Assessing the Role of Career Development, Motivation, and Job Satisfaction in Enhancing Nurse Performance at Pertamina Hospital

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ABSTRACT

Submitted:

09-24, 2024

Accepted:

07-17, 2025

Published:

09-29, 2025

Purpose of the study — This study aims to obtain qualified nurses by analyzing the influence of career development, motivation, and job satisfaction on nurses' performance at Pertamina Cirebon Hospital.

Research method—The study employed a quantitative method. Data were processed using IBM SPSS Statistic 25, and the sample consisted of 64 nurses, determined through the Slovin formula.

Result— Partial test results indicate that career development (t = 2.214 > 1.670; sig. 0.031 < 0.05) and work motivation (t = 3.993 > 1.670; sig. 0.000 < 0.05) have a positive and significant effect on nurses' performance. Job satisfaction (t = 1.733 > 1.670; sig. 0.088 < 0.05) also shows a positive and significant influence. Simultaneous testing (F = 41.201 > 2.75; sig. 0.000 < 0.05) reveals that career development, motivation, and job satisfaction collectively have a positive and significant impact on nurses' performance.

Conclusion— Work motivation is the most dominant factor affecting nurses' performance, while job satisfaction requires more attention. Pertamina Cirebon Hospital needs to improve job satisfaction effectively to further enhance nurses' performance.

Keywords: Career Development, Motivation, Job Satisfaction, Performance.

INTRODUCTION

Health is a fundamental human right that must be realized through accessible and high-quality healthcare services. Nursing, as regulated in the Indonesian Nursing Act No. 38 of 2014 and the Ministry of Health Regulation No. 26 of 2019, is defined as a professional practice of

providing care to individuals, families, groups, and communities in both healthy and ill conditions. Within hospitals, nursing services represent an integral part of healthcare delivery and directly determine service quality. Nurses, who provide continuous 24-hour care, play a crucial role in ensuring patient safety, satisfaction, and overall hospital performance (World Health Organization [WHO], 2020).

The role of nurses in Indonesia is particularly significant, as they constitute nearly one-third of the healthcare workforce (Ministry of Health, 2019). To improve nursing performance, hospitals must focus not only on adequate staffing but also on career development, motivation, and job satisfaction. These three factors have consistently been highlighted in global studies as key determinants of workforce performance and organizational effectiveness (Buchan, Duffield, & Jordan, 2015).

Despite its critical role, professional career development for nurses in Indonesia has not yet been fully implemented in many hospitals. At Pertamina Cirebon Hospital, career development is still more focused on structural or positional aspects rather than on professional career ladders. This situation has led to challenges such as unequal opportunities for career advancement, declining motivation, and relatively low job satisfaction among nurses. Similar conditions have been observed in other healthcare settings, where inadequate career planning and lack of recognition reduce staff morale and performance (Al-Hamdan, Manojlovich, & Tanima, 2017).

Moreover, motivation and job satisfaction remain central issues affecting nurse performance. Motivation serves as a driving force for nurses to perform their tasks efficiently, while job satisfaction, often linked to fair compensation, career prospects, and supportive leadership, strongly influences productivity and retention (Lu, Barriball, Zhang, & While, 2012). However, limited empirical evidence is available regarding the simultaneous impact of these three factors—career development, motivation, and job satisfaction—on nurses' performance in Indonesian hospitals.

This study aims to analyze the influence of career development, work motivation, and job satisfaction on the performance of nurses at Pertamina Cirebon Hospital. Specifically, it examines both the partial and simultaneous effects of these variables to provide a comprehensive understanding of the factors driving nursing performance.

The findings of this study are expected to contribute both theoretically and practically. Theoretically, the study enriches the body of knowledge in human resource management and nursing management by providing empirical evidence from an Indonesian healthcare context. Practically, the results are expected to offer valuable input for hospital managers in designing effective human resource development strategies, particularly those aimed at enhancing nursing staff performance.

