



## Work Environment and Career Development as Determinants of Nurse Loyalty: The Impact of Job Satisfaction as Mediation

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### ABSTRACT

This study aims to analyze the effect of the work environment and career development on nurse loyalty with job satisfaction as a mediating variable at Regional General Hospital Hj. Anna Lasmanah Banjarnegara. A quantitative approach was applied in this research, with the population consisting of nurses at the hospital. The sample size was determined using the Slovin formula and selected through a Quota Sampling. The results indicate that the work environment and career development, each has a significant positive effect on both job satisfaction and nurse loyalty. Additionally, job satisfaction has a significant positive effect on nurse loyalty and mediates the relationship between the work environment, career development, and nurse loyalty. This study provides valuable insights for enhancing nurse loyalty through improvements in the work environment and career development.

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## INTRODUCTION

Hospitals are an important component of the health system that contributes to providing health services to the community. Referring to the World Health Organization (WHO) web page, Hospitals are vital in enhancing the healthcare system by maximizing and concentrating their resources to effectively meet the needs of the community, thereby enhancing the overall performance and meeting the demands of the population. Humans are the most important resource in the public service sector, machines and health technology utilized today still require direct human handling (Wedhatama et al., 2021). As medical personnel who work at the forefront, nurses have a big responsibility in maintaining standards and services to the community. Good service is created by nurses who have high commitment which forms loyalty to work and institutions (Veronica, 2020). Employees, in this case nurses, who have loyal traits tend to provide more optimal services and stay longer in the organization (Astuti & Santoso, 2023). Employee loyalty has many positive impacts on the organization, such as reducing turnover, increasing discipline at work, reducing complaints or complaints, increasing work productivity, and other benefits that have a good impact on the company (Bagis & Adawiyah, 2022).

The loyalty of nurses at RSUD Hj. Anna Lasmanah Banjarnegara is considered quite good, this is evidenced by the involvement of nurses in participating in activities outside the duties of nurses, such as the Hospital Innovation activity JURAGAN (Juru Garda Terdepan) which is a program to support patient mobilization in the Hospital (Head of Legal and Public Relations Subdivision, 2024). To determine the level of employee loyalty, employee length of service can be one indicator, because it shows an individual's commitment to continue contributing to the organization over an enduring period (Chen et al., 2022). Based on data collected from 153 nurses or 71% of the total 215 nurses, 44% of them have worked for 1-10 years, 33% have worked for 11-20 years, 16% have worked in the range of 21-30 years, 7% have worked for <1 year and 1% have worked for more than 31 years.

Increasing employee loyalty is very important to be implemented on an ongoing basis, this contributes to strengthening competitive advantage, especially by reducing the negative impacts that will result from employee turnover (Sibarani et al., 2024). A good work environment, including flexible work rules and employee assistance programs, can help reduce turnover intention in nurses (Hasanah & Bagis, 2024). Research has demonstrated that the work environment is a key factor in strongly influencing employee loyalty, with a positive relationship direction (Aisah & Arjanggih, 2021; Andarsari & Setiadi, 2023; Rachmawati et al., 2023), A well-managed, positive, and supportive work environment significantly boosts employee productivity, As a result, it reinforces their commitment to the company and deepens their attachment to the organization (Septyarini et al., 2024). Numerous studies have shown conflicting results regarding the connection between work environment and employee loyalty, revealing that, in some cases, the work environment does not significantly influence employee loyalty (Usniarti & Nuvriasari, 2024; Wijayanti, 2024).

Career development, together with the work environment, plays a crucial role in strengthening and preserving employee loyalty. Employee loyalty to the company is proportional to the work output, which is appreciated by a good career advancement (Utami & Dwiatmadja, 2020). Dirhamsyah and Suprayitno (2022) Indicates that career development has a substantial and favorable effect on increasing employee loyalty. These results are further validated by previous studies, such as those conducted by Helia et al. (2022), Walidah et al. (2024), and Willy Rizky Utami & Dwiatmadja (2020). Hamidiana et al. (2024) revealed different results, where in his research career development had a positive but insignificant effect on employee loyalty.

