

The Effect of Motivation and Career Development on Nurses' Performance Through Nurses' Job Satisfaction at Pertamina Hospital Balikpapan

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Abstract. *This study aims to 1) Test and analyze the effect of work motivation on nurses' job satisfaction, 2) Test and analyze the effect of career development on nurses' job satisfaction, 3) Test and analyze the effect of job satisfaction on nurses' performance, 4) Test and analyze the effect of work motivation on nurses' performance, 5) Test and analyze the effect of career development on nurses' performance, 6) Test and analyze the effect of work motivation on nurses' performance through job satisfaction, 7) Test and analyze the effect of career development on nurses' performance through job satisfaction. This study is an explanatory study, where data collection is carried out by distributing questionnaires (primary data) to nurses working at Pertamina Balikpapan Hospital. Data analysis uses smart PLS. Instrument testing uses validity and reliability tests. The results of the study showed that 1) work motivation influences nurses' job satisfaction, 2) career development influences nurses' job satisfaction, 3) job influences satisfaction nurses' performance, 4) work motivation influences nurses' performance, 5) career development influences nurses' performance, 6) work motivation influences nurses' performance through job satisfaction, 7) career development influences nurses' performance through job satisfaction.*

Keywords: *Development; Motivation; Performance; Satisfaction.*

1. Introduction

A hospital is an organization that, through organized professional medical personnel and permanent medical facilities, provides medical services, continuous nursing care, diagnosis and treatment of diseases suffered by patients (Azwar, 2016). Quality services are supported by adequate resources, including human resources, service standards including nursing practice standards and facilities. Available resources are utilized optimally to be effective, so that the goals of the service provider institution can be achieved with high quality (Giles, 2019).

Nursing, as a form of professional service, is an integral and inseparable part of overall health

care. According to Law No. 36 of 2009 concerning Health, health efforts are carried out through treatment and/or care. Nursing services/nursing care in hospitals are always in the spotlight because they are the main activity that often serves as a benchmark for the quality of health care in hospitals. Quality and professional health care is the target to be achieved to improve hospital quality. This can be achieved through good nurse performance. Performance is the quantity and/or the quality of the work results of individuals or groups within an organization in carrying out main tasks and functions that are guided by norms, standard operating procedures, criteria and measures that have been established or that apply within the organization (Syamsir in Afriska, 2017).

Optimal nurse performance is crucial to ensuring the quality of healthcare services, and poor performance can negatively impact the entire healthcare system (Fahriza et al., 2023). Research shows that nurse performance is often influenced by various factors, including job satisfaction, work motivation, and adequate career development (Herliani et al., 2023).

Job satisfaction is an important condition that every employee must have, where the person is able to interact with their work environment and they will work with passion and sincerity so that their contribution to achieving company goals will increase (Agus Dwi Nugroho, 2021).

Work motivation is a key factor influencing employee performance, including nurses. Work motivation can be defined as the internal and external forces that drive individuals to achieve specific goals in their work (Rahayu & Dahlia, 2023). Research shows that high work motivation is positively associated with improved performance, as motivated nurses tend to be more committed and productive in their tasks (Anggreini et al., 2019). Furthermore, work motivation also functions as a mediator, strengthening the relationship between career development and performance (Anggreni & Dewi, 2023).

Career development, on the other hand, encompasses all efforts made to improve employees' skills and knowledge, which in turn can improve their performance (Alam, 2024). In relation to nurses, career development Career opportunities can include training, further education, and opportunities to take on greater responsibilities in nursing practice (Fahriza et al., 2023). Research shows that good career development can improve nurses' professional attitudes, which has a positive impact on the quality of services provided (Herliani et al., 2023).

The novelty of this research, as a contribution of researchers, is the inclusion of job satisfaction as a mediating/intervening variable in the relationship between work motivation and career development on nurse performance. This aligns with studies by Indasari et al. (2023) and Ghafar et al. (2024), which emphasize the importance of job satisfaction in supporting employee development.

