The Influence Of Career Development And Remuneration On Organizational Commitment With Work Motivation As An Intervening Variable In Nurses At Medika Lestari Hospital

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ABSTRACT. *Organizational commitment throughout the world, especially in Indonesia, is still very low. Similarly, in RS Medika Lestari itself, it can be seen that the commitment of each is not optimal with high nurse turnover and the tenure of nurses, most of whom are less than 1 year. For this reason, this study will examine the factors that are thought to affect organizational commitment, especially in RS Medika Lestari. This study will use factors such as Career Development, Remuneration, and Work Motivation. This research is an explanatory research using a quantitative approach. This study uses a research instrument in the form of a questionnaire distributed to 80 respondents who are nurses at RS Medika Lestari. The results obtained from this study are career development and remuneration partially have a significant influence on organizational commitment and work motivation. Work motivation can mediate the influence between career development on organizational commitment, work motivation also can mediate the influence between remuneration on organizational commitmen.*

Keywords: Organizational Commitment, Dareer Development, Remuneration, Work Motivation

INTRODUCTION

Nursing services are a form of service in hospitals (Health Law Number 17 of 2003). Nursing services have a large role in the hospital service system. The presence of nurses continuously for 24 hours with patients and is the largest number of health workers, namely 40-60% of health workers in hospitals (Ministry of Health, 2005; (Gillies, 2004). (Gillies, 2004) states that nursing services constitute 40 -60% of services in hospitals. Meanwhile (Huber, 1996) states that 90% of hospital services are nursing services. Nurses also have a role as service coordinators, managing care cases on an ongoing basis and acting as patient advocates in health services (Whaley & Wong, 1999).

Medika Lestari Hospital is a private public hospital in Ciledug, Tangerang. The mission of this hospital includes improving the quality of services continuously and providing effective and efficient services. To realize its mission, Medika Lestari Hospital requires organizational commitment from employees, especially nurses.

Nurse commitment is related to the desire to remain in a hospital where the nurse works. Commitment also has a relationship between intention to move, turnover events, absenteeism, and acceptance of change (Benligiray, S., & Sönmez, 2011). Commitment is significantly related to the intention to stay and continue working in the hospital which can avoid turnover (Wang, L., Tao, H., Ellenbecker, C. H., & Liu, 2012).

However, the problem that occurs is that so far organizational commitment throughout the world is still very low. The American Association of Critical-Care Nurses (AACN) stated in 2010 that inadequate commitment from nursing organizations led to an 81% vacancy rate for Registered Nurse (RN) employees in the United States. Apart from that, it also shows a high turnover rate, namely between 17.4% and 24%. Meanwhile, in Indonesia it was recorded that 76% of organizational commitment was still low (Wahyuni & Supartha, 2019). Likewise, at Medika Lestari Hospital itself, commitment has not been maximized, with high nurse turnover and the work period of most of the nurses is less than 1 year. This can be seen from the following table of nurses' work periods:

Table 1 Work Period of Medika Lestari Hospital Nurses in the Last 20 Years

No.	Years of service	Number of Nurses
1	>20 years	7 people
2	15-20 years	5 people
3	10-15 years	6 people
4	5-10 years	10 people
5	1-5 years	28 people
6	< 1 years	24 people
	Total	80 people

Source: RS Medika Lestari (2023)

From the information in table 1.1 above, out of a total of 80 nurses working at Medika Lestari Hospital, it is known that there are only 7 nurses who have worked >20 years (9%), 5 have worked 15-20 years (6%), 6 people with 10-15 years of service (7%), 10 people with 5-10 years of service (13%), 28 people with 1-5 years of service (35%), and 24 people with < 1 year of service (30%). As additional information, from January 2023 to September 2023 the number of nurses who resigned was 23 people, if on average every month there are at least 2-3 nurses who resign. This clearly illustrates that employee organizational commitment is still not optimal.

In health organizations, work motivation is an important measure of health professionals' response to increasing challenges and demands (Tong, 2018). Motivation is known as a process that begins with inspiration to do and energizes it to the end. Motivation is a concept used to describe the external circumstances that inspire specific behavior and the

internal responses that express that behavior. In an organizational context, motivation is explained as a stimulus for work behavior, which channels workers' efforts to achieve organizational goals. Work motivation is the result of interactions between individuals (internal psychological processes), their work environment (transactional processes) and the suitability between these interactions and the societal context (Baljoon, Banjar & Banakhar, 2018).