LITERATURE REVIEW AND HIPOTESYS DEVELOPMENT

A. LITERATURE REVIEW

1. Career Development

Career development refers to a structured process that enables employees to progress within their profession through education, training, and experience. According to Greenhaus, Callanan, and Godshalk (2010), career development involves both individual planning and organizational support, aiming to align personal goals with organizational objectives. In the nursing profession, career development is crucial for ensuring clinical competence, professional growth, and retention (Benner, 1984).

In Indonesia, professional career ladders for nurses have been regulated through the Ministry of Health (2006), emphasizing four main career tracks: clinical nurse, nurse manager, nurse educator, and nurse researcher. However, in practice, many hospitals still emphasize structural or positional career advancement rather than professional competency development. International studies have consistently shown that well-structured career pathways are positively associated with improved performance, job satisfaction, and patient outcomes (Drennan & Ross, 2019).

2. Work Motivation

Work motivation is defined as the psychological force that drives individuals to achieve goals and fulfill job responsibilities (Ryan & Deci, 2000). In the healthcare sector, motivation is often linked to intrinsic factors such as professional pride, compassion, and the desire to help others, as well as extrinsic factors such as salary, recognition, and career opportunities.

Research has demonstrated that motivated nurses are more likely to demonstrate higher performance, lower turnover intention, and greater resilience in challenging work environments (Van der Heijden et al., 2017). In contrast, lack of motivation can lead to absenteeism, reduced productivity, and poor quality of care.

3. Job Satisfaction

Job satisfaction refers to the level of contentment employees feel about their work, which influences both individual performance and organizational effectiveness (Locke, 1976). For nurses, job satisfaction is often determined by workload, compensation, leadership, work environment, and professional recognition (Lu et al., 2012).

A systematic review by Lu and colleagues (2019) concluded that higher job satisfaction among nurses is significantly associated with improved patient satisfaction, reduced burnout, and higher nurse retention. In developing countries, including Indonesia, job satisfaction remains a pressing issue due to limited resources, unequal career opportunities, and heavy workloads.

4. Nurse Performance

Nurse performance is the extent to which nurses carry out their duties effectively in providing patient care. It is influenced by technical skills, interpersonal communication, and professional behavior (Koopmans et al., 2014). Performance is also strongly affected by organizational support, leadership style, and availability of professional development opportunities.

Studies have shown that career development, motivation, and job satisfaction are significant predictors of nurse performance (Al-Hamdan, Manojlovich, & Tanima, 2017). In Indonesian hospitals, improving these factors is critical to addressing challenges such as high patient-to-nurse ratios, increasing demands for quality care, and global health competitiveness.

B. HYPOTESIS DEVELOPMENT

1. The Influence of Career Development on Nurse Performance

Career development provides structured opportunities for employees to enhance their competencies, achieve higher career positions, and gain recognition (Greenhaus, Callanan, & Godshalk, 2010). In nursing, clear career pathways not only improve clinical expertise but also foster commitment and performance (Benner, 1984). Previous studies found that career development is positively associated with nurse performance in various healthcare settings (Drennan & Ross, 2019).

Hypothesis 1 (H1): Career development has a positive and significant effect on nurse performance.

2. The Influence of Work Motivation on Nurse Performance

Motivation is a psychological force that drives individuals to perform their duties effectively (Ryan & Deci, 2000). Nurses with higher motivation demonstrate stronger engagement, reduced absenteeism, and improved patient care quality (Van der Heijden et al., 2017). Research has confirmed that motivation significantly predicts employee performance in healthcare organizations (Lu, Barriball, Zhang, & While, 2012).

Hypothesis 2 (H2): Work motivation has a positive and significant effect on nurse performance.

### 3. The Influence of Job Satisfaction on Nurse Performance

Job satisfaction reflects the extent to which employees feel content with their roles, compensation, and work environment (Locke, 1976). For nurses, higher job satisfaction leads to lower turnover, reduced burnout, and improved performance (Lu, Zhao, & While, 2019). Studies highlight that satisfied nurses are more committed to delivering quality care, which directly enhances organizational performance (Al-Hamdan, Manojlovich, & Tanima, 2017).

