The Effect of Career Development and Servant Leadership on Employee Performance with Work Motivation as an Intervening Variable in the Employment Agency and Human Resources Development Denpasar City

Faizah¹, Anak Agung Putu Agung², I Wayan Widnyana³

¹Master of Management Study Program, University of Mahasraswati Denpasar, Bali, Indonesia
²³University of Mahasraswati Denpasar, Bali, Indonesia

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Abstract:

The purpose of this study was to determine and test the effect of career development, servant leadership and work motivation on employee performance, to determine and test the effect of career development and servant leadership on employee work motivation at the Human Resources and Human Resources Development Agency in Denpasar City and to know and test the effect career development and servant leadership on employee performance through work motivation as an intervening variable. The population of this research is all permanent employees in the Human Resources Development and Human Resources Agency in Denpasar, which amounted to 48 people. The sampling method uses the census method (saturated sample), so that a sample of 48 people is obtained. Data analysis techniques using Structural Equation Modeling Partial Least Square (SEM-PLS). The results showed that (1) Career development had a positive and significant effect on employee performance; (2) Servant leadership has a positive and significant effect on employee performance; (3) Career development has a positive and significant effect on employee work motivation; (4) Servant leadership has a positive and significant effect on employee work motivation; (5) Work motivation has a positive and significant effect on employee performance; (6) Career development has a positive and significant effect on employee performance; (7) Servant Leadership has a positive and significant effect on employee performance.

Keywords: career development, leadership, work motivation, employee performance

Introduction:

Background:

Human resources (HR) is one of the most important aspects that cannot be separated from an organization, either an institution or an industry. HR is also the key to ensuring the progress of the industry (Hasibuan, 2012: 98). The results of observations and interviews of researchers with the head of staffing at the Human Resources and Human Resources Development Agency in Denpasar City, namely Ms. Ni Nyoman Wahyuni, SE. information is obtained that a decrease in employee performance can be seen from the frequent employee delay in work, discipline time that is often violated, absent from work without reason and the absence of cooperation and participation of all employees in solving problems and the performance of a workforce is closely related to the work results obtained of the time needed to produce it. Decreased employee performance at the Human Resources and Human Resources Development Agency in Denpasar City where this institution
as a public servant (community). The performance of employees is low due to absenteeism as shown in Table 1.

Table 1 Level Attendance Employees in Personnel Board and the Human Resources Development Denpasar

| Month (2018) | Number of Workers (people) | Number of work days (days) | Number of Work Days Should (days) | Number of Attendance | Number of actual working days (days) | Percentage of attendance (%) |
|-------------|---------------------------|---------------------------|---------------------------------|---------------------|-------------------------------------|-------------------------------|
| January     | 48                        | 20                       | 960                             | 28                  | 932                                 | 0.29                          |
| February    | 48                        | 19                       | 912                             | 21                  | 891                                 | 0.23                          |
| March       | 48                        | 19                       | 912                             | 37                  | 875                                 | 0.40                          |
| April       | 48                        | 21                       | 1,008                           | 29                  | 979                                 | 0.28                          |
| May         | 48                        | 18                       | 864                             | 22                  | 842                                 | 0.25                          |
| June        | 48                        | 10                       | 480                             | 19                  | 461                                 | 0.39                          |
| July        | 48                        | 22                       | 1,056                           | 28                  | 1,028                               | 0.26                          |
| August      | 48                        | 21                       | 1,008                           | 35                  | 973                                 | 0.34                          |
| September   | 48                        | 19                       | 912                             | 39                  | 873                                 | 0.42                          |
| October     | 48                        | 22                       | 1,056                           | 28                  | 1,028                               | 0.26                          |
| November    | 48                        | 21                       | 1,008                           | 30                  | 978                                 | 0.29                          |
| December    | 48                        | 17                       | 816                             | 29                  | 787                                 | 0.35                          |
| Total       | 576                       | 229                      | 10,998                          | 351                 | 12,711                               | 3.76                          |
| average     | 19.08                     | 916                      | 19.25                           | 1,059               | 3.1                                 |

Source: Denpasar City Human Resources (2018)

Based on Table 1 above, it can be seen that the absentee level of employees at the Human Resources and Human Resources Development Agency in Denpasar City in 2018 fluctuates every month with an average absentee level of 0.31. Absenteeism is one part that supports employee performance. (Mudiartha, 2011: 93). And besides that, in fact, there are still many levels of employee attendance that are not on time to the workplace, there are employees at rest beyond the specified time. So that if left unchecked will have an impact on employee performance in the future which will decline.