However, the problems that occurred at Medika Lestari Hospital were based on the results of a pre-survey conducted through Exit Interviews by HR during January - September 2023 of 23 nurses who resigned, namely that 10 nurses argued that there was no clarity regarding career paths which would lead to increased competency. and income, 3 people said they wanted to go home, 2 people wanted to try new opportunities elsewhere and 8 people felt that their salary was not sufficient for their daily needs. From the results of the interview, it can be seen that career development and remuneration are the reasons why nurses resign because they no longer have motivation to work.

In terms of career development, in fact, since the beginning of 2023, only 2 nurses have taken external training (Basic ICU Training for 2 ICU nurses). There are none from other care units. The application process is through medical training to HR, with a term of employment agreement. From data from the Nursing Committee of Medika Lestari Hospital, the largest number of nurses are nurses with PK 1 competency (Clinical Nurse 1), while PK 3 nurses are coordinators who have worked on average > 10 years with a D3 diploma and do not have the desire to continue their education.

Apart from that, in terms of remuneration, currently the salary structure consists of Basic Salary, Allowances (position, risk), and there is no bonus system if there is an increase in patients or examinations. Overtime is paid if after 2 months of implementing overtime there are still excess working hours (173 hours/month).

Based on phenomena that occur globally, nationally, and problems that occur internally at Medika Lestari Hospital, this research will examine further to obtain empirical results regarding the influence of career development and remuneration on work commitment with the role of work motivation as an intervention for nurses in Medika Lestari Hospital. Apart from that, previous studies have never examined the relationship between the variables of career development, remuneration, motivation and organizational commitment of nurses simultaneously. Several previous studies mentioned above only used 1-2 variables which were thought to influence work commitment in general. Therefore, the results of this research cannot yet be generalized and implemented in hospital organizations, especially in nursing

human resources. Therefore, I will research further to obtain empirical results regarding the influence of career development and remuneration on work commitment with the role of work motivation as an intervention for nurses at Medika Lestari Hospital.
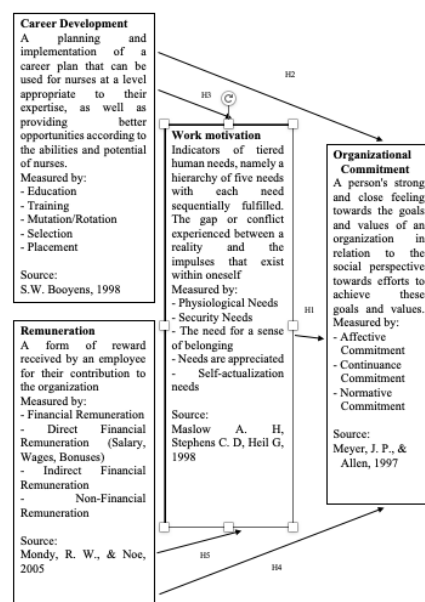
Theoretical Framework

Figure 1 Theoretical Framework

Research Hypothesis

H1: There is a significant influence between Career Development and Remuneration on Organizational Commitment with Work Motivation as an intervening variable

H2: There is a significant influence between Career Development and Organizational Commitment

H3: There is a significant influence between career development and work motivation

H4: There is a significant influence between Remuneration and Organizational Commitment

H5: There is a significant influence between Remuneration and Work Motivation

RESEARCH METHODE

This research uses a causal method which aims to determine the influence of one or more variables (independent variables) on certain variables (dependent variables) which can then be explained in several testing stages because the aim is to determine the influence of the independent variables (Career Development and Remuneration) on the variables. bound (Organizational Commitment). The relationship between research variables is described in the following constellation:
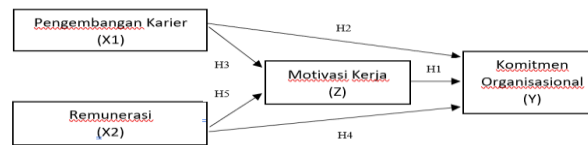
Figure 2 Research Constellation Framework

RESULTS AND DISCUSSION

Results

Data Analysis Requirements Testing

Validity test

The Validity Test is used to measure the legitimacy or validity of a questionnaire (Ghozali, 2006). An instrument is said to be valid if it is able to measure what is desired. The level of validity of an instrument shows the extent to which the data collected does not deviate from the picture of the intended validity. The level of validity of this research instrument was determined through a validity test using the SPSS Windows Release program which was carried out on a questionnaire with 76 questions through a sample of 80 people testing the validity of the instrument. The Rtable value for N=80 with df=78 with a 5% confidence level is 0.2199.

