

The Influence of Career Development and Servant Leadership towards Job Satisfaction and Employee Performance on PDAM Tirta Kencana Samarinda

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Abstract

Career development and leadership that serve for employees within the scope of the company's organization where they work are very important to be applied because it will lead to or create job satisfaction felt by employees which in the end will certainly lead to an increase in overall company performance and organization. When a good career is not created or achieved in the future, it will have an impact on job satisfaction and when it does not have a leader who serves the needs of its employees, it will also affect the perceived job satisfaction so that it affects the increase and decrease in employee performance. The purpose of this study was to prove the effect of career development and servant leadership on job satisfaction then career development and servant leadership on employee performance. The population used in this study were employees of the Regional Public Company for Drinking Water Tirta Kencana Samarinda with sample size of 200 respondents. This study using quantitative method with data analyse is structural equation modeling or CB-SEM with support software IBM SPSS AMOS 26 in processing data. The results of this study indicate that career development has a significant effect on job satisfaction; servant leadership has no significant effect on job satisfaction; job satisfaction has a significant effect on employee performance; career development has a significant effect on employee performance; and servant leadership has a significant effect on employee performance.

Keywords

career development; servant leadership; job satisfaction; and employee performance



I. Introduction

At this time, the Regional Public Water Company Tirta Kencana Samarinda is developing and expanding the flow of clean water in several areas of Samarinda City. Therefore, employees are required to provide maximum performance than in previous years. Therefore, the success or failure of an organization or company will be determined by the factors of employees or human resources in it in achieving goals. An employee who has high and good performance can support the achievement of the goals and objectives that have been created by the company. In addition, one's satisfaction in being in a company is an important thing that deserves attention. If the job satisfaction felt by an employee is good enough, it will be beneficial for the company in order to achieve the organizational goals that have been set.

Job satisfaction for employees tends to increase productivity, pride, and high commitment to their work. When overall productivity and satisfaction are aggregated for

the organization, organizations with more satisfied employees tend to be more effective than organizations with less satisfied employees. Employees who are satisfied at work greatly affect the performance of individuals and company organizations. (Edison et al., 2016:217).

Employees who feel dissatisfied in carrying out their work usually tend to behave badly which, if not addressed immediately, can have a major effect on employee performance in carrying out their work and may also affect other employees. The increasing level of water loss at the Tirta Kencana Regional Public Company Samarinda shows that there has been a decrease in employee performance which if not addressed immediately can cause huge losses to this company because it is not able to provide the best service in providing clean water for the community, especially in Samarinda City. . The behavior of employees as individuals in a company that is not good is usually caused by several factors, one of which is feeling dissatisfied or happy with the work and the results obtained at the company as an organization where they work so that it can reduce the level of employee productivity which directly results in low employee performance. Job satisfaction can give positive or negative results depending on the results achieved by individual employees in the workplace as well as the achievements of the company as an organization where employees work.

In order to achieve company goals and encourage the creation of employee job satisfaction that takes place effectively and efficiently, the company needs human resources or skilled employees and has the ability or capacity to manage the company's organization as a whole because if it is not potential and qualified, it can reduce the level of organizational productivity company. For this reason, it is very necessary to develop human resources, especially career development, which is much better in the future, which is very much needed by employees to provide enthusiasm and motivation in carrying out the tasks and jobs that have been given by companies and leaders in a company organization, especially Regional Public Companies. Drinking Water Tirta Kencana Samarinda.

Career development is a series of activities throughout life that contribute to the exploration, establishment, success, and fulfillment of one's career. (Soedarso, 2015:53).

Every individual employee certainly hopes or wants in a company organization that is to have a better career in the future. When there is an increase in employee careers, it will affect the feeling of pleasure and satisfaction felt by employees. However, on the contrary, when the employee's career has decreased, it will have an impact on changes in employee satisfaction or satisfaction so that it can affect the productivity of their work performance. To achieve employee career advancement at work, of course, it is not easy, it requires efforts from individual employees who have good knowledge or insight and abilities or skills and contribute greatly to the progress and improvement of the company. Employees who work with career orientation will survive if given the opportunity to show their best performance. Career development strongly supports the effectiveness of individuals, groups, and organizations in order to achieve goals and create job satisfaction. The better the career development implemented by the company, the more it will have an impact on changes in employee satisfaction and dissatisfaction at work which if satisfaction in carrying out this work is maintained it will ultimately increase employee productivity. According to Syardiansah (2020) Job satisfaction affects the level of employee discipline, meaning that if satisfaction is obtained from work, good employee discipline.