Job satisfaction in an organization not only drives individual motivation but also increases nurse participation in career development programs, which in turn can improve their performance (Fahriza et al., 2023). By integrating job satisfaction into this research model, it

is hoped that it will provide new insights into the dynamics that contribute to improving nurse performance at Pertamina Hospital Balikpapan.

2. Research Methods

This research is explanatory. Explanatory research aims to explain the relationship between variables using statistical analysis. This research often involves hypothesis testing to determine whether there is a significant relationship between the variables studied (Sugiyono, 2019). This research aims to explain hypothesis testing with the intention of confirming or strengthening the hypothesis, with the hope that it can ultimately strengthen the theory used as a foundation. In this case, the study examines the influence of work motivation and career development on nurse performance, with job satisfaction as a mediating variable (a case study at Pertamina Hospital, Balikpapan). In research, understanding populations and samples is crucial to ensuring that research results are generalizable and valid. Below is an explanation of populations and samples, as well as the sample specifications that will be used in this study.

3. Results and Discussion

The results of data distribution in this study come from questionnaires distributed to all nurses at Pertamina Balikpapan Hospital in 2025, as shown in the table below:

Table Data Distribution Results

Information	Amount	Presentation
Questionnaires distributed	165	100%
Returned questionnaire	165	100%
Processable questionnaire	165	100%

Source: Processed primary data (2025)

This study involved 165 respondents, all of whom were nurses at Pertamina Balikpapan Hospital.

Table Respondent Characteristics

Characteristics	Category	Frequency	Percentage
Age	20 - 30 Years	40	24.2%
	30 - 40 Years	51	30.9%
	41 – 50 Years	56	33.9%
	> 50 Years	18	11.0%
Total		165	100%
Gender	Woman	98	59.4%
	Man	67	40.6%
Total		165	100%
Education	Diploma III	68	41.2%
	S1	93	56.4%
	S2	4	2.4%
Total		165	100%

Years of service	1-5 years	28	17.0%
	6-10 years	48	29.1%
	11-15 years	68	41.2%
	16-20 years	21	12.7%
Total		165	100%

Based on the results of the analysis in table 4.2, the results obtained that of the 165 respondents studied in this study, based on the age of the respondents, the results of the analysis show that most of the respondents are aged 41-50 years, namely 56 people (33.9%), this explains that most nurses have a productive age and mature adult age so that at a productive age they can support the performance of nurses, then according to the gender of the respondents, most of the respondents are female nurses as many as 98 people (59.4%), this explains that there are more female nurses than male because the nursing profession is preferred by women than men. Based on the level of education of respondents, the results of the analysis show that most respondents have a bachelor's degree in nursing, namely 93 people (56.4%), this explains that the level of education of nurses is high and has an impact on the ability of nurses, the results of the analysis show that most respondents have a work period of 11-15 years as many as 68 people (41.2%), which explains that nurses already have experience with a work period of > 10 years and this will affect the performance of nurses.

Respondents' opinions in this study were analyzed descriptively. Descriptive analysis was conducted on the research variable scores to obtain a picture of respondents' perceptions of the research variables. In this study, because the research respondents were nurses at Pertamina Balikpapan Hospital, the results of this descriptive analysis will provide a picture of work motivation, career development, job satisfaction, and nurse performance based on the results of completing the questionnaire.

- a. High/good category, $X \geq \text{Mean} + \text{SD}$
- b. Moderate/sufficient category, $(\text{Mean} - \text{SD}) < X < (\text{Mean} + \text{SD})$
- c. Low/poor category, $X \leq \text{Mean} - \text{SD}$

Class Interval = 5

Mean = 3

$$SD (\text{Standar Deviasi}) = \frac{4}{6} = 0,67$$

Hypothesis Testing:

- a. Testing the Influence Between Variables

In PLS analysis, once the model has been proven to fit, testing the influence between variables can be performed. These influence tests include testing the direct influence, testing the indirect influence, and testing the total influence. Based on the results of the SEM PLS model estimation using the bootstrapping method, the following are the results of the SEM PLS model estimation using the bootstrapping method for 165 samples, which will be used as a reference for testing the direct influence between variables in the SEM PLS model:

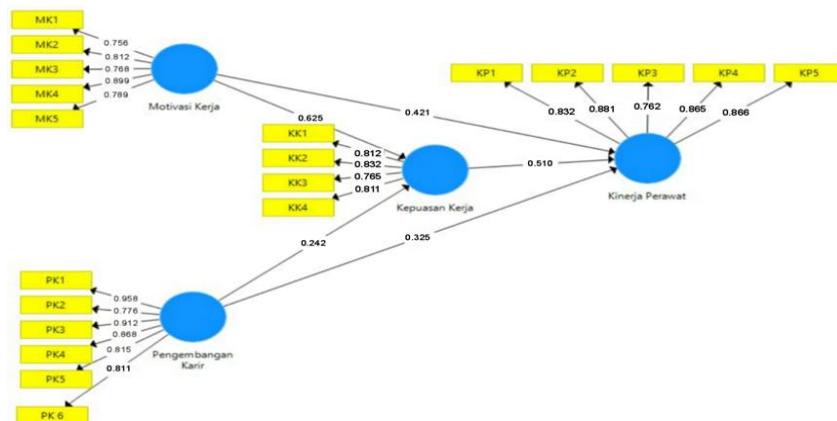


Figure PLS model estimation results with bootstrapping 165 samples

Based on the results of the PLS model estimation using the bootstrapping technique for 165 samples, the results of the test of the influence between variables were as follows:

1) Direct Influence

The direct effect, often referred to as the direct effect, is the direct influence of exogenous variables on endogenous variables. In SEM PLS analysis, the significance and direction of the direct effect are seen from the p value, t statistic, and path coefficients connecting the endogenous to the exogenous. If the p value is <0.05 and the T statistic is >1.96 (two-tail t value), then it is concluded that the exogenous variable has a significant effect on the endogenous with the direction of the influence according to the sign attached to the path coefficient. Furthermore, if the p value is >0.05 and the T statistic is <1.96 (two-tail t value), then it is concluded that the exogenous variable does not have a significant effect on the endogenous.

Table Path Coefficient on Model Testing

Hypothesis	Path Coefficient	Original Sample	tcount	Sig	Decision
H1	MK -> KK	0.625	5,589	0,000	Hypothesis accepted

H2	PK -> KK	0.242	2,270	0.007	Hypothesis accepted
H3	MK -> KP	0.510	2,541	0.009	Hypothesis accepted
H4	PK -> KP	0.421	3,090	0.006	Hypothesis accepted
H5	KK -> KP	0.325	2,660	0.008	Hypothesis accepted

Based on the table above, the results of testing each hypothesis based on the results of t-statistics and sig values on the path coefficients are explained as follows:

a. H1: Work motivation influences job satisfaction

The first hypothesis test proved that work motivation has a significant positive effect on job satisfaction. Based on the results of the inner model evaluation of work motivation on job satisfaction, the calculated t value was $5.589 > t \text{ table } 1.96$ and the sig value was $0.000 < 0.05$, so this hypothesis was declared accepted. The results of the hypothesis test indicate that work motivation has an effect on nurse job satisfaction at Pertamina Hospital Balikpapan.

b. H2: Career development has an impact on job satisfaction

The second hypothesis test proved that career development has a significant positive effect on job satisfaction. Based on the results of the inner model evaluation of work motivation on job satisfaction, the calculated t value was $2.270 > t \text{ table } 1.96$ and the sig value was $0.007 < 0.05$, so this hypothesis was declared accepted. The results of the hypothesis test indicate that career development has an effect on nurses' job satisfaction at Pertamina Hospital Balikpapan.

c. H3: Work motivation influences nurse performance

Testing the third hypothesis proves that work motivation has an effect has a significant positive effect on nurse performance. Based on the results of the inner model evaluation of work motivation on nurse performance, the calculated t value is $2.541 > t \text{ table } 1.96$ and the sig value is $0.009 < 0.05$, so this hypothesis is declared accepted. The results of the hypothesis testing indicate that work motivation has an effect on nurse performance at Pertamina Hospital Balikpapan.

d. H4: Career development has an impact on nurse performance.