Validity Test of the Organizational Commitment Variable (Y)

Table 2 Organizational Commitment Variables

No.	Dimensi	Rhitung	Rtabel	Kriteria
1	Affective Commitment	0.677	0,2199	Valid
2	Affective Commitment	0.845	0,2199	Valid
3	Affective Commitment	0.906	0,2199	Valid
4	Affective Commitment	0.915	0,2199	Valid
5	Affective Commitment	0.915	0,2199	Valid
6	Affective Commitment	0.845	0,2199	Valid
7	Affective Commitment	0.551	0,2199	Valid
8	Affective Commitment	0.845	0,2199	Valid
9	Affective Commitment	0.893	0,2199	Valid
10	Affective Commitment	0.845	0,2199	Valid
11	Affective Commitment	0.906	0,2199	Valid
12	Affective Commitment	0.551	0,2199	Valid
13	Continuance Commitment	0.893	0,2199	Valid
14	Continuance Commitment	0.677	0,2199	Valid
15	Continuance Commitment	0.869	0,2199	Valid
16	Continuance Commitment	0.845	0,2199	Valid
17	Normative Commitment	0.915	0,2199	Valid
18	Normative Commitment	0.845	0,2199	Valid
19	Normative Commitment	0.551	0,2199	Valid
20	Normative Commitment	0.845	0,2199	Valid
21	Normative Commitment	0.915	0,2199	Valid
22	Normative Commitment	0.845	0,2199	Valid

Source: Data processed in 2023

Based on the tests in the validity test table above, it is known that the calculated r value of all variable indicators is greater than the r table value (0.2199). Therefore, it can be concluded that all indicators of the Organizational Commitment variable used in this research are valid.

Validity Test of Career Development Variables (X1)

Table 3 Career Development Variables

No.	Dimensions	Rhitung	Rtabel	Criteria
1	Education	0.744	0,2199	Valid
2	Education	0.474	0,2199	Valid
3	Education	0.655	0,2199	Valid
4	Training	0.744	0,2199	Valid
5	Training	0.655	0,2199	Valid
6	Mutation/Rotation	0.380	0,2199	Valid
7	Mutation/Rotation	0.655	0,2199	Valid
8	Selection	0.744	0,2199	Valid
9	Placement	0.655	0,2199	Valid
10	Placement	0.744	0,2199	Valid

Source: Data processed in 2023

Based on the tests in the validity test table above, it is known that the calculated r value of all variable indicators is greater than the r table value (0.2199). Therefore, it can be concluded that all indicators of the Career Development variable used in this research are valid.

Remuneration Variable Validity Test (X2)

Table 4 Remuneration Variables

No.	Dimensi	Rhitung	Rtabel	Kriteria
1	Remunerasi Finansial	0.540	0,2199	Valid
2	Remunerasi Finansial	0.427	0,2199	Valid
3	Remunerasi Finansial	0.436	0,2199	Valid
4	Remunerasi Finansial	0.285	0,2199	Valid
5	Remunerasi Finansial	0.436	0,2199	Valid
6	Remunerasi Finansial	0.427	0,2199	Valid
7	Remunerasi Finansial	0.501	0,2199	Valid
8	Remunerasi Finansial	0.285	0,2199	Valid
9	Remunerasi Finansial	0.540	0,2199	Valid
10	Remunerasi Non Finansial	0.427	0,2199	Valid
11	Remunerasi Non Finansial	0.501	0,2199	Valid
12	Remunerasi Non Finansial	0.292	0,2199	Valid
13	Remunerasi Non Finansial	0.273	0,2199	Valid
14	Remunerasi Non Finansial	0.754	0,2199	Valid
15	Remunerasi Non Finansial	0.495	0,2199	Valid
16	Remunerasi Non Finansial	0.739	0,2199	Valid
17	Remunerasi Non Finansial	0.754	0,2199	Valid
18	Remunerasi Non Finansial	0.739	0,2199	Valid
19	Remunerasi Non Finansial	0.252	0,2199	Valid
20	Remunerasi Non Finansial	0.739	0,2199	Valid
21	Remunerasi Non Finansial	0.754	0,2199	Valid
22	Remunerasi Non Finansial	0.739	0,2199	Valid

Source: Data processed in 2023

Based on the tests in the validity test table above, it is known that the calculated r value of all variable indicators is greater than the r table value (0.2199). Therefore, it can be concluded that all indicators of the Remuneration variable used in this research are valid.