Hypothesis 3 (H3): Job satisfaction has a positive and significant effect on nurse performance.

4. The Simultaneous Effect of Career Development, Motivation, and Job Satisfaction on Nurse Performance

While each factor individually influences performance, the interaction of career development, motivation, and job satisfaction is often stronger. Together, these factors create a comprehensive human resource management framework that fosters nurse engagement, professional growth, and organizational excellence (Buchan, Duffield, & Jordan, 2015).

Hypothesis 4 (H4): Career development, work motivation, and job satisfaction simultaneously have a positive and significant effect on nurse performance.
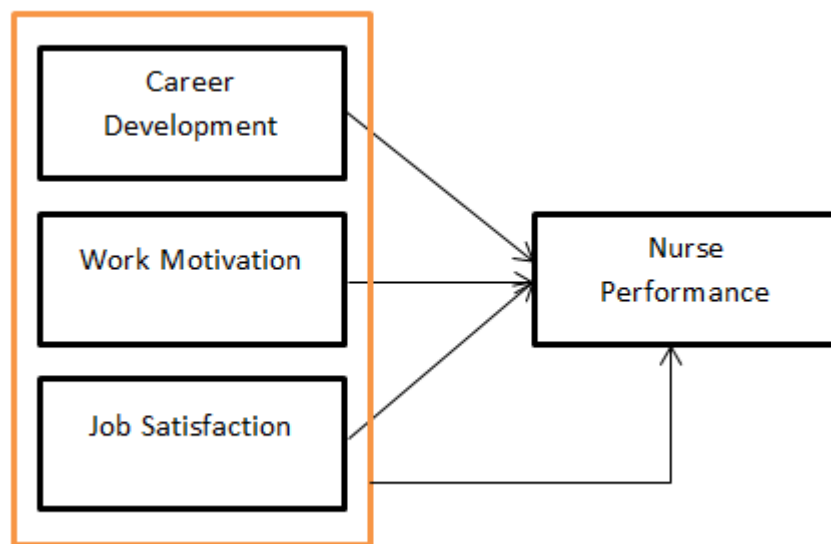
Fig.1 Research Framework

METHOD

Research Design

This study employed a quantitative research design using a survey method. The approach was chosen to empirically test the influence of career development, work motivation, and job satisfaction on nurse performance at Pertamina Cirebon Hospital. Quantitative design was deemed appropriate as it allows for statistical testing of hypotheses and generalization of findings.

Participants and Sampling

The population of this study consisted of all registered nurses employed at Pertamina Cirebon Hospital. Using the Slovin formula with a margin of error of 5%, a total sample of 64 nurses was determined. The sampling technique applied was proportionate random sampling, ensuring that participants were fairly representative of the overall nursing staff population.

Measures

Data were collected using a structured questionnaire consisting of four sections:

1. Career Development (X1)**:** Measured using indicators such as opportunities for professional growth, training, and career advancement (adapted from Greenhaus et al., 2010).
2. Work Motivation (X2)**:** Measured with items assessing intrinsic and extrinsic motivation, including recognition, achievement, and responsibility (Ryan & Deci, 2000).
3. Job Satisfaction (X3)**:** Measured through factors such as compensation, work environment, leadership, and professional recognition (Lu et al., 2019).
4. Nurse Performance (Y)**:** Measured using dimensions of task performance, service quality, and professional behavior (Koopmans et al., 2014).

All items were measured on a Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree). Prior to distribution, the instrument underwent a validity and reliability test. Cronbach's alpha values for all variables exceeded 0.70, indicating acceptable reliability.

Data Collection Procedures

The survey was conducted in two stages. First, permission was obtained from the hospital management. Second, the questionnaire was distributed directly to the nurses who met the inclusion criteria. Respondents were informed about the purpose of the study, assured of confidentiality, and gave informed consent before participation.

