



# The Effect of Career Development toward Nurse's Work Motivation and Commitment in PKU Muhammadiyah Bantul

**Pinkky Vitalita Prasadhana**

Magister of Hospital Management, Postgraduate Study Yogyakarta, Indonesia

ARTICLE INFO	ABSTRACT
<p>Publication Online: 27 October 2019</p> <p>Corresponding Author: <b>Pinkky Vitalita Prasadhana</b></p>	<p>Career development is an attempt to upgrade the competence and personal expertise to achieve a higher level. Career development is identical with training, education, employment transfer and promotion. In an organization the indicators for employee motivation and commitment can be measured with good management of the career development implementation to employees. This study aims to analyze the effect of career development on nurses motivation and work commitment in PKU Muhammadiyah Bantul Hospital. This study was quantitative descriptive study with cross-sectional research design. The sample of this study was 84 nurses in the inpatient ward. Methods of data collection through questionnaires and data analysis using Structural Equation Modeling (SEM) using Partial Least Square (PLS) data analysis. The results showed that career development had a positive effect on motivation (t-value 7,616), commitment (t-value 3,324) and motivation had a significant effect on commitment (t-value 5,722) while in path coefficient showed that the direct effect of career development toward commitment was greater than its indirect influence. The level of motivation and work commitment of nurses in PKU Muhammadiyah Bantul Hospital can be improved through a good approach of career development implementation.</p>
<p><b>KEYWORDS:</b> Career Development; Work Motivation; Work Commitment.</p>	

## INTRODUCTION

The Ministry of Health of the Republic of Indonesia in 2014 stated that the number of hospitals in Indonesia is growing rapidly. With the number of hospitals that increased significantly, this kind of condition demands a constant improvement of service and facilities element.

This demand must be balanced with continues improvement of expertise from the health care givers. Wuryanano (2011) mentions that an organization's success is dependent on the people involved in the organization. Human resources in hospitals that have responsibilities and strategic positions in maintaining the quality of health services include nurses (Aditama, 2006).

Nurses' motivation and commitment are affected by various factors. Tjahjono (2009) states that companies that do not show interest on career development for their employees can result in decreased work motivation and commitment. Career development identical with training, education, employment transfer and promotion..

The design of the implementation of career development policies needs to be considered toward aspects of planning, patterns and goals for career development. A proper

implementation of career development strategy is expected to increase work motivation and commitment of nurses in hospitals.

PKU Muhammadiyah Bantul Hospitalis a type C private hospital and is comprehensively accredited. A constant rising number of health service clients increase the expectectation for health care providers to continue to have good performance and better knowledge and skills.

This study will analyze the effect of career development on the nurse's work motivation and commitment at PKU Muhammadiyah Hospital in Bantul.

## STUDY METHOD

This study used quantitative research methods with cross sectional research design and the target of the research subject is inpatient nurses PKU Muhammadiyah Hospital Bantul, the total number of nurses was 84 people.

Career development in this study became the independent variable, work motivation and commitment as the dependent variable, and motivation as a mediating variable.

Data collection for this study began in February 2017 by distributing questionnaires as research instruments which will be measured through a five-point Likert scale.

**STUDY RESULT**

**1. Structural Model Test**

Structural model measurement is a model that connects between latent variables measured through the value of R-Square on the dependent variable, t-test and the significance of the parameter coefficient.

**Table 1.** Coefficient Path

	<b>Original Sample</b>	<b>T Statistic</b>	<b>P Values</b>
Motivation → Commitment	0,622	5,722	0,00
Career Development → Commitment	0,356	3,324	0,001
Career Development → Motivation	0,548	7,616	0,000

From the path coefficient table above we can run a test toward hypotheses by using a significance level of 5% and t-table 1.96.

**H1: Career development affects the work commitment of nurses in PKU Muhammadiyah Bantul Hospital**

In the t test statistic results table to see the effect of career development on nurse’s work commitments shows the value of t value of 3.324 which is greater than the t table (1.96). By this statistic, the hypothesis of "Career development affects the work commitment of nurses in PKU Muhammadiyah Bantul Hospital " can be accepted

**H2: Career development affects the work motivation of nurses in PKU Muhammadiyah Bantul Hospital**

In the t test statistic results table to see the effect of career development on nurse ‘s work motivation shows the value of t value of 7.616 which is greater than the t table (1.96). by this statistic data, the hypothesis of "Career development affects the work motivation of nurses in PKU Muhammadiyah Bantul Hospital " can be accepted.

**H3: Work motivation affects the work commitment of nurses in PKU Muhammadiyah Bantul Hospital**

In the t test statistic results table to see the effect of work motivation toward nurse’s work commitment shows the t value of 5.722 which is greater than the t table (1.96). By this statistic data, the hypothesis of "work motivation affects the work commitment of nurses in PKU Muhammadiyah Bantu Hospital l" can be accepted.