Validity Test of Work Motivation Variables (Z)

Table 5 Work Motivation Variables

No.	Dimensi	Rhitung	Rtabel	Kriteria
1	Kebutuhan fisiologis	0.691	0,2199	Valid
2	Kebutuhan fisiologis	0.819	0,2199	Valid
3	Kebutuhan fisiologis	0.691	0,2199	Valid
4	Kebutuhan keamanan & keselamatan	0.843	0,2199	Valid
5	Kebutuhan keamanan & keselamatan	0.691	0,2199	Valid
6	Kebutuhan keamanan & keselamatan	0.843	0,2199	Valid
7	Kebutuhan rasa memiliki & sosial	0.843	0,2199	Valid
8	Kebutuhan rasa memiliki & sosial	0.847	0,2199	Valid
9	Kebutuhan rasa memiliki & sosial	0.691	0,2199	Valid
10	Kebutuhan rasa memiliki & sosial	0.819	0,2199	Valid
11	Kebutuhan untuk dihargai	0.691	0,2199	Valid
12	Kebutuhan untuk dihargai	0.847	0,2199	Valid
13	Kebutuhan untuk dihargai	0.614	0,2199	Valid
14	Kebutuhan untuk dihargai	0.797	0,2199	Valid
15	Kebutuhan untuk dihargai	0.367	0,2199	Valid
16	Kebutuhan aktualisasi diri	0.305	0,2199	Valid
17	Kebutuhan aktualisasi diri	0.459	0,2199	Valid
18	Kebutuhan aktualisasi diri	0.367	0,2199	Valid
19	Kebutuhan aktualisasi diri	0.355	0,2199	Valid
20	Kebutuhan aktualisasi diri	0.367	0,2199	Valid
21	Kebutuhan aktualisasi diri	0.459	0,2199	Valid
22	Kebutuhan aktualisasi diri	0.367	0,2199	Valid

Source: Data processed in 2023

Based on the tests in the validity test table above, it is known that the calculated r value of all variable indicators is greater than the r table value (0.2199). Therefore, it can be concluded that all indicators of the Work Motivation Variable used in this research are valid.

Work Motivation (Z)

Table 6 Respondent Response Matrix for Medika Lestari Ciledug Hospital

No.	Variable	Respondent Response Position			
		Low	Medium	High	Behavior
1	Organizational Commitment	-	✓	-	Obedient
2	Career Development	✓	-	-	Another opportunity
3	Remuneration	-	✓	-	Spirit
4	Work motivation	-	✓	-	Proud

Descriptive analysis using the three box method shows that respondents have sufficient organizational commitment and work motivation as nurses at Medika Lestari Ciledug Hospital. Respondents felt that remuneration was sufficient. Meanwhile, career development is still felt by respondents to be lacking.

Classic Assumption Test Results

Data Normality Test

Table 7 Data Normality Test

One-Sample Kolmogorov-Smirnov Test		
		Unstandardized Residual
N		80
Normal Parameters[a,b]	Mean	.0000000
	Std. Deviation	14.06455703
Most Extreme Differences	Absolute	.084
	Positive	.084
	Negative	-.046
Test Statistic		.084
Asymp. Sig. (2-tailed)		.200[c,d]
a. Test distribution is Normal.		
b. Calculated from data.		
c. Lilliefors Significance Correction.		
d. This is a lower bound of the true significance.		

Source: Processed data (2023)

The results of the normality test on testing 80 data showed that four variables, namely career development, remuneration, work motivation and organizational commitment, had a normal distribution. This is indicated by the significance value of the Kolmogorov - Smirnov test being greater than 0.05.

Heteroscedasticity Test

Coefficients[a]						
		Unstandardized Coefficients		Standardized Coefficients		
Model		B	Std. Error	Beta	t	Sig.
1	(Constant)	8.251	4.867		1.695	.094
	Pengembangan Karier	-.060	.350	-.031	-.172	.864
	Remunerasi	-.113	.226	-.145	-.500	.618
	Motivasi Kerja	.179	.136	.312	1.318	.191
a. Dependent Variable: Abs_Res						

Table 8 Heteroscedasticity Test

Source: Processed data (2023)

From the results above you can see the Sig value. of all variables > 0.05, which means the data does not contain heteroscedasticity.