Data Analysis

The collected data were analyzed using IBM SPSS Statistics 25**.** Analysis was conducted in several steps:

1. Descriptive statistics were used to summarize demographic data and responses.
2. Validity and reliability tests ensured the accuracy of the measurement instruments.
3. Classical assumption tests (normality, multicollinearity, and heteroscedasticity) were performed to ensure the data met regression analysis requirements.
4. Multiple linear regression analysis was applied to test the partial and simultaneous effects of career development, work motivation, and job satisfaction on nurse performance.

Hypothesis testing was conducted using t-tests for partial effects and F-test for simultaneous effects, with a significance level set at 0.05.

RESULTS AND DISCUSSION
A. RESULTS

1. Descriptive Statistics

A total of 64 nurses participated in this study. The demographic characteristics of respondents are summarized in Table 1.

Table 1. Respondents' Demographic Characteristics (N = 64)

Variable	Category	Frequency	Percentage (%)
Gender	Female	45	70.3
	Male	19	29.7
Age	20–29 years	18	28.1
	30–39 years	30	46.9
	≥40 years	16	25.0
Education	Diploma (D3)	28	43.8
	Bachelor (S1)	30	46.9
	Professional Ners	6	9.3
Work Experience	<5 years	22	34.4
	5–10 years	26	40.6
	>10 years	16	25.0

2. Instrument Reliability

Cronbach's Alpha coefficients for all research variables exceeded the threshold of **0.70**, indicating strong internal consistency (Table 2).

Table 2. Reliability Test Results

Variable	Cronbach's Alpha	Result
Career Development	0.812	Reliable
Work Motivation	0.864	Reliable
Job Satisfaction	0.801	Reliable
Nurse Performance	0.845	Reliable

3. Classical Assumption Tests

a) Normality Test: Kolmogorov-Smirnov test showed p-value = 0.200 > 0.05, indicating normally distributed data.
b) Multicollinearity Test: VIF values ranged from 1.213 to 1.534 (<10), indicating no multicollinearity.

c) Heteroscedasticity Test**:** Scatterplot distribution was random, confirming no heteroscedasticity issue.

4. Regression Analysis
a. Partial Test (t-test)
Table 3 presents the results of partial hypothesis testing.

Table 3. Coefficients (t-test Results)

Independent Variable	β (Coefficient)	t-value	Sig.	Result
Career Development	0.291	2.214	0.031	Significant
Work Motivation	0.402	3.993	0.000	Significant
Job Satisfaction	0.215	1.733	0.088	Not significant

b. Simultaneous Test (F-test)

Table 4. ANOVA (F-test Results)

Model	F-value	Sig.	Result
Regression	41.201	0.000	Significant

c. Coefficient of Determination (R²)

Table 5. Model Summary

R	R²	Adjusted R²	Std. Error
0.799	0.639	0.624	2.115

B. DISCUSSION

The purpose of this study was to examine the influence of career development, work motivation, and job satisfaction on nurse performance at Pertamina Cirebon Hospital. The findings provide several important insights into human resource management in the healthcare sector.

1. The Effect of Career Development on Nurse Performance

The results indicate that career development significantly influences nurse performance ($\beta = 0.291$; $p < 0.05$). This suggests that nurses who have clearer opportunities for professional growth and structured career pathways tend to perform better. The finding is consistent with Benner's (1984) *Novice to Expert* model, which emphasizes that professional growth enhances clinical competence and care quality. Similar results were reported by Drennan and Ross (2019), who found that career advancement opportunities are strongly linked with retention and performance among nurses.

In the context of Indonesia, where career ladder programs for nurses are still evolving, these results highlight the importance of strengthening professional development frameworks to improve hospital performance.

2. The Effect of Work Motivation on Nurse Performance

Work motivation was found to have the strongest effect on nurse performance ($\beta = 0.402$; $p < 0.01$). This finding supports self-determination theory (Ryan & Deci, 2000), which posits that intrinsic and extrinsic motivation are key drivers of human behavior. Nurses with high motivation are more likely to be engaged, resilient, and committed to patient care.