**2. The Direct Effect Test Result**

- a. The direct effect of career development variables on the motivation variable shows  $p1 = 0.548$  or 54.8%
- b. The direct effect of career development variables on the commitment variable shows  $p2 = 0.622$  or 62.2%
- c. The direct effect of motivation variables on commitment variable  $p3 = 0.356$  or 35.6%

**The Indirect Effects and Total Effects**

The indirect effect of career development variables on the commitment variable through the motivation variable (as a mediating variable) can be calculated with the value of  $p1 \times p2$  ( $0.548 \times 0.622$ ) that is equal to 0.340856. While the total effect can be calculated with the value of  $p3 + (p1 \times p2)$  ( $0.356 + 0.340856$ ) that is equal to 0.696856. The value of indirect and total effects can also be clarified from the SmartPLS output table in the Total Indirect Effects table and the Total Effects table.

From the data above we can see that the value of the direct influence of career development on commitment of 0.356 is greater than the value of the indirect effect of career development on commitment through motivation as a mediating variable, which means that work motivation does not apply as a mediating variable so that the career development will increase work commitment even though it is not supported by the high level of work motivation.

**Table2.** Total Indirect Effect

	<i>Commitment</i>	Motivation	Career Development
Commitment			
Motivation			
Career Development	0,341		

**Table3.**Total Effects

	<i>Commitment</i>	Motivation	Career Development
Commitment			
Motivation	0,622		
Career Development	0,697	0,548	

**DISCUSSION**

**1. Career development affects the work commitment of nurses in PKU Muhammadiyah Bantul Hospital**

The program of nurse’s career development is a strategic program to maintain nurses' commitments in carrying out their work (Tjahjono, 2009). In a hospital the indicator for work commitment can be seen from the successful implementation of career development policies to nurses, this is in accordance with what Todari (2004) stated that career development holds essential role in increasing employee work commitment to achieve the organization's goals.

In this study shows a positive and significant results of the effects of career development on work commitment. This means the better the management of career development programs for nurses, the better the nurse's commitment to work. So the hypothesis raised regarding the influence of career development on commitment is proven.

**2. Career development affects the work motivation of nurses in PKU Muhammadiyah Bantul Hospital**

Motivation is a combination of various extrinsic and intrinsic components that can provide encouragement to someone to carry out a task or activity (Winardi, 2011). This study shows positive and significant results (t value of 7.616 which is greater than t table (1.96)) on the hypothesis of the influence of career development on nurses work motivation. This is in line with the theory put forward by Abraham H. Maslow regarding his hierarchical theory, namely one's motivation to work is driven by the need for self-actualization to achieve its potential and fulfill self-development. Of course this means the better the nurse's career development program, the higher the nurse's motivation at work.

**3. Work motivation affects the work commitment of nurses in PKU Muhammadiyah Bantul Hospital**

According to Dessler (2010) stated that commitment is a relative strength of a person's identification toward the institution or organization in which he or she is involved which can be seen through the level of trust and acceptance of the values of the organization, the ability to put the interests of the organization first, and a strong desire to remain in the organization. In this study the results of the t-test statistic to see the effect of motivation on nurses' work commitments showed a t-test value of 5.722 which was greater than the t-table (1.96). By this data statistic, the hypothesis which states that "work motivation affects the work commitment of nurses in PKU Muhammadiyah Hospital Bantul" is proven. The higher the work motivation of nurses, the higher the nurses' commitment to work.

**4. Career development affects the work motivation of nurses in PKU Muhammadiyah Bantul Hospital , Motivation Variables as a mediating variable**

This study shows the results that the value of the direct effect of career development on commitment of 0.356 which is greater than the value of the indirect effect of career development on commitment through motivation as a mediating variable, which means that work motivation does not apply as a mediating variable so that career development

will increase work commitment even though it is not supported by a high level of work motivation. This shows that career development can have a greater effect in providing a direct influence on commitment than the indirect effect through the level of motivation.

**CONCLUSION**

The results of this study indicate that career development has a positive and significant effect on work motivation and work commitment of nurses so it is necessary to examine the systems and patterns of career development's implementation toward nurses. The level of work motivation and work commitment of nurses in PKU Muhammadiyah Bantul Hospital can be maximally improved through a good career development management and implementation approach.

**REFERENCE**

1. DepKes RI. 2009. [http://sirs.buk.depkes.go.id/rsonline/report/report\\_by\\_catrs.php](http://sirs.buk.depkes.go.id/rsonline/report/report_by_catrs.php). pada tanggal 28/04/2016 pukul 7.13pm.
2. Wuryanano. (2011). Fungsi-Fungsi Manajemen Sumber Daya Manusia.
3. Aditama, T., A. (2006). Manajemen Administrasi rumah sakit. (ed-2). Jakarta : Penerbit Universitas Indonesia.
4. S Abdul Halim, Achmad Tjahjono., Muh. Fakhri Husein. (2009). Sistem Pengendalian Manajemen. Edisi Revisi. UPP Sekolah Tinggi Ilmu Manajemen YKPN.
5. Todari, M. P. (2004). Pembangunan Ekonomi di Dunia Ketiga. Jakarta : Erlangga
6. Ghozali, I. (2013). Aplikasi Analisis Multivariat dengan Program IBM SPSS 21 Update PLS Regresi. Semarang: Badan Penerbit Universitas Diponegoro.
7. Winardi. (2011). Kepemimpinan dalam Manajemen, PT. Rineka Cipta. Jakarta.
8. Dessler, G. (2010). Manajemen Sumber Daya Manusia. Jakarta : PT. Indeks.