Multicollinearity Test

Table 9 Multicollinearity Test

Coefficients[a]								
		Unstandardized Coefficients		Standardized Coefficients			Collinearity Statistics	
Model		B	Std. Error	Beta	t	Sig.	Tolerance	VIF
1	(Constant)	14.425	8.603		1.677	.098		
	Pengembangan Karier	1.958	.619	.445	3.165	.002	.378	2.645
	Remunerasi	-1.931	.399	-1.083	-4.838	.000	.149	6.719
	Motivasi Kerja	1.698	.240	1.290	7.059	.000	.223	4.476
a. Dependent Variable: Komitmen Organisasi								

Source: Processed data (2023)

From the results above, it can be seen that the tolerance value is more than 0.1 and the VIF is less than 10, meaning the data is free from the Multicollinearity Test.

Hypothesis test

Table 10 Regression Coefficient Values for Model Summary

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.881ª	.777	.771	6.795
a. Predictors: (Constant), Remunerasi, Pengembangan Karier				

Source: Processed data (2023)

The results of the regression analysis in the table above produced a coefficient of determination value of 0.777. This means that 77.7% of work motivation can be explained by the independent variables used in the research. Meanwhile, the remainder (100% - 77.7% = 22.3%) is influenced by other factors. Value $e1 = \sqrt{(1-0.777)} = 0.472$

Model Feasibility Test

Table 11 Model Feasibility Test

ANOVAª						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	12358.553	2	6179.276	133.841	.000ᵇ
	Residual	3554.997	77	46.169		
	Total	15913.550	79			
a. Dependent Variable: Motivasi Kerja						
b. Predictors: (Constant), Remunerasi, Pengembangan Karier						

Source: Processed data (2023)

From the table above it can be seen that the sig value is <5%, which means the model in this research is suitable for use.

Partial Significance Test (t Test)

Table 12 Regression Coefficient (enter method) with Independent Variables

Coefficientsª						
		Unstandardized Coefficients		Standardized Coefficients		
Model		B	Std. Error	Beta	t	Sig.
1	(Constant)	16.680	3.606		4.626	.000
	Pengembangan Karier	-1.672	.223	-.500	-7.503	.000
	Remunerasi	1.459	.090	1.077	16.172	.000
a. Dependent Variable: Motivasi Kerja						

Source: Processed data (2023)

Based on the Regression Equation table (Table 4.23), the following information can be seen:

If t-count < t-table, then Ha is rejected or there is no significant influence of the independent variable on the dependent variable. Conversely, if t-count > t-table, then Ha is accepted or

there is a significant influence of the independent variable on the dependent variable. (+ and – ignored because the test is 2 sided).

The table can be seen with the equation:

db = N-k

db = 80 – 2 = 78

t-table (db = 78 95% confidence level (significance 0.05) is 1.664

t-count X1 = -7.503. Because t-count > t-table, Ha2 is accepted or Career Development influences Work Motivation.

t-count X2 = 16.172. Because t-count > t-table, Ha4 is accepted or Remuneration has an effect on Work Motivation.

Discussion

The Influence of Career Development and Remuneration on Organizational Commitment with Work Motivation as an intervening variable

The results of the first hypothesis research found that there is an influence of Career Development and Remuneration on Organizational Commitment with work motivation as an intervening. The higher the Career Development, the higher the organizational commitment that can be achieved through the intermediary of Work Motivation and the higher the motivation and remuneration in the workplace, the higher their commitment to the organization will increase. This is in line with previous research, namely (Priskila & Ie, 2021), (Azidin, 2019), and (Lanjar, 2023) which argue that motivation can also influence organizational commitment. This means that if work motivation can influence organizational commitment, then motivation can mediate the influence between career development and remuneration and organizational commitment. These findings show that the higher the motivation and the more developed the employee's career and the higher the remuneration at work, the higher their commitment to the organization will be. These results also support the opinion that commitment in organizations can be formed due to several factors such as organizational factors, individual factors, and work experience. (Meyer, J. P., & Allen, 1997). Based on this opinion, career development and remuneration are included in organizational factors, while work motivation is included in individual factors.

The significant influence of career development on organizational commitment

From the three box method analysis of Career Development, it shows that the average index value is 34.8 which is in the low category, meaning that Career Development at

Medika Lestari Ciledug Hospital is still lacking. The lowest index value is number 3 in the work experience indicator, namely "I have work experience in accordance with the criteria for nurses required by Medika Lestari Hospital" with a score of 27.5; and number 5 on the external nurse training indicator, namely "I received external training from Medika Lestari Hospital" with a score of 27.5, and number 7 on the indicator of changing work places due to adjustment reasons, namely "I have experienced changing jobs due to refreshment or adjustment since being at the hospital Medika Lestari" with a score of 27.5; and number 9 in the indicator of job assignment to a new position, namely "I have experienced changing jobs due to assignments or filling positions in new positions since being at Medika Lestari Hospital" with a score of 27.5.