To create job satisfaction and improve employee performance in a company organization, of course, it cannot be separated from the leadership factor because a leader

can plan, inform and evaluate various important decisions that must be carried out in the company organization, especially in the performance of clean water production at the Tirta Kencana Regional Public Company, Samarinda where the service of the availability of clean water suitable for use is very important for the needs of the community. A leader certainly has a leadership style or model that is carried out in company organizational activities, one of which is servant leadership.

Servant leadership begins when a leader assumes a position as a servant in interactions with his followers where his leadership spirit arises not because of exercising personal power or action, but from an urge to help others and motivate with the main goal of servant leadership is to encourage employee job satisfaction. (Wirawan, 2014:176).

Employee job satisfaction can occur when the leader pays attention to the needs of his followers and provides opportunities. Leaders who are able to build good relationships with their followers can provide more optimal work results and efficient teamwork. In the relationship between the leader and his subordinates, servant leadership is an approach that focuses on leadership from the leader's point of view and his behavior which emphasizes that leaders care about the problems of their followers, empathize with them, and develop them. (Northhouse, 2016:207). Coordination and work relations are two interrelated notions, because coordination can only be achieved as well as possible by making effective work relationships (Gittell in Halik, 2020).

As a Regional Public Company for Tirta Kencana Drinking Water located in Samarinda City, of course, it is not only needed in its service to the availability of clean water for the general public. However, as a leader, of course, you must also pay attention to employees who work in this company organization when the leader has a bad attitude towards employees such as authoritarian, etc. employee performance. For this reason, as a regional company, the application of a servant leadership model is very appropriate to use, which is a form of desire or awareness for leaders in serving employees in the company's organization.

The importance of career development and servant leadership for employees within the organizational scope of the company where they work is very important to implement because it will lead to or create job satisfaction felt by employees which will ultimately lead to improving employee performance and the company's organization as a whole. When a good career is not created or achieved in the future, it will have an impact on job satisfaction and when it does not have a leader who serves the needs of its employees, it will also affect the perceived job satisfaction so that it affects the increase and decrease in employee performance productivity.

II. Review of Literature

2.1 Attribution Theory

According to Robbins et al., (2017:118), "attribution theory is an attempt to determine whether an individual's behavior is internally or externally caused. Attribution theory tries to explain the ways in which we judge people differently, depending on the meaning we attribute to a given behaviour. It suggests that when we observe an individual's behaviour, we attempt to determine whether it was internally or externally caused. That determination, however, depends largely on three factors: (1) distinctiveness, (2) consensus and (3) consistency. Internally caused behaviours are those we believe to be under the personal control of the individual. Externally caused behaviour is what we imagine the situation forced the individual to do. For example, if one of your employees is late for work, you might attribute their lateness to their partying into the small hours of the

morning and then oversleeping. This is an internal attribution. But if you attribute they're arriving late to an automobile accident that tied up traffic, then you are making an external attribution.”

2.2 Career Development

Menurut McDonald dan Hite (2016:3), “career development is an ongoing process of planning and directed action toward personal work and life goals development means growth, continuous acquisition, and application of one’s skills career development is the outcome of the individual’s career planning and the organization’s provision of support and opportunities, ideally, a collaborative process that focuses on both the individual and the organization.”

2.3 Servant Leadership

According to Northouse (2016: 218) explains that servant leadership is that followers become more effective in completing their jobs and fulfilling their job descriptions. For organizations, servant leadership affects the way organizational teams function.

2.4 Job Satisfaction

According to Kinicki and Fugate (2012:161) explained that job satisfaction is an affective or emotional response towards various facets of one's job, which means that job satisfaction is an affective or emotional response to one's work.

2.5 Employee Performance

According to Mulyadi (2014: 63), employee performance is the result of work in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him to achieve work results. The process of achieving employee work results includes employee behavior in the work environment and employee conditions both within the company and outside the company.

2.6 Relationship between Variables

a. The Effect of Career Development on Job Satisfaction

Career development is a lifelong series of activities that contribute to the exploration, establishment, success, and fulfillment of one's career. When career development cannot be met, employees will feel disappointed so that the level of satisfaction will be lower. (Soedarso, 2015:53).

b. The Influence of Servant Leadership on Job Satisfaction

Employee job satisfaction can occur when the leader pays attention to the needs of his followers and provides opportunities. Leaders who are able to build good relationships with their followers can provide more optimal work results and efficient teamwork. In the relationship between the leader and his subordinates, servant leadership is an approach that focuses on leadership from the leader's point of view and his behavior which emphasizes that leaders care about the problems of their followers, empathize with them, and develop them. (Northouse, 2016:207).

