

THE EFFECT OF CAREER DEVELOPMENT AND EMPLOYEE ENGAGEMENT ON EMPLOYEE PERFORMANCE THROUGH JOB SATISFACTION AT PDAM SURYA SEMBADA CITY OF SURABAYA

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Abstract. The purpose of this study is to understand how career development and employee engagement can have an impact on improving employee performance, with job satisfaction as an intermediary. The object of study in this study is PDAM Surya Sembada which is located in the city of Surabaya. The determination of the research sample was carried out using a non-probability sampling technique with a saturated sampling method, so that the entire population of 87 employees was used as respondents. Data collection was carried out through the distribution of questionnaires to employees. Furthermore, the collected data was analyzed with the help of SmartPLS software, and a series of tests were carried out to ensure the accuracy of the data and test the conjectures in this study. The findings indicate that the career development carried out by the company is able to encourage the improvement of employee performance. Similarly, the active involvement of employees in their workplace will have an impact on improving their performance. Job satisfaction plays an important role as a bridge between career development and employee engagement in improving employee performance. Employees who get clear career development, have a sense of attachment and satisfaction with the company or their job will make their performance improve.

Keywords: Career Development; Employee Engagement; Employee Performance; Job Satisfaction

I. INTRODUCTION

In a company, human resources play a crucial role in achieving the set goals. Companies are obliged to manage human resources optimally. Poor management of human resources can hinder the achievement of desired goals [1]. Since human resources are an important aspect of the organizational structure, companies must ensure that their workforce has the appropriate competencies and continues to evolve to support the achievement of the goals that have been set [2]. Good or bad employee performance can be reflected in their achievement of the targets set by the company. Employee assessments must always be carried out to determine the level of the employee's ability to achieve the targets set by the company.

As one of the leading drinking water distribution companies, PDAM Surya Sembada Surabaya City every year shows an increase in the number of customers. The increase in the number of customers will affect the increase in the number of complaints. The increase in the number of complaints can be a challenge in maintaining customer satisfaction with the services provided. Employees' expertise and ability to deal with complaints will affect the resolution of problems that occur. The types of complaints that come in include: leaky

pipes, cloudy or smelly water, peril TDA, complex TDA, and non-meter mixing.

Customer complaints can signal that the company's services have not fully met customer expectations [3]. The level of customer satisfaction can be seen from the success of employees in carrying out their jobs and responsibilities. This success also has an impact on employee job satisfaction because they feel able to overcome existing problems. Job satisfaction is a psychological aspect that describes a person's positive or negative feelings towards his or her job [4]. When the reality is in accordance with expectations, employees will feel satisfied which will encourage an increase in their performance [5]. Employee job satisfaction can encourage employees to give their best performance. On the contrary, low job satisfaction can be an obstacle to achieving optimal performance. Satisfied employees will carry out their work with passion and dedication.

One of the factors that plays an important role in increasing satisfaction and performance is career development. Career development refers to the way an employee improves his status in the company according to a defined career path [6]. Career development done fairly and transparently can improve the performance generated and job satisfaction felt by

employees. Career development is carried out starting from the lower status of the employee's position to a higher position.

in addition to career development, employee engagement can also affect employee performance. employee engagement is a situation where employees feel attached and actively involved in the workplace [7]. employee engagement can be seen from the physical, cognitive, and emotional dedication of employees to THE TASK GIVEN AND THE EXTENT TO WHICH EMPLOYEES feel engaged and connected to their work [1]. If employees feel attached to their work, then they will prioritize anything related to their work, such as not leaving their job for no apparent reason, coming to work on time, and having a strong relationship with the organization [8].

Findings on the influence of career development and employee engagement on employee performance still show inconsistencies. Findings from [6] revealed that career development has a positive effect on performance. Meanwhile, different results were shown by [9] which states that career development does not have a significant impact on performance. Next [10] found that employee engagement has a positive and significant influence on performance improvement. INSTEAD, [11] IT SHOWS THAT EMPLOYEE ENGAGEMENT HAS NO SIGNIFICANT EFFECT ON PERFORMANCE. SEEING THE DIFFERENCE IN RESULTS FROM VARIOUS PREVIOUS STUDIES, THE RESEARCHER SEES THE NEED FOR FURTHER STUDIES TO ANSWER THESE GAPS, BY ADDING JOB SATISFACTION AS AN INTERVENING VARIABLE.