The fourth hypothesis test proved that career development has a significant positive effect on nurse performance. Based on the results of the inner model evaluation of career development on nurse performance, the calculated t value was $3.090 > t \text{ table } 1.96$ and the sig value was $0.006 < 0.05$, so this hypothesis was declared accepted. The results of the hypothesis test indicate that career development has an effect on nurse performance at Pertamina Hospital Balikpapan.

e. H5: Job satisfaction influences nurse performance

The fifth hypothesis test proved that job satisfaction has a significant positive effect on nurse

performance. Based on the results of the inner model evaluation of job satisfaction on nurse performance, the calculated t value was $2.660 > t \text{ table } 1.96$ and the sig value was $0.008 < 0.05$, so this hypothesis was declared accepted. The results of the hypothesis test indicate that job satisfaction has an effect on nurse performance at Pertamina Hospital Balikpapan.

2) Indirect Influence

An indirect effect, often referred to as an indirect effect, is the influence of an exogenous variable on an endogenous variable, but through a mediating (intervening) variable. In this study, there is one mediating variable, namely job satisfaction. As in the direct effect test, the significance of the indirect effect is this direct influence is assessed from the p value and t statistic. P value < 0.05 and t statistic > 1.96 (two-tail t statistics cut value) indicates the existence of an intervening role in mediating the exogenous influence on the endogenous, while P value > 0.05 and t statistic < 1.96 (two-tail t statistics cut value) indicates the absence of an intervening role in mediating the exogenous influence on the endogenous.

Table Indirect Effect Test Results

Hypothesis	Path Coefficient	Original Sample	tcount	Sig	Decision
H6	MK -> KK -> KP	0.817	3,776	0.004	Hypothesis accepted
H7	PK -> KK -> KP	0.062	3,059	0.005	Hypothesis accepted

Based on the table above, the results of testing each hypothesis based on the results of t-statistics and sig values on the path coefficients are explained as follows:

a. H6 : MWork motivation influences nurse performance through job satisfaction. Testing the sixth hypothesis proves that work motivation influences nurse performance through job satisfaction.

has a significant positive effect on nurse performance through job satisfaction. Based on the results of the inner model evaluation of work motivation's influence on nurse performance through job satisfaction, the calculated t value was $3.776 > t \text{ table } 1.96$ and the sig value was 0.004 .

< 0.05 , thus, this hypothesis is accepted. The results of the hypothesis testing indicate that work motivation influences nurse performance through nurse job satisfaction at Pertamina Hospital Balikpapan.

b. H7 :Career development influences nurse performance through job satisfaction

Testing the seventh hypothesis proves that career development has a significant positive effect on nurse performance through job satisfaction. Based on the results of the inner model evaluation of work motivation, it has a significant positive effect on nurse performance.

Nurse performance through job satisfaction produced a t-value of $3.059 > t\text{-table } 1.96$ and a sig value of $0.005 < 0.05$ so that this hypothesis was declared accepted. The results of the

hypothesis testing stated that career development had an effect on nurse performance through nurse job satisfaction at Pertamina Hospital Balikpapan.

Discussion:

1) The influence of work motivation on nurses' job satisfaction at Pertamina Hospital Balikpapan

The results of this study prove that work motivation has a positive and significant effect on job satisfaction, meaning that when employees have work motivation as indicated by indicators of work performance, the work itself, responsibility, and development of individual potential, it is proven to increase job satisfaction as indicated by satisfaction with the work itself, salary/wages, supervision and coworkers.

According to Robbins (2008), employee performance is one of the impacts or benchmarks of job satisfaction. Maharjan (2012) states that performance is a result achieved because of being motivated by work and satisfied with the work they do. Someone who is satisfied with their job will work more productively and be loyal to their organization, while workers who are dissatisfied with their jobs will work less productively and tend to have the desire to leave their jobs (Sarker et al., 2003). Hayes et al. (2010) in their research showed that job satisfaction is a complex and multifactorial phenomenon, where collaboration between individual employees, superiors and others is important to increase employee satisfaction with their jobs.