Thus, hospital management should form a Medical and Non-Medical Training Unit which functions to facilitate external and internal training programs to encourage the career development of nurses so that career paths run optimally. Then the nurse credentialing and recredentialing process must continue to be carried out by the Nursing Committee to support the career development of nurses

Meanwhile, the results of the three box method analysis of Organizational Commitment show that the average index value is 46.29 which is in the medium category, meaning that the Organizational Commitment of Medika Lestari Ciledug Hospital is sufficient. The lowest index value is found in item number 7 in the indicator of involvement as a member of the organization, namely "I involve myself in efforts to achieve goals at Medika Lestari Hospital." with a score of 42; and number 12 on the indicator of individual awareness of remaining in the organization, namely "I try to continue carrying out all my duties and work with full responsibility" with a score of 42; and number 19 on the indicator of pride in being a member of the organization, namely "Being part of the Medika Lestari Hospital employees is not a matter of pride for me" with a score of 42. This means that employees are less enthusiastic and do not have strong loyalty in carrying out their work.

The significant influence of career development on work motivation

From the three box method analysis of Career Development, it shows that the average index value is 34.8 which is in the low category, meaning that Career Development at Medika Lestari Ciledug Hospital is still lacking. The lowest index value is number 3 in the work experience indicator, namely "I have work experience in accordance with the criteria for nurses required by Medika Lestari Hospital" with a score of 27.5; and number 5 on the external nurse training indicator, namely "I received external training from Medika Lestari

Hospital" with a score of 27.5, and number 7 on the indicator of changing work places due to adjustment reasons, namely "I have experienced changing jobs due to refreshment or adjustment since being at the hospital Medika Lestari" with a score of 27.5; and number 9 in the indicator of job assignment to a new position, namely "I have experienced changing jobs due to assignments or filling positions in new positions since being at Medika Lestari Hospital" with a score of 27.5. Thus, hospital management should form a Medical and Non-Medical Training Unit which functions to facilitate external and internal training programs to encourage the career development of nurses so that career paths run optimally. Then the nurse credentialing and recredentialing process must continue to be carried out by the Nursing Committee to support the career development of nurses

Meanwhile, the results of the three box method analysis of Work Motivation show that the average index value is 45.61 which is in the medium category, meaning that Work Motivation at Medika Lestari Ciledug Hospital is sufficient. The highest index value is found in questionnaire item number 13 which reflects the indicator of being recognized and appreciated for one's achievements, namely "Recognition from my superiors makes me active in working" with a score of 56.5 and number 16 with the indicator of using and developing my own potential, namely "The place I work provides opportunities for employees to develop their own creativity" with a score of 56.5. This reflects that employees need appreciation from superiors, and employees feel they are given the opportunity to develop their creativity. The lowest index value is found in statement number 8 on the indicator of interacting with fellow co-workers, namely "I consider my co-workers as family" with a score of 40.75 and number 12 with an acknowledged indicator, namely "My leadership creates pleasant working relationships" with score 40.75. Thus, hospital management should improve employee work motivation and improve working relationships with fellow employees and with leaders by holding programs that can strengthen relationships within the organization. Because based on the analysis, it turns out that the things that can increase nurses' work motivation are more about the need for self-actualization and the need to be recognized for their existence.

The significant influence of remuneration on organizational commitment

From the three box method analysis, it shows that the average index is 52.82 which is in the medium category, meaning that the remuneration of Medika Lestari Ciledug Hospital is sufficient. The highest index value is found in questionnaire item number 15 which reflects the reward indicator obtained based on satisfaction with the work performed, namely "Promotion opportunities where I work apply to all employees" with a score of 56.5. This

reflects that employees have the same opportunity to get promotions. The lowest index values are at numbers 3 and 5 in the direct reward indicator, namely "The position and risk allowances that I receive have been given in accordance with the rules that have been set at Medika Lestari Hospital." and "The overtime allowance I received was given according to the calculation of the overtime hours I worked" with a score of 27.5. Thus, it is best for hospital management to provide remuneration by providing appropriate position, risk and overtime allowances.