c. The Effect of Job Satisfaction on Employee Performance

Job satisfaction for employees tends to increase productivity, pride, and high commitment to their work. When organizations have more satisfied employees tend to be more effective than organizations that have less satisfied employees. Employees who are satisfied at work greatly affect individual and organizational performance. (Edison et al., 2016:217).

d. The Effect of Career Development on Employee Performance

Career development is an effort or steps carried out by an employee and or by a human resource manager in the context of developing the potential of employees to be able to occupy higher positions in an effort to achieve goals. The importance of career development in a company will lead to increased satisfaction, loyalty, creativity, performance, and decreased employee turnover. (Busro, 2018:276).

e. The Influence of Servant Leadership on Employee Performance

Servant leadership is a leadership model that prioritizes service to other parties, both to employees/company members, customers, and to the surrounding community. The practice of servant leadership is characterized by an increased desire to serve others by taking a holistic approach to work, community, and decision-making processes that involve all parties. (Tatilu et al., 2014:296).

2.7 Conceptual Model

The following conceptual model is made based on the relationship between variables according to the causative model as shown in Figure 1 below.

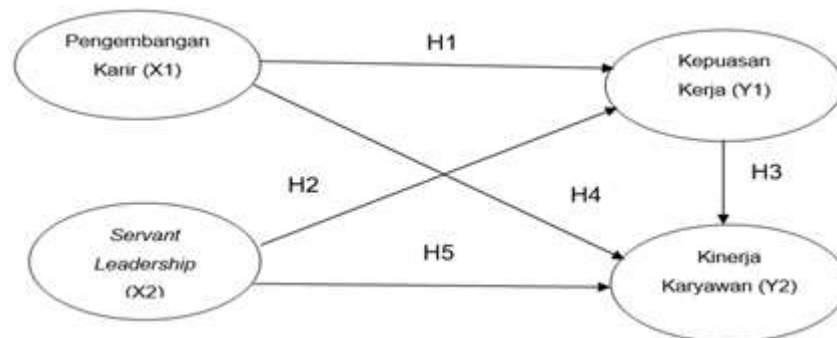


Figure 1. Research Conceptual Model

Research Hypothesis

H1: Career development has a significant effect on job satisfaction.

H2: Servant leadership has a significant effect on job satisfaction.

H3: Job satisfaction has a significant effect on employee performance.

H4: Career development has a significant effect on employee performance.

H5: Servant leadership has a significant effect on employee performance

III. Research Methods

3.1 Population and Sample

The population used in this study were employees of PDAM Tirta Kencana Samarinda totaling 400 employees and the sample used was 200 respondents or employees using the Slovin formula.

3.2 Data Analysis Method

a. Descriptive Statistical Analysis

According to Umar (2011:224) revealed the formula used to determine the range of the category scale, namely:

$$RS = \frac{m - n}{b}$$

Where :

RS : Scale range

m : The highest number in the measurement

n : The lowest number in the measurement

b : the number of answers formed

This study uses a Likert scale range from 1 to 5. So the range of the rating scale is as follows:

$$RS = \frac{5 - 1}{5} = 0,80$$

So the decision position becomes:

Score 1.00 to < 1.80 : Very Low

Score 1.81 to < 2.60 : Low

Score 2.61 to < 3.40 : Medium

Score 3.41 to < 4.20 : High

Score 4.21 to < 5.00 : Very High

b. Inferential Statistical Analysis

SEM

According to Hox and Bechger (2008) in Yamin (2021:8), structural equation modeling (SEM) is a statistical analysis which is a combination of factor analysis with regression analysis which is useful for testing models built on a strong theoretical basis. In general, structural equation modeling (SEM) is known as covariance-based SEM and variance-based SEM.

IV. Results and Discussion

4.1 Results

a. SEM Analysis

Choosing an Input Matrix and Estimation Technique

The estimation technique that will be used is the maximum likelihood estimation (MLE) which will be carried out in stages, namely the estimation of the measurement model with the confirmatory factor analysis technique and the structural equation model through the full model analysis. The following is a full model diagram as shown in Figure 2 below.