Another factor that influences employee performance is motivation. Cong and Van (2013) define motivation as a set of factors that cause an individual or employee to perform their duties in a specific manner. Motivation has the potential to be one of the most important tools in shaping job satisfaction and influencing employee performance. Employees with high motivation will be enthusiastic about their work, which will improve their performance (Beal and Steven, 2007). In their research, EK and Mukuru (2013) stated that there is a strong relationship between motivation and employee performance. Therefore, the issue of how to improve employee motivation must receive greater attention from organizations. Motivated employees will feel satisfaction in their work, which can improve their performance and influence the provision of services to the public (Sarwar and Abugre, 2013) according to the main tasks and functions of their respective departments.

The results of research conducted by Ida Ayu Brahmasari. (2018). The Influence of Work Motivation, Leadership and Organizational Culture on Employee Job Satisfaction and Its Impact on Company Performance (Case study at PT. Pei Hai International Wiratama Indonesia). Based on the results of research by Ida Ayu Brahmasari (2018) it states that partially work motivation has a positive and significant effect on job satisfaction, the results of research conducted by Endo Wijaya Kartika. (2020). Analysis of the Influence of Work Motivation on Job Satisfaction (Case Study on Restaurant Employees at the Pakuwon Food

Festival Surabaya). The results of the study found the conclusion that the work motivation variable has a significant effect on job satisfaction.

2) The influence of career development on nurses' job satisfaction at Pertamina Hospital Balikpapan

The results of this study prove that career development has a positive and significant effect on job satisfaction, meaning that when employees have career development as indicated by indicators of organizational policy, work experience, education, training and organizational loyalty, it is proven to increase job satisfaction as indicated by satisfaction with the job itself, salary/wages, supervision and coworkers.

Career development is a process aimed at enhancing an individual's abilities and potential in the workplace, as well as preparing them to face future challenges and opportunities. According to Anggreni, career development not only focuses on improving technical skills but also encompasses aspects of work motivation that can increase employee job satisfaction (Anggreni & Dewi, 2023). In this regard, career development serves as a tool to encourage employees to be more engaged and committed to their work, which in turn can improve organizational productivity and performance.

Employee development is a crucial endeavor within an organization because it is through employee development that the organization can progress and develop. The goal of employee development is to improve employee performance. Through employee development, it is hoped that employees can improve their own attitudes towards their duties. From a cost perspective, employee development does require a significant amount of money, but this cost represents a long-term investment for the organization in the personnel sector. Employee development emphasizes improving the effectiveness and efficiency of their duties.

Someone will work happily and joyfully if anything The work is indeed in accordance with one's circumstances, abilities, and interests. Conversely, if someone's work is not in accordance with what is within him, it is certain that he will be less enthusiastic about working, less happy, and less diligent. There needs to be a match between the demands of the job or position and what is within the individual concerned (Anwar, 2016).

Employees will feel satisfied at work if both their work and personal aspects are supportive. Almost all companies have career development programs for all employees. A career development program implemented in a company will provide many benefits, both for the company and the employees. Conversely, if a company does not develop a thorough career plan, it will result in numerous losses for employees, both in the short and long term. (Anwar, 2016)

Job satisfaction is essential for everyone to have in their work. A high level of job satisfaction will influence a person in completing their work, so that company goals can be achieved well. Job satisfaction is essentially something that is individual, each individual has different levels

of satisfaction according to their values. A clear and planned career path will provide satisfaction to employees. Having high job satisfaction will clearly make employees work harder, so that their performance will also improve and ultimately have an impact on their career path.

This research is supported by Danu Budi Utomo's (2017) research, which showed that career development results have a positive and significant effect on job satisfaction. Nadia's (2020) research examines the influence of career development on employee job satisfaction at the Regional People's Representative Council (DPRD) Secretariat Office in Riau Province. Pekanbaru City, this is proven by the fact that R is 0.543, meaning that the correlation between variables is categorized as strong, according to the interpretation table where the value of 0.600 – 0.799 is categorized as strong as explained in the previous table.

3) The influence of job satisfaction on nurse performance at Pertamina Hospital Balikpapan

The results of this study prove that job satisfaction has a positive and significant effect on job satisfaction, meaning that when employees are satisfied with the job itself, salary/wages, supervision and co-workers, it is proven to improve nurse performance as indicated by the quantity of work, quality of work, punctuality, attendance and ability to cooperate.