According to Mangkunegara, (2012). Performance can be influenced by several factors, namely internal factors and external factors. Internal factors are factors that come from within the employee. While external factors are supporting factors for employees in working from the environment, for example career development.

Based on the results of researchers' interviews with 10 employees at the Denpasar City Human Resources and Human Resources Development Agency, there were problems related to employee career development including lack of motivation from employees in planning their careers for their future because of limited abilities and good working relationships. vertically or horizontally so that they have enough of a career until the position is accepted. And there are some employees who do not carry out tasks and accept responsibility for career development or career advancement. Employees who have had a long time working to be upgraded class (grade) while new employees have never been promoted to a higher level while working. Lack of training is held in accordance with job specifications, and does not require educational levels for promoted to a certain position.

From the phenomenon mentioned above is in line with the results of research Nasution et al (2018) which shows that career development has a positive and significant effect on employee performance. A similar study by Kurniawan (2018) found that career development and motivation had a significant effect on employee performance simultaneously. And the opposite is different from Research by Bapiri & Alizad (2015) shows that interpersonal communication and career development have insignificant effects on employee performance with motivation as an intervening variable.
Another factor that influences performance is leadership. In leadership, a leader must unite the various skills, experiences, personalities, and motivations of each individual he leads. But this is not the case with Servant Leadership, which emphasizes the ability of a leader to provide services and from his service can have a positive influence on members without fear or reticence. Leadership that has a soul of service (Servant Leadership) can actually start from within the person, this is because true leadership starts from within and then moves out to serve those they lead. According to Robbin (2010) In an organization, leadership style servant leadership is very suitable to be applied in organizations that prioritize service and love. The leader places himself as a friend for the staff and employees, so that there are no thick boundaries between leaders and employees.

Problems that arise related to servant leadership are known through observation researchers found that in this leadership style causes low employee performance. Friendly attitude and tolerance shown by the leader, making some employees often do delays, especially in the administrative section such as making monthly reports, making lesson plans, also delays in attendance hours. The closeness of the leader with the employees has not been established, because it is less able to be close to the employees. In addition, it rarely goes down directly to give direction to employees. It is also known that some leaders have not entirely adopted the servant-style leadership style or what we know as servant leadership. The results of observations at the Human Resources and Human Resources Development Agency of the city of Denpasar found that the leadership rarely explained the work procedures that must be carried out by employees, the instructions made by the leadership were unclear and not detailed, the employees considered the leaders rarely gave awards to employees who excel, the leaders rarely followed up complaints about the work of the employees. Meanwhile, the leadership in its operations is not yet open to accepting ideas from employees in full. This is indicated when management meetings often ideas and complaints from employees do not get feedback from management.

From the above phenomena in line with Tomigulung's research (2015) which revealed that the servant leadership dimension has a partially significant influence on employee performance. Tasliyan Research (2016) found servant leadership has a significant influence on employee performance. But in contrast to the results of Research Brohi, et al (2018) who found the results that servant leadership has a negative and not significant effect on employee performance.

In addition to problems, career development and leadership, researchers also found that there was low employee motivation at the Denpasar City Human Resources and Human Resources Development Agency which could be seen from the disorderly employees in obeying the applicable rules, lack of employee discipline in completing tasks that were still not in accordance with the time that has been targeted, and there are still employees who arrive late coming to the office. Although not all employees experience this, but it affects the performance of employees who are less than the maximum.