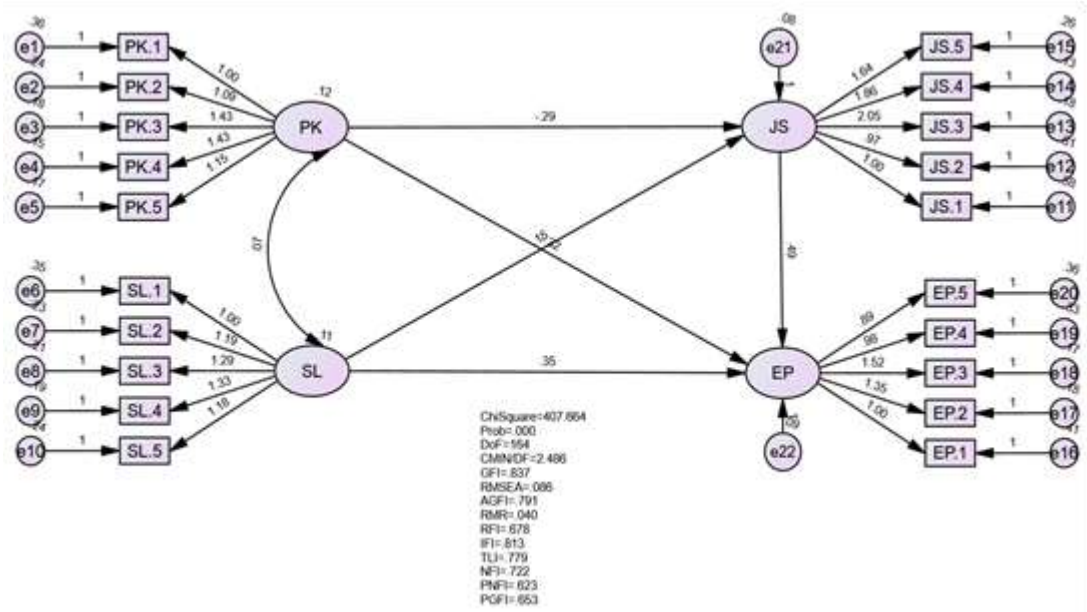


Figure 2. Path Diagram Before Modification in SEM

Source: Data Processed by Amos 26, 2021.

According to Figure 1, because the goal is to explore the pattern of relationships (interrelationship), it is possible to analyze the results of confirmatory exogenous factors which can also be used to test convergent validity using standardized regression weights with a loading factor above 0.50 as shown in Table 1 below.

Table 1. Convergent Validity Test Results on Exogenous Constructs Using Standardized Regression Weights

Indicator on Variable	Stabdarized Regression Weight	P-Values	Information
X1.1 – Career Development (X1)	0.799	0.000	Valid
X1.2 - Career Development (X1)	0.607	0.000	Valid
X1.3 - Career Development (X1)	0.759	0.000	Valid
X1.4 - Career Development (X1)	0.783	0.000	Valid
X1.5 - Career Development (X1)	0.695	0.000	Valid
X2.1 – <i>Servant Leadership</i> (X2)	0.883	0.000	Valid
X2.2 - <i>Servant Leadership</i> (X2)	0.625	0.000	Valid
X2.3 - <i>Servant Leadership</i> (X2)	0.676	0.000	Valid
X2.4 - <i>Servant Leadership</i> (X2)	0.701	0.000	Valid
X2.5 - <i>Servant Leadership</i> (X2)	0.620	0.000	Valid

Source: Data Processed by Amos 26, 2021.

In accordance with Table 1 above, the overall manifest variable is above 0.50 so it can be said to be valid, while to determine the strength or weakness in forming the latent variable (construct) it can be seen from the critical ratio value greater than 2.00 with a significant level of less than 0.05. The CR value greater than 2.00 indicates that the above-mentioned variables are significantly the dimensions of the formed latent factors. The strongest value forming the career development variable (X1) is the work performance indicator (X1.1) because the loading factor reflected in the standardized regression weight value is greater than the other constructs, which is 0.799. While the strongest value forming the servant leadership variable (X2) is indicator of affection (X2.1) because the loading factor reflected in the standardized regression weight value is greater than the other constructs, which is 0.883. Meanwhile, Hair et al. (2010) in (Ghozali, 2017:142) explains that the requirement for a variable which is the dimension of the latent variable is that if it has a loading factor (estimate) it must be equal to 0.50 or greater than ideally it must be 0.70. Then the confirmatory results of endogenous factors can be seen in Table 2 below.

Table 2. Convergent Validity Test Results on Endogenous Constructs
By Using Standardized Regression Weights

Indicator on Variable	Standardized Regression Weight	P-Values	Information
Y1.1 - Job satisfaction (Y1)	0.849	0.000	Valid
Y1.2 - Job satisfaction (Y1)	0.732	0.000	Valid
Y1.3 - Job satisfaction (Y1)	0.809	0.000	Valid
Y1.4 - Job satisfaction (Y2)	0.830	0.000	Valid
Y1.5 - Job satisfaction (Y2)	0.679	0.000	Valid
Y2.1 - Employee Performance (Y2)	0.878	0.000	Valid
Y2.2 - Employee Performance (Y2)	0.738	0.000	Valid
Y2.3 - Employee Performance (Y2)	0.789	0.000	Valid
Y2.4 - Employee Performance (Y2)	0.513	0.000	Valid
Y2.5 - Employee Performance (Y2)	0.560	0.000	Valid

Source: Data Processed by Amos 26, 2021.

