevant training programs, and motivating ASNs to apply their knowledge and skills in the workplace.

The Effect of Job Analysis on Improving Performance through Career Development

The test results in this study show that the level of job analysis has a positive but not significant influence on improving performance through career development in the State Civil Apparatus (ASN) in East Luwu Regency. Several reasons can explain why the relationship between job analysis and performance improvement through career development in ASN in East Luwu Regency is not significant. For example, even though job analysis is carried out, its implementation may not be optimal or uneven in all work units. This can mean that the job analysis results are not fully reflected in an effective career development program, so the impact on improving performance becomes less significant.

Job analysis results may not be directly integrated into career development programs. If the analysis results are not used to design relevant career paths or training, then its contribution to improving performance will be limited. In addition, career development is influenced by many factors other than job analysis, such as organisational policies, promotional opportunities, and support from management. If these factors are not supportive, then the impact of job analysis on performance through career development may be insignificant. Another thing that might influence is that ASNs may have different perceptions and motivations regarding career development. Suppose ASNs do not see a clear connection between job analysis and their career development or are less motivated to participate in career development programs. In that case, the impact on performance will be reduced.

This shows that improving ASN performance through career development is insufficient for job analysis. A more integrated and holistic effort needs to be made, including integrating job analysis results into a comprehensive career development program and supporting it with strong organisational and management policies.

This finding aligns with previous research, which also shows that job analysis is one of many factors that influence career development and employee performance. (Bright, 2020; McCowan et al., 2023; Prasetyo et al., 2021) Therefore, it is recommended that local governments and related agencies focus not only on job analysis but also on other aspects that contribute to career development and improve ASN performance. This includes ensuring that job analysis results are used effectively in designing training programs and career pathways and creating a work environment that supports the professional development and motivation of ASNs.

The Effect of Education on Improving Performance through Career Development

The test results in this research show that the level of education has a positive and significant influence on improving performance through career development in the State Civil Apparatus (ASN) in East Luwu Regency. These findings indicate that higher education can enhance career development opportunities, positively impacting ASN performance. Employees with higher education tend to have better knowledge and skills. Higher education provides a strong foundation in various technical and managerial aspects that are important in their work. This increased competency allows ASNs to carry out tasks more efficiently and effectively, improving performance.

Employees with a higher level of education have a greater chance of getting a promotion. With promotions, they gain greater responsibility and the opportunity to use their skills better, improving overall performance. Higher education employees also often find it easier to access training and development programs. This additional training strengthens their abilities and helps them stay relevant with the latest developments in their field. As a result, they can better face work challenges and improve performance.

Several previous studies support this finding, including research by Ahmad (2018), which found that education positively influences career development and employee performance. This research highlights that education provides a foundation of knowledge and skills necessary for career development, improving employee performance. Sari's (2019) study shows that higher education is associated with increased employee performance through career development pathways. Education provides the competencies necessary for effective career development, which directly impacts improving performance.

In the context of this research, the level of education is proven to have a positive and significant influence on improving performance through career development in ASN in East Luwu Regency. These findings indicate that investment in ASN education is an effective strategy to improve their performance through better career development. Regional governments and related agencies are advised to continue encouraging improvements in ASN education as part of efforts to develop human resources. Thus, combining higher education and effective career development will ensure that ASNs can significantly contribute to organisations and society.

Research Implications

Government agencies in East Luwu Regency need to implement comprehensive and sustainable job analysis. The job analysis results must be used to identify specific training and career development needs so that ASNs can be placed in positions that suit their competencies. Regional governments must continue to encourage and facilitate increases in ASN education levels. In addition to formal education, providing advanced training programs relevant to their duties and responsibilities is essential. This will help ASN improve the skills and competencies needed for better performance.

Government agencies need to develop clear and transparent career paths for ASNs. In this way, ASNs can see the relationship between their education and career development opportunities, which in turn can increase their motivation and performance. Support from management and organisational policies that support career development are critical. Local governments must create a supportive work environment where ASNs feel valued and encouraged to continue to develop and improve their performance. Based on the findings of this research, the local government in East Luwu Regency can formulate more effective policies for developing human resources. The policy must include aspects of job analysis, education and integrated career development programs.

Conclusion

Based on the results of the testing and data analysis that have been carried out, several main conclusions can be drawn: Job analysis has a positive and significant influence on improving performance, but it is not substantial in career development. Education has a positive and significant effect on career development but not significantly on enhancing performance. Directly, career development has a positive and significant effect on improving performance. Job analysis has a positive but not significant impact on improving performance through career development. However, career development has a substantial effect in mediating the relationship between education and performance improvement.

This research confirms that the combination of good job analysis and a high level of education, supported by an effective career development program, can significantly improve the performance of ASNs in East Luwu Regency. Properly implementing these findings will enhance the quality of public services and overall regional development.

Acknowledgement

The Author would like to express gratitude, especially to colleagues at the Regional Secretariat of East Luwu Regency, and colleagues at the University of Muhammadiyah Palopo, as well as Global Academic Excellence (GAE), who granted the Publication Grant Scheme for this project. Thank you to all parties who have helped throughout the process of compiling this article from start to finish.

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