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The significant influence of remuneration on work motivation

From the three box method analysis, it shows that the average index is 52.82 which is in the medium category, meaning that the remuneration of Medika Lestari Ciledug Hospital is sufficient. The highest index value is found in questionnaire item number 15 which reflects the reward indicator obtained based on satisfaction with the work performed, namely "Promotion opportunities where I work apply to all employees" with a score of 56.5. This reflects that employees have the same opportunity to get promotions. The lowest index values are at numbers 3 and 5 in the direct reward indicator, namely "The position and risk allowances that I receive have been given in accordance with the rules that have been set at Medika Lestari Hospital." and "The overtime allowance I received was given according to the calculation of the overtime hours I worked" with a score of 27.5. Thus, it is best for hospital

management to provide remuneration by providing appropriate position, risk and overtime allowances.

Meanwhile, the results of the three box method analysis of Work Motivation show that the average index value is 45.61 which is in the medium category, meaning that Work Motivation at Medika Lestari Ciledug Hospital is sufficient. The highest index value is found in questionnaire item number 13 which reflects the indicator of being recognized and appreciated for one's achievements, namely "Recognition from my superiors makes me active in working" with a score of 56.5 and number 16 with the indicator of using and developing my own potential, namely "The place I work provides opportunities for employees to develop their own creativity" with a score of 56.5. This reflects that employees need appreciation from superiors, and employees feel they are given the opportunity to develop their creativity. The lowest index value is found in statement number 8 on the indicator of interacting with fellow co-workers, namely "I consider my co-workers as family" with a score of 40.75 and number 12 with an acknowledged indicator, namely "My leadership creates pleasant working relationships" with score 40.75. Thus, hospital management should improve employee work motivation and improve working relationships with fellow employees and with leaders by holding programs that can strengthen relationships within the organization.

Research Findings

The research results show that 43.3% of organizational commitment can be explained by the independent variables used in the research, namely career development and remuneration. Meanwhile, the remaining 56.7% is influenced by other factors.

There is a significant influence between career development and work motivation, but the increase in career development is not in the same direction as the increase in work motivation.

There is a significant influence between remuneration and organizational commitment, but the increase in remuneration is not in the same direction as the increase in organizational commitment.

The research results show a significant influence of Career Development and Remuneration on Organizational Commitment with work motivation as an intervening factor.

Research Limitations

The limitations of this research can be seen from the sampling, namely in the data collection process: the information that respondents understand through the questionnaire is sometimes not in accordance with the editorial intended by the researcher so that the answers

to the questionnaire sometimes do not show the respondents' true opinions. This happened because data collection was carried out in writing using only a questionnaire and no further exploration/discussion was carried out through interviews.

The research is cross-sectional, meaning it is only studied over a limited period of time, and the main aim is to show the conditions that occurred at the time of the study as well as changes that may have occurred and will possibly occur.

The number of respondents to this study is still relatively small because it is hampered by the small population, namely only hospital nurses.

This research only uses 2 independent variables and 1 intervening variable, even though there are many other factors that can influence organizational commitment.

CONCLUSIONS, IMPLICATIONS AND SUGGESTIONS

Conclusion

There is a significant influence of Career Development and Remuneration on Organizational Commitment with Work Motivation as an intervention for nurses at Medika Lestari Hospital.

1. There is a significant influence of Career Development on Organizational Commitment among nurses at Medika Lestari Hospital.
2. There is a significant influence of Career Development on Work Motivation among nurses at Medika Lestari Hospital.
3. There is a significant influence of Remuneration on Organizational Commitment among nurses at Medika Lestari Hospital.
4. There is a significant influence of remuneration on the work motivation of nurses at Medika Lestari Hospital.

Implications

Theoretical Implications

This research shows the influence of career development and remuneration on organizational commitment with work motivation as an intervening. The results of this research are in line with research by (Priskila & Ie, 2021), (Azidin, 2019), and (Lanjar, 2023). According to (Robbins, 2015) stated that work motivation is a process that reflects a person's strength, direction and persistence in an effort to achieve goals. Apart from that, according to (Booyens, 1998) nurse career development is the planning and implementation of a career plan that can be used for nurses at a level appropriate to their expertise, as well as providing better opportunities according to the nurse's abilities and potential. Regarding remuneration

(Mondy, R. W., & Noe, 2005) states that remuneration is a form of reward received by an employee for their contribution to the organization. With career development and remuneration, nurses' work motivation will also increase. This will guarantee their organizational commitment as workers.