In accordance with Table 2 above, the overall manifest variable is above 0.50 so it can be said to be valid, while to determine the strength or weakness in forming the latent variable (construct) it can be seen from the critical ratio value greater than 2.00 with a significant level of less than 0.05. The CR value greater than 2.00 indicates that the above-mentioned variables are significantly the dimensions of the formed latent factors. The strongest value forming the job satisfaction variable (Y1) is the salary indicator (Y1.1) because the loading factor reflected in the standardized regression weight value is greater than the other constructs, which is 0.849. While the strongest value forming the employee

performance variable (Y2) is a quality indicator (Y2.1) because the loading factor reflected in the standardized regression weight value is greater than the other constructs, which is 0.878.

b. Assess Structural Model Identification

The total number of covariance and variance data, then from these results obtained the number of parameters to be estimated is 46 so that the result is 210 - 46 which is 164 (degree of freedom value). From this result, it means that $164 > 0$ so that the model is overidentified, which means that the model can be identified in its estimation.

c. Godness of Fit Evaluation

Because the CBSEM model using the Amos distribution is parametric, it must first meet the assumptions with the maximum likelihood estimation technique (MLE), ie.

1. Normality Test

Univariately the value of the critical ratio skewness of all indicators is very low, namely below 2.58 or not above the value of 3.00 with a significance level of 0.01. Then the value of 8.202 is the coefficient of multivariate kurtosis with a critical ratio value of 1.955 below 2.58 so it can be concluded Accept H_0 , which means the data is normally distributed both univariate and multivariate.

2. Outlier Test

The outlier test is used to find out whether there are extreme values that look much different from other observations in one observation condition on the number of samples or respondents. To see the evaluation of multivariate outliers using a level of $p < 0.001$. The distance is evaluated by using X^2 in degrees of freedom equal to the number of measurable variables used in the study. In this study, the parameter items amounted to 20 (twenty) statements which were then obtained through the excel program 45.315 results (obtained from $\text{chinvers} = 0.001; 20$) which means that all data or results greater than 45.315 are multivariate outliers.

3. Evaluation of Model Feasibility

After fulfilling the assumptions in SEM with the maximum likelihood estimation technique (MLE), solid then evaluates the feasibility of the model (godness of fit), namely.

Table 3. Results of Model Feasibility Test (Godness of Fit) Before Modification

Feasibility test Index Model	<i>Threshold</i>	Analysis Results	Model Evaluation
<i>Absolute Fit Measures</i>			
<i>Chi-Square (X^2)</i>	df = 164 dengan $\alpha = 0,05$ $X^2_{\text{Table}} (225,705)$	407,664	<i>Poor fit</i>
<i>Sig (probability)</i>	$\geq 0,05$	0,000	<i>Poor fit</i>
RMSEA	$< 0,08$	0,086	<i>Poor fit</i>
GFI	$\geq 0,90$	0,837	<i>Poor fit</i>
CMIND/DF	$< 2,00$	2,486	<i>Poor fit</i>
AGFI	$\geq 0,90$	0,791	<i>Poor fit</i>
RMR	$< 0,05$	0,040	<i>Good fit</i>
<i>Incremental Fit Measures</i>			
NFI	$> 0,90$	0,722	<i>Poor fit</i>

Feasibility test Index Model	<i>Threshold</i>	Analysis Results	Model Evaluation
<i>Absolute Fit Measures</i>			
TLI	> 0,90	0,779	<i>Poor fit</i>
CFI	> 0,90	0,809	<i>Poor fit</i>
RFI	> 0,90	0,678	<i>Marginal fit</i>
<i>Parsimony Fit Measures</i>			
PNFI	< 0,90	0,623	<i>Good fit</i>
PGFI	< 1,00	0,653	<i>Good fit</i>

Source: Data Processed by Amos 26, 2021.

According to Table 3 above, the fit model for the absolute fit type is only 1 (one) fit, namely the RMR of 0.040 < 0.05. However, for incremental fit, the model is not good or not feasible or accepted. Then for the type of parsimony fit, all evaluation models fit. Based on the results of the goodness of fit evaluation based on a predetermined threshold, the entire model needs to be modified because one type of feasibility model does not fit and many model evaluations show that it is not fit. For this reason, it is necessary to modify the model by converting between errors in a construct or variable. According to this, Collier (2020:69), "add covariances between error terms within the same constructs." Which means add covariance between errors with the same construct. Therefore, the following is about the modification model as shown in Figure 3 below.