From the above phenomena in line with previous research conducted by Nurhani, et al. (2015) found that work motivation directly had a positive and significant effect on employee performance. A similar study by Wirawan (2017) also shows that leadership and work motivation have positive and significant effects on employee performance in CV. Aditya Mas Ubud Bali, through job satisfaction as an intervening variable

Based on the background and phenomena mentioned above, the researcher is interested in conducting a study entitled: "The effect of career development and Servant Leadership on employee performance with work motivation as an intervening variable in the Human Resources and Human Resources Development Agency of Denpasar".

Problem Formulation:

Based on this background, the formulation of this study includes:

1. Does career development affect the employee performance at the Denpasar City Human Resources and Human Resources Development Agency?
2. Does leadership affect the employee performance at the Denpasar City Human Resources and Human Resources Development Agency?
3. Does career development affect the work motivation of employees at the Denpasar City Human Resources and Human Resources Development Agency?
4. Does leadership affect employee motivation at the Denpasar City Human Resources and Human Resources Development Agency?

5. Does work motivation affect employee performance at the Denpasar City Human Resources and Human Resources Development Agency?

6. Does career development affect employee performance through motivation work as an intervening variable?

7. Does leadership affect employee performance through motivation work as an intervening variable?

**Literature Review:**

**Theory Study:**

A leader who expects maximum performance achievement in his organization must pay attention to factors that affect the performance of employees themselves, one of them is career development. Nurudin's research (2015), which states that there is a significant influence between career development on the performance of Polonia Fish Quarantine Office employees in Medan. Besides that, a company is needed by a leader who can provide a positive impact and progress for the company.

According to Fielder and Gracia in Iensufiie (2015: 114) leadership is a process in which the ability of a leader to influence depends on the group task situation and levels of leadership style, personality and approach that suits the group.

Motivation for someone to do work because it has a goal to meet their needs. Someone will feel a concern if his life needs are not met so that it will affect the individual to further increase his motivation. According to Robbins (2008) motivation is the desire to do something and determine the ability to act to satisfy individual needs. With all these needs, a person is required to work more actively and actively at work, because with someone having high motivation in doing his job, the performance of someone within the company will increase and the company's targets can be achieved.

**Empirical Studies:**

There are a number of previous studies used as references in this study, namely: research by Kakui and Gacunga (2016), Ikechukwu et al., (2017) and Kurniawan et al., (2018) who found the results that career development had a significant effect on employee performance. Then research by Nabila et al (2018), Tomigolung (2015), Akbar (2014) and Ali et, al (2015) found that servant leadership had a significant effect on employee work motivation. Furthermore Tobing (2016), Martha (2018), Fahran (2015) and Aditya (2017) research found that career development has a significant effect on work motivation. Then Chandraningtyas (2016), Ayer (2016), Akbar (2014), Paramita (2015) and Purwandari (2015) research found that work motivation positive and significant effect on employee performance.

**Research Design, Concept Framework and Hypotheses:**

**Research Design:**

According to Narimawati (2008: 29) the research process must be presented in a research design. The design of this study begins with defining the problem and title, then identifying the problem, then formulating the problem and the purpose of the study. Furthermore, forming research variable hypotheses that refer to theoretical and empirical studies related to career development variables, servant leadership, motivation and performance. Data is then collected and analyzed using PLS / SEM.

**Conceptual:**

Framework Conceptual framework describes the mindset of the relationship between variables in a study. Based on the theoretical study above, the research model or theoretical framework developed is shown in Figure 3.1, which illustrates the effect of career development on performance with Servant Leadership and work motivation as intervening variables. Then the study framework model used to facilitate understanding of the concepts used is:
Hypothesis:

H1: Career development has a positive and significant effect on employee performance at the Denpasar City Human Resources and Human Resources Development Agency.

H2: Servant leadership has a positive and significant effect on employee performance at the Denpasar City Human Resources and Human Resources Development Agency.