This research shows that career development has a significant influence on organizational commitment. The results of this research are in line with research by (Priskila & Ie, 2021) and (Widyanti, 2020) which proves that career development can influence organizational commitment. According to (Booyens, 1998) nurse career development is the planning and implementation of a career plan that can be used for nurses at a level appropriate to their expertise, as well as providing better opportunities according to the nurse's abilities and potential. So by guaranteeing career development, nurses will also guarantee their organizational commitment.

This research shows that career development has a significant influence on work motivation. The higher the career development, the lower the work motivation. The results of this research are not in line with the opinions of (Sudarsono, Masyurrosyidi & Chalidyanto, 2021) and (Arifandi, 2022) who say that the level of education has an effect on work motivation, career development and competence have a significant effect on work motivation. According to the Hierarchy of Needs Theory by Maslow, 1998, it is stated that there are 5 basic human needs, including: physiological, security, social needs, recognition of their existence, and self-actualization. This applies to employees in hospitals, where the need for self-actualization and being recognized is more important than having a career advancement in an organization.

This research shows that remuneration has a significant influence on organizational commitment. The results of this research are in line with research (Muslim & Sutinah, 2020) which states that with the existence of a remuneration system, nurse turnover is increasing which shows their low organizational commitment. According to (Mondy, R. W., & Noe, 2005) states that remuneration is a form of reward received by an employee for their contribution to the organization.

This research shows that remuneration has a significant influence on work motivation. The results of this research are in line with research (Palwasha, Ashfaq, 2020) which states that remuneration has a positive and significant effect on work motivation. According to (Mondy, R. W., & Noe, 2005) states that remuneration is a form of reward received by an employee for their contribution to the organization. So by guaranteeing an increase in remuneration, nurses will also guarantee an increase in their work motivation.

Managerial Implications

The results of this research can have positive implications for hospital management. Aims to form a strategy to increase employee organizational commitment through improving career development, remuneration and work motivation. Some things that can be done include:

1. Improvement of the Human Resources recruitment system, especially the nursing section. The job specifications required, the salary offered are all adjusted to the hospital's needs.

2. The selection process for promotion of health workers for nurses can be improved. Collaborate with the unit coordinator and head of nursing to map nursing staff who are considered to have good performance.

3. Coordination between finance, medical and nursing departments. Discussions were held to include external and internal training in the following year's RAB. Then, for implementation, you can make the training section a PIC.

4. Improvement of the remuneration system for nurses by including on the management semester meeting agenda with the Hospital Director and PT Director to discuss elements that can be included in remuneration. These elements are adjusted to the hospital's capabilities. Some elements of remuneration that can be prioritized are position/risk allowances, providing incentives according to targets, and an overtime system that has been implemented.

From work motivation, it is hoped that management, section heads and hospital leaders can always provide motivation and encouragement for work enthusiasm. Apart from that, it also gives appreciation to employees who show good performance, especially nurses.

Suggestion

For Hospitals

Hold meetings involving hospital management and nurses. In the meeting, an explanation was given regarding career development that could be carried out and obtained at the hospital, along with the benefits that would be obtained if you took part in the training provided.

One way to increase the amount of internal and external training for nurses at Medika Lestari Hospital is by assigning Medical and Non-Medical Training, then collaborating with the finance department so that it can be included in the hospital's RAB in the following year.

So that nurses feel they are cared for by the hospital in terms of education and career advancement.

Hospitals must routinely credential nurses by the Nursing Committee. So that the career path of nurses can continue to be developed and improved.

Providing appropriate remuneration for nurses at Medika Lestari Hospital. Especially direct financial remuneration whose effects they can immediately receive and feel. This strategy can help management reduce nurse turnover because then their work motivation and organizational commitment will increase.

Can provide annual bonuses to employees with good performance. The aim is to show the hospital's attention to employees by giving appreciation. Some examples of appreciation that can be given include: Umrah facilities for Muslims, incentive bonuses.

Announce verbally and in writing every month who is a model employee. This can stimulate employee performance. So that employees feel recognized for their existence.

Providing motivation to nurses to continue to improve their competency by continuing their education with D3 nurses. Hospitals can provide scholarship facilities to nurses who are interested in continuing their education.

For Further Research

It is hoped that further research can add other factors as independent variables that can increase organizational commitment, especially among hospital employees. Apart from that, further research can take other respondent subjects such as hospital employees as a whole or per hospital installation. It is possible that further research could also use other research objects, such as in private and government-class companies.

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