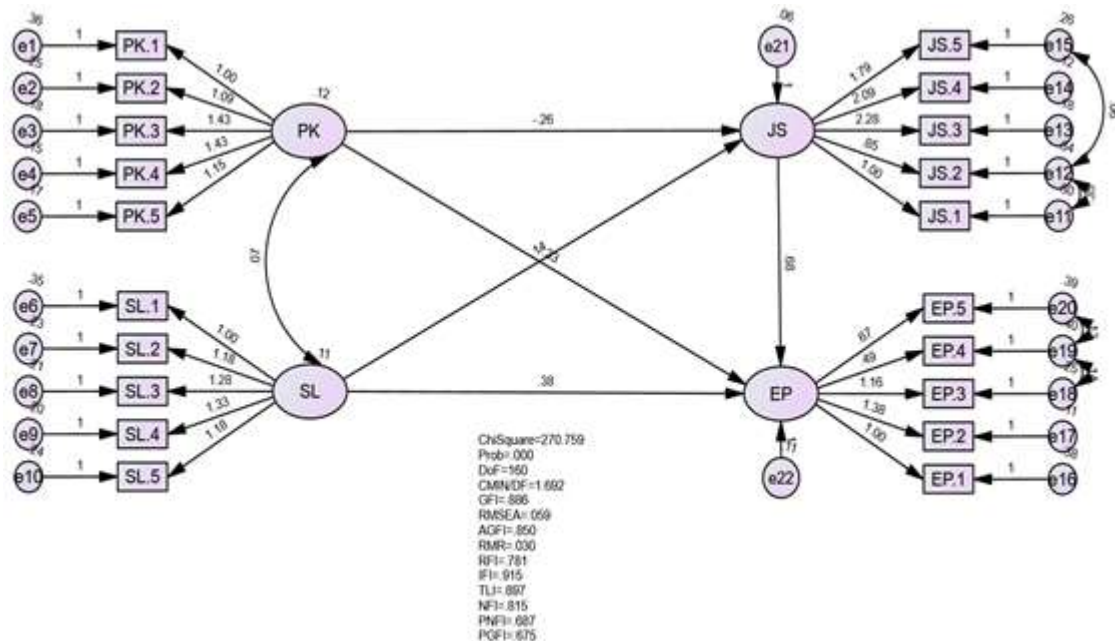


Figure 2. Diagram Results After Modifying the Model

Source: Data Processed AMOS 26, 2021.

According to Figure 2 above, it can be seen a model after being modified which from these results it can be determined the evaluation of the model after modification as shown in Table 4 below.

Table 4. Model Feasibility Test Results (Godness of Fit) After Index Modification

Feasibility test Index Model	Threshold	Analysis Results	Model Evaluation
<i>Absolute Fit Measures</i>			
<i>Chi-Square (X²)</i>	df = 160 dengan $\alpha = 0,05$ X ² _{Tabel} (221,019)	270,759	<i>Poor fit</i>
<i>Sig (probability)</i>	$\geq 0,05$	0,000	<i>Poor fit</i>
RMSEA	$< 0,08$	0,059	<i>Good fit</i>
GFI	$\geq 0,90$	0,886	<i>Poor fit</i>
CMIND/DF	$< 2,00$	1,692	<i>Good fit</i>
AGFI	$\geq 0,90$	0,850	<i>Poor fit</i>
RMR	$< 0,05$	0,030	<i>Good fit</i>
<i>Incremental Fit Measures</i>			
NFI	$> 0,90$	0,815	<i>Poor fit</i>
TLI	$> 0,90$	0,897	<i>Poor fit</i>
CFI	$> 0,90$	0,913	<i>Good fit</i>
RFI	$> 0,90$	0,781	<i>Marginal fit</i>
<i>Parsimony Fit Measures</i>			
PNFI	$< 0,90$	0,623	<i>Good fit</i>
PGFI	$< 1,00$	0,653	<i>Good fit</i>

Source: Data Processed AMOS 26, 2021.

According to Table 4 above, it can be seen that the evaluation of the model is based on a predetermined threshold which in the absolute fit type there are 3 (three) fit models, namely RMSEA; CMIND/DF; and RMR, then for the type of incremental fit, there is 1 (one) fit model, while for parsimony fit the whole model is good fit. According to (Hair, al., (2019:641), "the researcher should report at least one incremental index and one absolute index." Researchers should report at least an incremental model fit and an absolute fit. From the results the table above shows that absolute fit and incremental fit is that the model is fit and deserves to be accepted. Further explanation is Hair, al., (2019:642), "the CFI and RMSEA will often provide sufficient unique information to evaluate a model." And in the table above, RMSEA and CFI are good fit so that the model deserves to be accepted after modification. Then for the measurement of the model (outer model) the manifest variable, it can use composite reliability, variance extracted, and average variance extracted (AVE) as shown in Table 5 this.