H3: Career development has a positive and positive effect on employee motivation at the Employment Agency and Denpasar Human Resources Development.

H4: Servant leadership has a positive and significant effect on employee motivation.

H5: Work motivation has a positive and significant effect on employee performance at the Agency Staffing and Development of Human Resources in Denpasar City.

H6: Career development has a positive and significant effect on employee performance with work motivation as an intervening variable on the Employment and Development Agency of the City of Denpasar.

H7: Leadership positive and significant impact on the performance of employees with work motivation as an intervening variable in the Civil Service Agency and the Human Resources Development Denpasar.

Methods:

Research Sites:

Location of research This research was conducted at the Human Resources Development and Human Resources Agency in Denpasar City. And when the study began in the first week of December 2018.

Population and Samples:

The population in this study were all permanent employees in the Human Resources Development and Human Resources Agency in the city of Denpasar yang totaling 48 people. Based on the data obtained in the Human Resources Development and Human Resources Development Agency Denpasar, there are 48 employees. So the sampling method is the census or saturated sample method.

Definition of Variable Operations:

Career development ($X_1$) is an improvement in personal abilities by staff of the Denpasar City Human Resources and Human Resources Development Agency to achieve career planning. The indicators are:

1) Plan a career for the future
2) Accept responsibility for career development or career advancement experienced
3) Managers and HR departments play a role and guide in career development
4) Providing opportunities to develop a career

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Servant leadership ($X_2$) is the response of employees of the Denpasar City Human Resources and Human Resources Development Agency to the ability of superiors or leaders to guide and direct their subordinates to work smoothly, the level of confidence and trust in the leadership. According to (Denis, 2010) The indicators of Servant Learning ($X_2$) which consists of:

a) Affection is the ability of the leader to give affection to subordinates with the aim that subordinates are able to work well.

b) Empowerment is the ability of leaders to advise their subordinates.

c) Vision, the ability of leaders to inspire the actions of subordinates with the company's vision.

d) Modesty namely the ability of leaders with humility to recognize the contributions of subordinates.

e) Trust is the ability of the leader to trust his subordinates in carrying out the work.

Work motivation is something that causes or encourages employees at the Denpasar City Human Resources and Human Resources Development Agency to act, to produce quality products with many results, a company / educational institution requires employees who are motivated to become more diligent, have a desire to work well. Indicators of work motivation are as follows:

1) Self-actualization It is an instinctive need in humans to do the best they can.

2) Appreciation Is something that someone gets because they have succeeded in getting something after contributing.

3) Social needs Is the need for mutual interaction between humans with one another in social life.

4) The need for security is a guarantee of security, stability, protection, structure, order, free from fear and anxiety.

5) Physical needs Are the needs for strength, self-confidence, and independence.

Employee Performance ($Y$) is the ability of Denpasar City's Human Resources and Human Resources Development Agency employees to achieve accountable work. Performance is very important to achieve goals and will encourage someone to be even better in achieving goals. The indicators of employee performance are as follows:

a) Quantity of results Amount to be completed or achieved

b) Quality of results Quality must be produced

c) Timeliness of results Time must be utilized as well as possible and optimally.

d) Attendance or attendance Attendance level is something that becomes a benchmark for a company in knowing the level of employee participation in the company.

e) Ability to work together The ability to work together can create cohesiveness so as to increase the sense of cooperation between employees.

f) Responsibility Responsibility is the ability of a workforce in completing tasks and work submitted to him as well as possible and timely

**Data Analysis Techniques:**

Analysis of research data used to answer the hypotheses in this study using SEM analysis PLS.

**Results and Discussion:**

Test results Partial Least Square (PLS) in this study indicate that the test outer model, which consists of convergent validity, discriminant validity, and composite reliability have met the test requirements, so that the data is declared valid and reliable.

The value of $R^2$ for the performance of employees amounted to 0.704, which means that 70.4% of employee performance is influenced by career development, servant leadership, and work motivation, while the remaining 29.6% is another factor outside the research model.
Rated $R^2$ amounting to employee motivation at 0.529, meaning that 52.9% of work motivation is influenced by the career development and servant leadership, while the remaining 47.1% were other factors beyond the research model.