Career Development

Career development is a condition in which a person experiences an increase in career status from a low position to a higher level in a company [6]. Career development reflects a person's journey in reaching a higher position based on the company's established policies. When career development is systematically designed, it can help employees design and plan their career direction forward, ultimately contributing to performance enhancement [12]. Career development according to Hasibuan in [13] has five indicators: 1) Education, 2) Training, 3) Mutation, 4) Tenure, 5) Promotion.

Employee Engagement

Employee engagement is a dedicated employee who feels attached to their work both physically, cognitively, and emotionally [7]. If the level of employee involvement is high, they will feel motivated, involved to contribute to achieving organizational goals, and create a positive work environment. Employee engagement has an important role to increase employee productivity and morale [14]. A high level of engagement will encourage employees to make a greater contribution to achieving organizational goals and create a conducive work atmosphere. According to Schaufeli et al in [15] Indicators of employee engagement: 1) Vigor, 2) Dedication, 3) Absorption.

Employee Performance

Performance is the ability of an employee to support the achievement of the company's set goals [7]. Performance assessment can be done by looking at the results of work in terms of quality, quantity, timeliness, and conformity with company procedures [16]. Employees with good performance

can complete assigned work effectively and understand the work procedures that apply in the company. The indicator to measure employee performance according to Robbins in [17]: 1) Quality of Work, 2) Quantity of Work, 3) Punctuality, 4) Effectiveness, 5) Commitment.

Job Satisfaction

Job satisfaction is a condition that describes an employee's positive or negative feelings about work in the workplace [18]. Employees will feel satisfied when they are happy and proud of their work. The satisfaction that arises will have an impact on the enthusiasm and performance they provide for the company. A high level of job satisfaction can increase the productivity produced and vice versa, if the level of job satisfaction is low, it will decrease the productivity produced. According to [19] Indicators of job satisfaction: 1) Satisfaction with the job itself, 2) Satisfaction with salary, 3) Satisfaction with promotion, 4) Satisfaction with supervision, 5) Satisfaction with colleagues.

II. RESEARCH METHODS

This finding applies a quantitative method implemented at PDAM Surya Sembada Surabaya City. The sample used a saturated sampling technique of 87 employees of the Directorate of Service. Primary data was obtained through a questionnaire containing several questions that were distributed to all employees who were sampled. And, secondary data sourced from the company's internal documentation. Furthermore, the data will be analyzed by conducting validity, reliability, and hypothesis tests using SMARTPLS software version 3.0 [20].

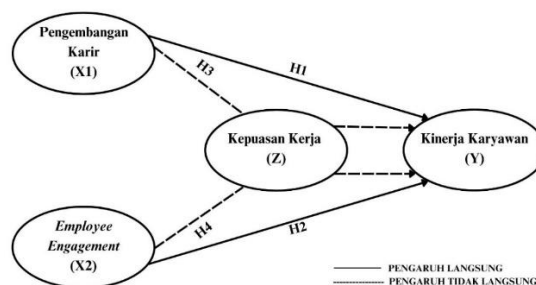


Figure 1 Conceptual Framework

From the image above, the hypothesis is as follows:

- H1** : Career development has a positive and significant effect on employee performance.
- H2**: Employee engagement has a positive and significant effect on employee performance.
- H3**: Career development has a positive and significant effect on employee performance through job satisfaction.
- H4**: Employee engagement has a positive and significant effect on employee performance through job satisfaction.

III. RESULTS AND DISCUSSION

Outer Model

Based on the results of the outer model, the first test is outer loading to test the validity of a variable with an indicator of an outer loading value of more than 0.7, then all indicators can be considered valid. The second test is cross loading, each

indicator measured must have a higher correlation value than the others. The third test is Average Variance Extracted (AVE) proving a value above 0.5, which means that the validity of the construct is good.

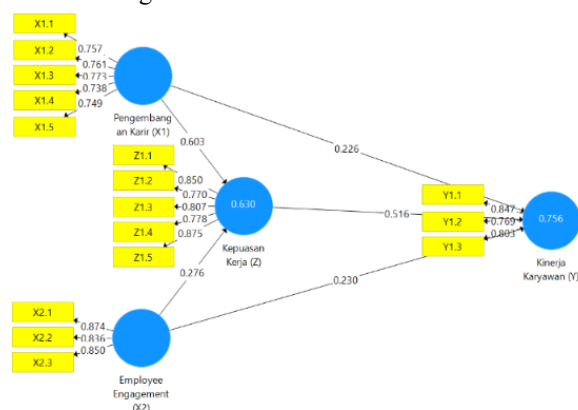


Figure 2 Outer Model

The fourth test is Composite Reliability and Cronbach's Alpha, both of which have values of more than 0.7 indicating the consistency of the indicator in representing latent variables [20]. The last test was that R Square on the employee performance variable was 0.756 which indicated career development (X1), employee engagement (X2), and job satisfaction (Z) contributed 75% to employee performance (Y). Meanwhile, the R Square value on job satisfaction is 0.630, indicating that there is a 63% impact of career development (X1) and employee engagement (X2). The rest came from other factors outside of this study.