Table 5. Measurement results of the Fit Model (Measurment model)

Variable ()	Composite Realibility	Variance Extracted	Average Variance Extracted (AVE)
Career development (X1)	0.785	0.536	0.886
<i>Servant Leadership</i> (X2)	0.778	0.501	0.882
Job Satisfaction (Y1)	0.796	0.637	0.892
Employee Performance (Y2)	0.777	0.503	0.881

Source: Data Processed AMOS 26, 2021.

According to Table 5 above, the results show that overall all constructs for the composite reliability value > 0.70 and the variance extracted value > 0.50 , it can be concluded that they have met the reliable requirements, which means that the values of the indicators used as observed variables are relatively able to explain latent variables which is formed while testing the discriminant validity value which is reflected in the average variance extracted value > 0.70 which means the validity of each construct is good or high from the correlation value between latent constructs. After the measurement model (outer model) it can be evaluated structural model (inner model) with a critical ratio (CR) 2.00; = 5% which is reflected in the estimation results of the regression weight parameter. The following are the results of the causality test (regression weight) as shown in Table 6.

Table 6. Estimation Results of Regression Weight Parameters

Relationship Between Variables	Estimate	S.E.	C.R.	P-Values	Label	Information
Career development on job satisfaction	-0.287	0.128	-2.249	0.024	par_17	H1 accepted (significant)
Servant leadership on job satisfaction	0.146	0.121	1.207	0.227	par_19	H2 rejected (not significant)
Job Satisfaction on employee performance	0.495	0.168	2.949	0.003	par_22	H3 accepted (significant)
Career development on employee performance	-0.319	0.146	-2.192	0.028	par_18	H4 accepted (significant)
Servant leadership on employee performance	0.349	0.155	2.255	0.024	par_20	H5 accepted (significant)

Source: Data Processed AMOS 26, 2021.

According to Table 6 above, the results show that the regression coefficient of each variable has 4 (four) path coefficients, namely career development on job satisfaction; job satisfaction on employee performance; career development on employee performance; and servant leadership on employee performance the hypothesis is accepted which means it is significant because it has an overall critical ratio (CR) value above 2.00 at a significant level of 5% while only 1 (one) relationship variable whose hypothesis is rejected, namely servant leadership on job satisfaction because it has a positive value critical ratio (CR) as a whole is above 2.00 at a significant level of 5%.

4.2 Discussion

a. The Effect of Career Development on Job Satisfaction

Career development with an estimate of -0,287 has a negative but significant effect on job satisfaction because the critical ratio (CR) value is $-2,249 < 2,00$ with a significant level of $0,024 < 0,05$ which means H1 (first hypothesis) in this study is accepted. These findings indicate that career development variables which include work performance; exposure; work network; loyalty to the organization; and empowerment is not significant to job satisfaction which includes the work itself; wages; promotion; work colleague; and supervision. This means that the better the careers achieved by employees at the Regional Public Water Company, Tirta Kencana Samarinda, it can have an impact on work morale

and work motivation so as to create job satisfaction felt by employees, but this does not necessarily encourage employees to feel happy or satisfied in their work. which is because most of the respondents are 28 years old to 32 years old or 43,0% and have the latest Bachelor's education (S1) with 56,50% respondents. This certainly has an impact on career advancement where employees who have the opportunity to obtain a higher career path must meet the qualifications and competencies set by the Regional Public Company Air Tirta Kencana Samarinda. In addition, higher education is not necessarily able to improve employee careers because employee competencies and abilities are very important to be obtained in order to contribute greatly to the progress and improvement of the company.

b. The Influence of Servant Leadership on Job Satisfaction

Servant leadership with an estimate of 0,146 has a positive and insignificant effect on job satisfaction because the critical ratio (CR) value is $1,207 < 2,00$ with a significant level of $0,227 > 0,05$ which means H2 (second hypothesis) in this study is rejected. These findings indicate that servant leadership variables which include affection; empowerment; vision; modesty; and trust has no significant effect on job satisfaction which includes the work itself; wages; promotion; work colleague; and supervision. This also means that servant leadership has not been able to encourage an increase in job satisfaction felt by employees at the Tirta Kencana Samarinda Regional Public Water Company because most of the respondents in this study had a length of work which was about 4 years to 6 years as many as 88 respondents with a percentage of 44,0% of the total respondents. When employees at this company have leaders who serve, of course, they are very happy and satisfied where individual employees do not feel pressured by the leader if there are difficulties in carrying out work, usually the servant leadership model always provides free time for discussion and helps the difficulties of its employees at work. However, this is not enough to encourage increased job satisfaction felt by employees. This is because most of the respondents in this study have worked at this company for a long time so that the servant leadership leadership model is not capable or strong enough in creating job satisfaction felt by employees.