The direction of the influence of variables (positive or negative) can be seen from the sign of the path coefficient (original sample column on the SmartPLS output), while the path coefficient is said to be significant if $P$ value < 5%.

The path coefficient influences career development on employee performance by 0.370 with a $P$ value of 0.000. The results of these tests prove the hypothesis 1 ($H_1$), which states that the career development and a significant positive effect on employee performance is acceptable.

The path coefficient of servant leadership influence on employee performance is 0.255 with a $P$ value of 0.047. The results of this test prove hypothesis 2 ($H_2$), which states that servant leadership has a positive and significant effect on employee performance can be accepted.

The path coefficient influences career development on work motivation by 0.367 with a $P$ value of 0.000. The results of this test prove hypothesis 3 ($H_3$), which states that career development has a positive and significant effect on work motivation can be accepted.

The path coefficient influences work motivation on employee performance by 0.362 with a $P$ value of 0.001. The results of this test prove hypothesis 5 ($H_5$), which states that work motivation has a positive and significant effect on employee performance can be accepted.

The path coefficient of career development influence on employee performance through work motivation is 0.133 with a $P$ value of 0.035. The results of this test prove hypothesis 6 ($H_6$), which states that work motivation positively significantly mediates the effect of career development on employee performance is acceptable.

The path coefficient of servant leadership influence on employee performance through work motivation is 0.172 with $P$ value 0.002. The results of this test prove hypothesis 7 ($H_7$), which states that work motivation positively significantly mediates the influence of servant leadership on employee performance can be accepted.

Conclusions and Suggestions:

Conclusions:
Based on the results of research and discussion related to the influence of Career Development Quality and Servant Leadership on Employee Performance with work motivation as an intervening variable in the Human Resources and Human Resources Development Agency in Denpasar, conclusions can be drawn as follows:

1. Career development has a positive and significant effect on employee performance at the Denpasar City Human Resources and Human Resources Development Agency

2. Servant leadership has a positive and significant effect on employee performance at the Denpasar City Human Resources and Human Resources Development Agency.

3. Career development has a positive and positive effect on employee motivation at the Employment Agency and Denpasar Human Resources Development

4. Servant leadership has a positive and significant effect on employee motivation.

5. Work motivation has a positive and significant effect on employee performance at the Agency Staffing and Development of Human Resources in Denpasar City

6. Career development has a positive and significant effect on employee performance with work motivation as an intervening variable on the Employment and Development Agency of the City of Denpasar.

7. Leadership positive and significant impact on the performance of employees with work motivation as an intervening variable in the Civil Service Agency and the Human Resources Development Denpasar

Suggestions:

Based on the results, discussion, and conclusions, the Suggestions for the Agency for Personnel and Human Resources Development Denpasar City:

1) To be able to improve the performance of employees at the Denpasar City Human Resources and Human Resources Development Agency, agencies should pay attention to employee career development, especially on career development that depends on the role of a leader (X1.4) so that it can be further improved because the respondents' description of career development, especially on career development depending on the role of a leader (X1.4) obtains the lowest average of 3.92

2) Likewise to be able to improve the performance of employees at the Denpasar City Human Resources and Human Resources Development Agency, so that agencies pay attention to the career development of employees, especially at the Leaders, they will inspire the actions of subordinates with the agency's vision (X2.3) so that it can be further improved due to the description of respondents to obtain a mean the lowest is 3.85

3) Suggestions for future researchers:

For researchers who are interested in studying similar aspects, namely the Effect of career development and Servant Leadership on employee performance with work motivation as an intervening variable in the Human Resources and Human Resources Development Agency in Denpasar, it is expected to develop this research using population and sample more broadly so that the results of research are more tested for reliability. It is expected to test other variables that are suspected to strongly influence employee performance such as communication, employee work ability, employee work culture, etc.

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