Job satisfaction stands as a core element for the majority of workers and is a crucial factor for the effective management of any company (Frempong et al., 2018). Nurses' job satisfaction plays a key role in cultivating loyalty and a sense of belonging, which helps strengthen organizational commitment and leads to better performance in hospitals (Bagis, 2022). Organizations with satisfied employees tend to work more actively and productively (Widhiandono et al., 2022). Two factors primarily affect job satisfaction. Hygiene factors, like the work environment, are crucial in avoiding dissatisfaction and maintaining a baseline level of comfort for employees. Conversely, motivator factors like career development have a stronger effect on enhancing satisfaction by fostering intrinsic motivation, which encourages employees to become more involved in their work and feel a sense of accomplishment (Robbins & Judge, 2023). The work environment greatly influences an individual's ability to carry out their tasks and responsibilities, as well as their overall job satisfaction. Studies on the connection between the work environment and job satisfaction have produced mixed results, with some studies affirming a positive and significant impact of the work environment on job satisfaction (Meku Lelo, 2024; Putri & Supriadi, 2022; Saputra, 2021).

The findings from earlier research on career development and job satisfaction reveal inconsistencies, with some studies indicating varying levels of impact on job satisfaction, according to Hamidiana et al. (2024); Pradiptha et al., (2024); Puspanegara et al., (2024) Job satisfaction is significantly and positively affected by career development. On the other hand, according to Maheswari et al. (2023) Career development does not have a substantial impact on employee job satisfaction. This suggests that inconsistencies still exist in research regarding the effect of work environment and career development on job satisfaction. The degree of job satisfaction is vital in cultivating employee loyalty, a key factor for achieving organizational success (Vasumathi et al., 2021). Employee loyalty to an organization is influenced by how satisfied the employee is with the job itself (Maulidiyah et al., 2023). Based on research from Yuliyanti et al. (2020) it is known that the effect of career development and work environment on employee loyalty is strengthened by job satisfaction, acting as a mediator. These findings suggest that job satisfaction not only influences employee loyalty but also strengthens the relationship between career development, work environment, and loyalty. Contrasting results from other studies suggest that job satisfaction does not act as a mediator in the

relationship between the work environment and employee loyalty (Novianti et al., 2024; Safrida et al., 2023). The findings of Febriana et al. (2024) It was concluded that job satisfaction does not serve as a mediator in the relationship between career development and employee loyalty.

This study is entitled "Work Environment and Career Development as Determinants of Nurse Loyalty: The Impact of Job Satisfaction as Mediation", which is a replication with modification of research (Yuliyanti et al., 2020) entitled "The Effect Of Career Development And Work Environment On Employee Loyalty With Job Satisfaction As An Intervening Variable". Earlier studies at PT Pelabuhan Indonesia investigated how career development and work environment affect employee loyalty, with job satisfaction serving as a mediating variable. This study seeks to revisit the model in a new context, namely nurses at RSUD Hj. Anna Lasmanah Banjarnegara, the choice of research location is based on positive issues that exist in the hospital, where the level of nurse loyalty is known to be very good. The objective of this study was to investigate the roles of the work environment and career development in fostering nurse loyalty, along with the mediating influence of job satisfaction. This study's results aim to provide hospital management with alternative solutions to develop strategies that foster long-term nurse loyalty, ensuring the delivery of optimal health services to the community.

## **LITERATURE REVIEW**

### ***Social Exchange Theory***

Social Exchange Theory (SET), as introduced by Blau (1964) in his book *Exchange and Power in Social*, social relationships are based on the principle of reciprocity, where individuals or groups exchange benefits, both material and non-material. More than just economic transactions, these relationships involve elements of trust, ill-defined obligations, and social norms that underlie the interactions between parties. This theory is commonly applied to analyze the relationship between individuals and organizations, particularly when examining the phenomenon of employee loyalty.