c. The Effect of Job Satisfaction on Employee Performance

Job satisfaction with an estimate of 0,495 has a positive and significant effect on employee performance because the critical ratio (CR) value is $2,949 > 2,00$ with a significant level of $0,003 < 0,05$ which means H3 (third hypothesis) in this study is accepted. The results of these findings indicate that the variable job satisfaction which includes the work itself; wages; promotion; work colleague; and supervision has a positive and significant effect on employee performance which includes quality; quantity; punctuality; presence; and the ability to cooperate. This means that the more happy or satisfied in working at the Tirta Kencana Regional Public Water Company in Samarinda, the more employee performance can be improved. This is because most of the respondents in this study have a length of work which is about 4 years to 6 years as many as 88 respondents with a percentage of 44,0% of the total respondents. The length of time an individual employee works in a company organization indicates that employees are satisfied and happy with their current job and the company organization where they work so that the tendency to switch to other company organizations is certainly reduced, which is why the company organization carries out employee retention well.

d. The Effect of Career Development on Employee Performance

Career development with a path coefficient of -0,319 has a negative and significant effect on employee performance because the critical ratio (CR) value is $-2,192 > 2,00$ with a significant level of $0,028 < 0,05$, which means H4 (fourth hypothesis) in this study is accepted. These findings indicate that career development variables which include work performance; exposure; work network; loyalty to the organization; and empowerment has a negative or not unidirectional but significant relationship to employee performance which includes quality; quantity; punctuality; presence; and the ability to cooperate. This means that career development has an impact on employee performance but is not necessarily able to create better performance improvements made by employees. at the Tirta Kencana Regional Public Water Company in Samarinda. This is because most of the respondents in this study were male as many as 118 people with a percentage of 59.0% with the most dominant age being 28 years to 32 years as many as 86 people with a percentage of 43.0% which at The company is still very young and employees are focused on the work they are doing without thinking about their future career. And employees assume that by contributing more to the company, the company's management will evaluate its performance so that either directly or indirectly career advancement will be achieved automatically when employees are able to have a significant impact on the community and the company's organization where they work.

e. The Effect of Career Development on Employee Performance

Career development with a path coefficient of -0,319 has a negative and significant effect on employee performance because the critical ratio (CR) value is $-2,192 > 2,00$ with a significant level of $0,028 < 0,05$, which means H4 (fourth hypothesis) in this study is accepted. These findings indicate that career development variables which include work performance; exposure; work network; loyalty to the organization; and empowerment has a negative or not unidirectional but significant relationship to employee performance which includes quality; quantity; punctuality; presence; and the ability to cooperate. This means that career development has an impact on employee performance but is not necessarily able to create better performance improvements made by employees at the Tirta Kencana Regional Public Water Company in Samarinda. This is because most of the respondents in this study were male as many as 118 people with a percentage of 59,0% with the most dominant age being 28 years to 32 years as many as 86 people with a percentage of 43,0% which at The company is still very young and employees are focused on the work they are doing without thinking about their future career. And employees assume that by contributing more to the company, the company's management will evaluate its performance so that either directly or indirectly career advancement will be achieved automatically when employees are able to have a significant impact on the community and the company's organization where they work.

V. Conclusion

Career development has a significant effect on job satisfaction at the Regional Public Company for Drinking Water Tirta Kencana Samarinda. The most significant factor in increasing job satisfaction through career development starts from the work performance factor; Servant leadership has no significant effect on job satisfaction at the Regional Public Water Company Tirta Kencana Samarinda. The most significant factor in increasing job satisfaction through career development starts from the affection factor; Job satisfaction has a significant effect on job satisfaction at the Regional Public Company for

Drinking Water Tirta Kencana Samarinda. The most significant factor in increasing job satisfaction through employee performance starts from the salary factor; Career development has a significant effect on employee performance at the Regional Public Company for Drinking Water Tirta Kencana Samarinda. The most significant factor in increasing job satisfaction through career development starts from the quality factor; and servant leadership has a significant effect on job satisfaction at the Tirta Kencana Regional Public Water Company in Samarinda. This means that servant leadership is able to encourage the creation of employee performance at the Tirta Kencana Regional Public Water Company in Samarinda.

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