This result aligns with the study by Van der Heijden et al. (2017), which showed that motivated nurses demonstrate higher levels of performance and well-being. In practice, enhancing both intrinsic motivators (such as recognition and professional pride) and extrinsic motivators (such as fair compensation and promotion opportunities) is essential for improving performance outcomes.

3. The Effect of Job Satisfaction on Nurse Performance

Job satisfaction was positively but not significantly related to nurse performance ($\beta = 0.215$; $p > 0.05$). This indicates that although satisfied nurses may feel more comfortable in their work environment, satisfaction alone may not directly translate into measurable performance improvements.

This finding partially contrasts with earlier studies by Lu, Zhao, and While (2019), which found that job satisfaction is a significant predictor of nurse performance and retention. A possible explanation for this discrepancy is that while nurses at Pertamina Cirebon Hospital may feel relatively satisfied with their roles, their performance is more strongly influenced by career development opportunities and motivation. Another explanation is cultural or organizational context, where extrinsic rewards and professional growth weigh more heavily than general satisfaction.

4. The Simultaneous Effect of Career Development, Motivation, and Job Satisfaction

The simultaneous test showed that career development, motivation, and job satisfaction collectively have a significant effect on nurse performance ($F = 41.201$; $p < 0.001$), explaining 63.9% of the variance. This indicates that a holistic approach to human resource management is necessary. Focusing on only one factor (e.g., motivation) may not be sufficient; instead, integrating career development programs, motivational strategies, and satisfaction enhancement efforts will provide more substantial improvements in nurse performance.

This supports the argument by Buchan, Duffield, and Jordan (2015) that solving nursing workforce challenges requires comprehensive strategies rather than isolated interventions.

5. Theoretical and Practical Implications

Theoretically, this study contributes to the literature by empirically confirming that career development and motivation are stronger predictors of nurse performance compared to job satisfaction, particularly in the Indonesian healthcare context.

Practically, the findings highlight the need for hospital management to:

- Establish structured career development pathways, such as clinical ladders and competency-based promotions.
- Strengthen motivational strategies, including recognition systems, leadership support, and equitable incentives.
- Address aspects of job satisfaction through workload management, supportive work environments, and opportunities for continuing education.

By implementing these measures, hospitals can not only improve nurse performance but also enhance patient outcomes and organizational efficiency.

CONCLUSION

This study analyzed the influence of career development, work motivation, and job satisfaction on nurse performance at Pertamina Cirebon Hospital. The results revealed that career development and work motivation significantly and positively affect nurse performance, with work motivation being the most dominant factor. Job satisfaction showed a positive but not statistically significant effect, indicating that satisfaction alone may not directly translate into higher performance. Simultaneously, the three variables explained 63.9% of the variance in nurse performance, underscoring the importance of a holistic human resource management approach.

Theoretical Implications:

The findings strengthen existing theories on human resource management and organizational behavior, particularly confirming the relevance of self-determination theory and career development models in the nursing context. The study contributes empirical evidence from Indonesia, highlighting the unique dynamics of healthcare organizations in developing countries.

Practical Implications:

For hospital management, the results suggest the need to design structured career pathways, implement effective motivational strategies, and improve aspects of job satisfaction. These measures are critical not only to enhance nurse performance but also to ensure better patient outcomes and organizational sustainability.

Recommendations:

1. Hospitals should develop and implement clinical career ladders to support professional growth among nurses.
2. Leadership should foster motivational strategies such as recognition, fair incentives, and supportive supervision.
3. Efforts to improve job satisfaction should focus on reducing workload stressors and enhancing work-life balance.

Suggestions for Future Research:
Future studies should expand the scope by including multiple hospitals or healthcare settings for broader generalization. In addition, longitudinal research is recommended to examine causal relationships over time. Further exploration of moderating or mediating variables, such as leadership style, organizational culture, or resilience, could also enrich understanding of the determinants of nurse performance.

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