### ***Nurse Loyalty***

According to Robbins & Judge (2024), Loyalty can be defined as a passive but optimistic attitude in waiting for changes in organizational conditions while still showing support for the organization, including courage in defending the organization from external criticism and believing that the organization's management can make the right decisions. In the context of employee loyalty, Social Exchange Theory (SET) highlights that employee behavior is based on the principle of reciprocity, where when the organization invests heavily in employee welfare (e.g. salary, career development, job satisfaction), employees tend to reciprocate and compensate by showing loyalty and improving performance. Social exchange theory is based on several key principles that drive social interactions, such as reciprocity, cost benefit analysis, social norms and power dynamics (Ruzain, 2024).

### ***Work Environment to Job Satisfaction***

According to Sinambela (2018:303), defines job satisfaction as a feeling that arises in individuals related to their work, which is produced through personal (internal) efforts, and is influenced by external aspects such as work situations, work outcomes, and the characteristics of the job itself. The work environment is a crucial aspect that has the potential to influence job satisfaction. In the context of nurses, a healthy work environment greatly affects the well-being of nurses, A supportive work environment can greatly contribute to enhancing both the quality and safety of patient care (Wei et al., 2018). A positive and significant relationship exists between the work environment and the improvement of employee job satisfaction within the company (Meku Lelo, 2024; Putri & Supriadi, 2022; Safrida et al., 2023).

H1: Work Environment has a positive and significant effect on Job Satisfaction.

### ***The Effect of Career Development on Job Satisfaction***

Career development is another aspect that can affect job satisfaction. Career development is included in motivator factors, which contribute to increased job satisfaction and intrinsic motivation (Robbins & Judge, 2023). For a nurse, career development is an aspect that must be considered, through a career development system it will generate new knowledge, policy development and implementation of superior nursing practice, nurse practice based on empirical findings and evidence, and critical thinking concepts that can increase nurse job satisfaction (Puspanegara et al., 2024). This argument is supported by previous research, which highlights the important role of career development in improving job satisfaction (Hamidiana et al., 2024; Puspanegara et al., 2024).

H2: Career Development has a positive and significant effect on Job Satisfaction.

### ***The Effect of Work Environment on Nurse Loyalty***

The work environment, according to Afandi (2018) includes various elements that surround workers that have the potential to affect the implementation of individual tasks and responsibilities. A good work environment, both mentally and physically, can support productivity and increase satisfaction, which ultimately becomes the main basis in shaping employee loyalty to the company (Andarsari & Setiadi, 2023; Fitriyani, 2018). Social Exchange Theory explains that employee commitment to the organization is strongly influenced by how they perceive justice and equality in social relations in the organization. A sense of justice and equality in the exchanges within the organization leads employees to feel more connected and loyal to the company (Melkamu, 2023). When the work environment offers comfort, social support, and recognition of contributions, it will motivate employees to show higher loyalty in return for the good treatment received. Previous research by Egyansyah et al. (2022); Safrida et al. (2023); Rachmawati et al. (2023); Andarsari & Setiadi, (2023); Aisah & Arjanggi, (2021) It shows that the work environment is essential in substantially boosting employee loyalty within the company.

H3: Work Environment has a positive and significant effect on Nurse Loyalty.

### ***The Effect of Career Development on Nurse Loyalty***

According to Nawawi (2016), Career development is a formal effort with the aim of improving and exploring further abilities, with the hope that it can have an impact on the development process and broaden horizons in order to open up opportunities for more satisfying positions in the work currently being undertaken. Afandi (2018) in his book argues that companies that pay more attention to the career development of their employees tend to experience lower turnover rates. In the context of Social Exchange Theory, employees are inclined to return the benefits they receive from their organization as part of a reciprocal relationship. Nurses who feel well facilitated in developing their careers will feel obliged to show loyalty to the hospital. This argument is reinforced by previous research which reveals that career development contributes significantly to increasing employee loyalty in the company (Helia et al., 2022; and Utami & Dwiatmadja, 2020; Walidah et al., 2024).

H4: Career Development has a positive and significant effect on Nurse Loyalty.