Nurse performance is a key factor in determining the quality of healthcare services in hospitals. This performance encompasses the nurse's ability to provide optimal nursing care in accordance with established standards. According to Trevia et al., nurse performance is significantly influenced by the ward manager's leadership style, which can motivate nurses to implement better nursing care (Trevia et al., 2019).

Research conducted by Rahmadona et al. (2021) found that work motivation has a significant relationship with job performance, which means that motivated nurses tend to perform better. Another study by Sihotang (2021) also supports this claim by emphasizing that career development positively influences employee performance. Meanwhile, research by Fatmala et al. (2022) revealed that career development and work motivation together positively influence employee job satisfaction, which can contribute to improved performance.

Research by Fahriza et al. (2023) shows a positive relationship between Career development and nurse performance in the context of nursing care documentation. This suggests that nurses who participate in career development programs tend to perform better in their daily tasks. Furthermore, research by Sumarni & Pramuntadi (2019) shows evidence that organizational commitment also has a positive impact on nurse performance, strengthening the hypothesis that a supportive environment, combined with career development and work motivation, can improve performance.

Furthermore, a study by Sopali et al. (2023) found that workload, career development, and organizational commitment simultaneously significantly influenced the performance of nurses. This suggests that when nurses feel supported in their career development and are highly motivated, their performance improves, particularly within their work context. Factors

related to motivation, career development, and leadership significantly impact employee performance, supporting the idea that a holistic approach to enhancing motivation and career development can yield positive outcomes.

Djestawana (2012) in a study entitled "The Influence of Organizational Development, Leadership, Career Path on Job Satisfaction and Employee Performance at the Community Health Center" stated that job satisfaction partially and simultaneously has a significant effect on employee performance. Meanwhile, according to (Andi Batari Ola, 2019), job satisfaction has a positive and significant direct effect on employee performance at the UPTD Kajuara Community Health Center. This is reinforced by (S Hartini, 2015) who stated that there is a relationship between job satisfaction and employee performance, and job satisfaction will make a significant contribution to employee performance. The satisfaction in question includes satisfaction with the salary received, managerial abilities, main tasks and functions, and social support from colleagues Work.

From all the studies above, there is a consistent finding that demonstrates the positive influence of work motivation and career development on performance, particularly in the context of nursing. By strengthening motivation and increasing career development opportunities, it is hoped that nurse performance can be improved, which is crucial in the context of healthcare.

4) The influence of work motivation on nurse performance at Pertamina Hospital Balikpapan

The results of this study prove that work motivation has a positive and significant effect on nurse performance, meaning that when employees have work motivation as indicated by indicators of work performance, the work itself, responsibility, development of individual potential, it is proven to increase job satisfaction as indicated by satisfaction with the work itself, salary/wages, supervision and coworkers. It is proven to increase nurse performance as indicated by the quantity of work, quality of work, punctuality, attendance and ability to cooperate.

Work motivation is a crucial factor influencing individual performance within an organization. According to Leonard, Beauvais, and Scholl (1999), work motivation can be defined as a process that empowers and directs a person's behavior within an organization. A frequently used theory to understand work motivation is Self-Determination Theory (SDT), pioneered by Deci and Ryan, which emphasizes the importance of both intrinsic and extrinsic motivations in influencing individual behavior (Ramadhani & Etikariena, 2018). Intrinsic motivation, which originates from within an individual, is often more influential on job satisfaction and long-term performance than extrinsic motivation, which originates from external factors such as rewards and recognition.

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significantly influenced by the ward manager's leadership style, which can motivate nurses to implement better nursing care (Trevia et al., 2019). A positive leadership style can create a positive work environment, which in turn improves nurse performance in providing care to patients.

According to Rosyita et al., there is a significant positive relationship between work motivation and nurse performance in inpatient wards (Rosyita et al., 2021). Their research shows that nurses with high work motivation tend to perform better in providing nursing care. This is because high work motivation encourages nurses to be more committed and proactive in carrying out their duties, thereby improving the quality of care provided to patients.