Inner Model

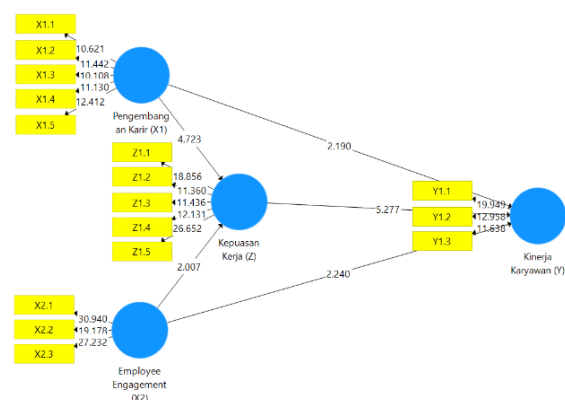


Figure 3 Inner Model

Based on the results of the inner model, it can be seen that there is a relationship between variables. In this study, the p-values path coefficient < 0.05 and the T Statistic < 1.96 , so it can be said to be significant. All indicators are considered valid and reliable to measure individual variables.

The Influence of Career Development on Employee Performance

Career development has been proven to be able to improve the performance of employees of the Directorate of Service of PDAM Surya Sembada Surabaya City. In career development, the most dominant contribution is job mutation. Job mutation is the transfer of employees in a company that

involves a change in position, duties, functions, and responsibilities but remains at the same level or equivalent to the previous job [21]. Mutations done appropriately can be a means of learning that allows employees to encourage them to create broader self-development. Mutations need to be carried out so that employees can develop their abilities so that the performance produced will also increase [22]. These findings are reinforced by research [23] and [24] which states that career development significantly has a positive impact on performance.

The Effect of Employee Engagement on Employee Performance.

Employee engagement can improve employee performance. In employee engagement, the most dominant contribution is vigor (enthusiasm). Vigor is a reflection of high energy and mental health at work, and will work hard to get the job done [15]. Employees of the Directorate of Service of PDAM Surya Sembada Surabaya City who have high enthusiasm will be more focused, productive, and contribute more to their work. These findings are in line with the results of research conducted [14] and [25] stating that employee engagement has a significant positive influence on employee performance.

The Influence of Career Development on Employee Performance Through Job Satisfaction

Career development is able to improve employee performance through job satisfaction. Employees who have the opportunity to do career development and get social support (co-workers) from their work environment will feel satisfied at work. Job satisfaction has an important function as a mediator that bridges career development and employee performance of the Directorate of Service of PDAM Surya Sembada Surabaya City. Job satisfaction the formation of higher employee performance. These findings are the same as the results of the study [26] and [27] stating that career development has a positive and significant impact on employee performance through the role of job satisfaction.

The Effect of Employee Engagement on Employee Performance through Job Satisfaction

Employee engagement can improve employee performance through job satisfaction of the Directorate of Service of PDAM Surya Sembada Surabaya City. Relationships between colleagues that are well established, supporting each other, Employees will have more work spirit if they get support from their colleagues. Employees who are satisfied with their work will be full of enthusiasm and their performance will be optimal. These findings are supported by previous research conducted [5] and [28] stating that employee engagement has a positive and significant impact on employee performance through the role of job satisfaction.

V. CONCLUSION

Based on the findings, a conclusion can be formulated that career development plays a role in improving the performance employees of the Directorate of Service PDAM Surya Sembada Surabaya City. Employees who have the opportunity to develop

their careers are likely to show improving their performance. Employee engagement can improve the performance of employees of the Directorate of Service of PDAM Surya Sembada Surabaya City, employees who feel responsible for their work will have good performance. Career development can improve the performance of employees of the Directorate of Service of PDAM Surya Sembada Surabaya City through job satisfaction. Employee engagement can improve the performance of employees of the Directorate of Service of PDAM Surya Sembada Surabaya City through job satisfaction. Employees who are satisfied with their work will have a greater impact on improving overall employee performance. This research still has limitations, so it is recommended for further research to examine other variables to obtain more exploratory results.

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