### ***The Effect of Job Satisfaction on Nurse Loyalty***

Job satisfaction plays a key role in fostering loyalty among employees, with its positive impact on employee loyalty being substantial (Hamidiana et al., 2024; Vasumathi et al., 2021) Social Exchange Theory posits that the relationship between individuals and organizations relies on the principle of reciprocity, where both parties offer mutual benefits. When the hospital is able to invest in improving the welfare of employees, in this case nurses, it will encourage loyalty in nurses to the hospital so that it motivates them to carry out their work. These results align with previous research, which indicates that job satisfaction is a crucial factor in enhancing employee loyalty, with higher satisfaction leading to stronger loyalty to the organization (Novianti et al., 2024; Maulana et al., 2024; Safrida et al., 2023).

H5: Job Satisfaction has a positive and significant effect on Nurse Loyalty.

### ***The Mediating Role of Job Satisfaction on the Effect of Work Environment on Nurse Loyalty***

Previous studies by Hamidiana et al. (2024) reveal that the work environment has a significant contribution and positive influence on employee loyalty, with job satisfaction acting as an intervening factor in this relationship. The results show that job satisfaction strengthens the impact of the work environment on employee loyalty. When the work environment is supportive, it leads to higher job satisfaction among nurses, thereby reinforcing their loyalty to the hospital. A supportive work environment is a sign of the hospital's concern for employee well-being, which can significantly improve job satisfaction. The findings indicate that job satisfaction serves as a mediating factor in the link between the work environment and employee loyalty (Andarsari & Setiadi, 2023; Yuliyanti et al., 2020)

H6: Job Satisfaction can mediate the effect of Work Environment on Nurse Loyalty.

### *The Mediating Role of Job Satisfaction on the Effect of Career Development on Nurse Loyalty*

Research results from Yuliyanti et al. (2020) found that job satisfaction mediates the relationship between career development and employee loyalty. The research shows that job satisfaction acts as both a driver of employee loyalty and a factor that strengthens the bond between career development and loyalty. When a company or organization is able to provide a good career development program to its employees, it will improve employee welfare and satisfaction with the company, which in turn will motivate employees to be more loyal to the company. As a form of recognition from the hospital, career development allows nurses to improve their professional skills and broaden their perspectives, supporting their progress along a planned career trajectory while contributing to the hospital's objectives. Nurses who feel they are benefiting from proper career development are more inclined to stay loyal to their roles, with job satisfaction serving as a mediator that strengthens the link between career development and employee loyalty.

H7: Job Satisfaction can mediate the effect of Career Development on Nurse Loyalty.