Furthermore, Ambarwati also emphasized that work motivation plays a crucial role in improving employee performance, including nurses (Ambarwati et al., 2023). This study shows that strong work motivation can improve nurses' discipline and commitment, which in turn positively impacts their performance. When nurses feel motivated, they are more likely to work efficiently and effectively, and strive to achieve established healthcare goals. Therefore, properly managing work motivation in a hospital environment is crucial for improving nurse performance and, ultimately, the overall quality of healthcare services.

Work motivation has a significant influence on nurse performance. Therefore, it is important for hospital management to create a work environment that supports and motivates nurses to provide optimal service to patients.

5) The influence of career development on nurse performance at Pertamina Hospital Balikpapan

The results of this study prove that career development has a positive and significant effect on nurse performance, meaning that when employees have career development as indicated by indicators of organizational policy, work performance, work experience, education, training and organizational loyalty, it is proven to improve nurse performance as indicated by work quantity, work quality, punctuality, attendance and ability to cooperate.

Career development is a process aimed at enhancing an individual's abilities and potential in the workplace, as well as preparing them to face future challenges and opportunities. According to Anggreni, career development focuses not only on improving technical skills but also encompasses aspects of work motivation that can increase employee job satisfaction (Anggreni & Dewi, 2023).

Nurse performance is a key factor in determining the quality of healthcare services in hospitals. This performance encompasses the nurse's ability to provide optimal nursing care in accordance with established standards. According to Trevia et al. (2019), nurse performance is significantly influenced by the ward manager's leadership style, which can motivate nurses to implement better nursing care (Trevia et al., 2019).

Support from superiors in nurses' career development contributes to better career exploration, goal setting, and career strategies, which in turn this in turn improves their performance. When nurses receive support in their career development, they feel more empowered and motivated to achieve their professional goals. This not only improves individual performance but also contributes to the quality of healthcare provided to patients. Furthermore, a structured professional development framework is known to be important for nurses. These programs are designed to support nurses' professional advancement and enhance their competencies. When nurses have access to robust career development programs, they tend to feel more confident and capable in carrying out their duties. This leads to improved performance, as well-trained nurses can provide higher-quality nursing care that is responsive to patient needs.

Effective career development plays a crucial role in improving nurse performance. By providing support and opportunities for career development, healthcare organizations can create a more productive work environment and improve the quality of healthcare services.

6) The influence of work motivation on nurse performance through job satisfaction at Pertamina Balikpapan Hospital.

The results of this study prove that work motivation has a positive and significant effect on nurse performance through job satisfaction, meaning that when employees have work motivation as indicated by indicators of work performance, the work itself, responsibility, development of individual potential, it is proven to be able to improve nurse performance with indicators of work quantity, work quality, punctuality, attendance and ability to cooperate through job satisfaction as indicated by satisfaction with the work itself, salary/wages, supervision and coworkers. It is proven to be able to improve nurse performance as indicated by quantity.

4. Conclusion

work quantity, punctuality, attendance and cooperative skills of nurses at Pertamina Balikpapan Hospital. Job satisfaction has a significant and positive influence on the performance of nurses at Pertamina Hospital Balikpapan, meaning that the higher the job itself, salary/wages, supervision and co-workers, the better the performance of nurses, which consists of work quality, work quantity, punctuality, attendance and the ability of nurses to cooperate at Pertamina Hospital Balikpapan. Work motivation has a significant and positive influence on nurse performance through job satisfaction at Pertamina Balikpapan Hospital, meaning that the higher the work performance, responsibility, individual potential development, work relationships and working conditions, the higher the quality of work, quantity of work, punctuality, attendance and ability to cooperate through job satisfaction consisting of the work itself, salary/wages, supervision and coworkers. Career development has a significant and positive influence on nurse performance through job satisfaction at Pertamina Balikpapan Hospital, meaning that the higher the organizational policy, work performance, work experience, education, training and organizational loyalty, the higher the

quality of work, quantity of work, punctuality, attendance and ability to cooperate through job satisfaction consisting of the work itself, salary/wages, supervision and coworkers.

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