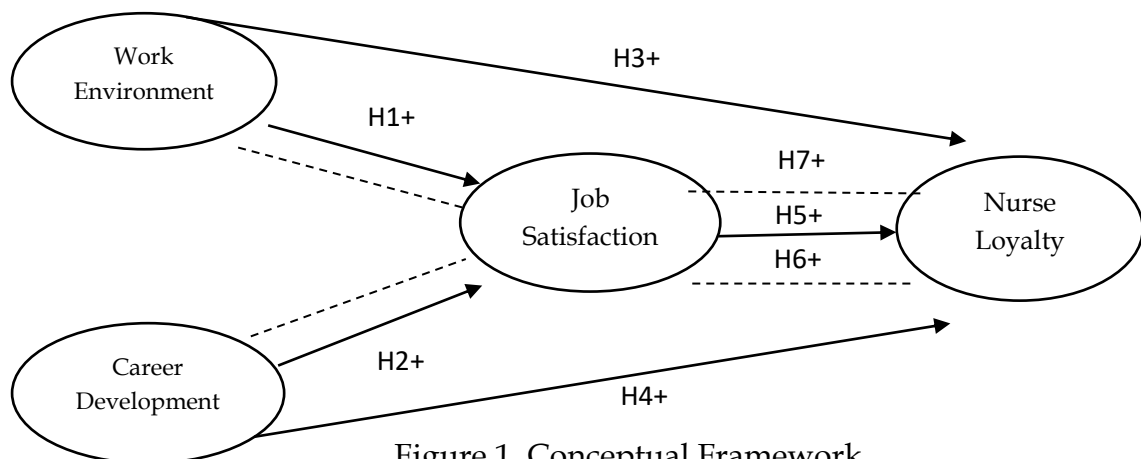


Figure 1. Conceptual Framework

### **METHODOLOGY**

This research is a quantitative study that applies mediation or intervening analysis methods, employing Smart-PLS software for data analysis. The study examines a population of 215 nurses at RSUD Hj. Anna Lasmanah Banjarnegara, utilizing Non-Probability Sampling (Sugiyono, 2015) and Quota Sampling approach used for sampling. The sample size was derived from the Slovin Formula with a 5% margin of error, resulting in 139 samples. Questionnaires were distributed online via Google Form and in person, utilizing a Likert scale of 1-5, to nurses at RSUD Hj. Anna Lasmanah Banjarnegara. The research adopts a Structural Equation Modeling (SEM) approach using Partial Least Square (PLS) analysis through SmartPLS software. The analysis includes defining the outer model to map the relationships between latent constructs and their respective indicators, and the inner model to evaluate the connections among latent variables as per the proposed hypotheses.

Nurse loyalty is the dependent variable in this study, representing individual commitment to the organization, which is reflected through the willingness to support and remain with the organization over the long term. The dimensions of Nurse Loyalty according to Kumar et al. (2006), Lam (2004), and Zeithaml & Parasuraman (1996) adopted by Chen et al. (2022) state, that nurse loyalty indicators include several important aspects, including a sense of pride in the company, commitment to company progress, willingness to stay in the company, A commitment to a prolonged career path within the company.

The research focuses on work environment and career development as the independent variables. Adopting from the results of research by Vitale and Chang (2024) related to the Nursing Work Environment Questionnaire (NEW-q), the dimensions of the nurse's work environment are divided into three, namely: 1) Nursing Arrangement Rules, 2) Nursing Skill Activities, 3) Nursing Insight, by taking into account the three key dimensions of the nurse's work environment, namely the system level, organizational level, and individual level. As for career development variables, the indicators used refer to Handoko (2008) and Rivai & Sagala (2010) in Firman (2021) which includes Work Performance, Exposure, Organizational Loyalty, Mentors And Sponsors, Opportunities To Grow, And Management Support.

The study investigates the role of job satisfaction as a mediator in strengthening the connection between the independent and dependent variables. Job satisfaction can be evaluated through various indicators, referring to the pre-existing job satisfaction measurement model of Andersen et al. (2004), Ibanez et al. (2006), and Zhang, Liu et al. (2004) adopted in the study Chen et al. (2022) indicators of job satisfaction include several aspects including Compensation and Welfare, Work and position, Safety and Security, and Justice in the organization.

## **RESEARCH RESULTS**

### ***Respondent Demographics***

Based on the questionnaire data, this study involved 139 nurses as respondents, with 71% being women and 29% men. Regarding employment status, 54% of the respondents were permanent employees, while the remaining 46% were non-permanent employees. The majority of respondents had a tenure of 1 to 10 years (44%), with the largest age group in the 31-40 years range (36%). In terms of education level, most respondents were S1 graduates (64%), followed by D3 graduates (42%). The distribution of respondents based on work units showed that 56% came from inpatient installations, 12% from outpatient installations, 8% from Hemodialysis, 7% from ICU, and 9% each from Emergency Room and Perinatal NICU.

### ***Outer Loadings***

The outer loading results from a single round indicate that all indicator items are valid, with each item having an outer loading value exceeding 0.70, except for variable items X1.18, X1.23, and X1.26 which are declared invalid. Nonetheless, indicators with outer loading values ranging from 0.40 to 0.70 can still be included in the model, provided that Construct Reliability and Validity

are not compromised (Hair et al., 2021) . So, in the next analysis X1.18, X1.23, and X1.26 will still be included in the next analysis.

Table 1. Outer Loadings

Variables	Item	Outer Loadings	Information
Nurse Loyalty (Chen et al, 2022)	Y.1	0,800	Valid
	Y.2	0,781	Valid
	Y.3	0,749	Valid
	Y.4	0,782	Valid
	Y.5	0,817	Valid
	Y.6	0,744	Valid
	Y.7	0,817	Valid
	Y.8	0,809	Valid
	Y.9	0,793	Valid
Work Environment (Vitale and Chang, 2024)	X1.1	0,794	Valid
	X1.2	0,804	Valid
	X1.3	0,724	Valid
	X1.4	0,752	Valid
	X1.5	0,836	Valid
	X1.6	0,811	Valid
	X1.7	0,751	Valid
	X1.8	0,859	Valid
	X1.9	0,866	Valid
	X1.10	0,824	Valid
	X1.11	0,824	Valid
	X1.12	0,808	Valid
	X1.13	0,828	Valid
	X1.14	0,879	Valid
	X1.15	0,853	Valid
	X1.16	0,889	Valid
	X1.17	0,851	Valid
	X1.18	0,674	Invalid
	X1.19	0,870	Valid
	X1.20	0,789	Valid
X1.21	0,841	Valid	
X1.22	0,780	Valid	
X1.23	0,468	Invalid	
X1.24	0,850	Valid	
X1.25	0,785	Valid	
X1.26	0,699	Invalid	
X1.27	0,787	Valid	
Career Development (Firman, 2021)	X2.1	0,762	Valid
	X2.2	0,849	Valid
	X2.3	0,848	Valid
	X2.4	0,717	Valid
	X2.5	0,756	Valid
	X2.6	0,791	Valid

	X2.7	0.826	Valid
	X2.8	0.866	Valid
	X2.9	0.873	Valid
	X2.10	0,814	Valid
	X2.11	0,808	Valid
	X2.12	0,800	Valid
Job Satisfaction (Chen et al, 2022)	M.1	0,856	Valid
	M.2	0,886	Valid
	M.3	0,896	Valid
	M.4	0,882	Valid
	M.5	0,894	Valid
	M.6	0,880	Valid
	M.7	0,899	Valid

### Construct Validity and Reliability

The validity and reliability test results in Table 2 are considered valid if the Composite Reliability (CR) is at least 0.70, Cronbach's Alpha is  $\geq 0.70$ , and the Average Variance Extracted (AVE) value is  $\geq 0.50$  (Hair et al., 2021). The test results indicate that all variables are valid and reliable, as the Average Variance Extracted (AVE) value is  $\geq 0.50$ , Composite Reliability is  $\geq 0.70$ , and Cronbach's Alpha is  $\geq 0.70$ .

Table 2 . Construct Validity and Reliability

	Cronbach's Alpha	rho_A	CR	AVE
Career Development (X2)	<b>0,952</b>	<b>0,954</b>	<b>0,958</b>	<b>0,657</b>
Job Satisfaction (M)	<b>0,954</b>	<b>0,956</b>	<b>0,962</b>	<b>0,783</b>
Nurse Loyalty (Y)	<b>0,924</b>	<b>0,925</b>	<b>0,937</b>	<b>0,622</b>
Work Environment (X1)	<b>0,979</b>	<b>0,980</b>	<b>0,980</b>	<b>0,677</b>

Source: PLS data processing results (2024)

### R Square Test

The R-Square test results reveal an R2 value of 0.675, meaning that 67.5% of the variance in nurse loyalty can be attributed to the work environment, career development, and job satisfaction, with the remaining 32.5% explained by other variables not explored in this research.

### Hypothesis Test Results

Table 3. Path Coefficient

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ( O/STDEV )	P Values
Work Environment (X1) → Job Satisfaction (M)	0,249	0,259	0,087	2,870	<b>0,004</b>
Career	0,581	0,571	0,093	6,274	<b>0,000</b>

Development (X2)→ Job Satisfaction (M) Work Environment (X1)→ Nurse Loyalty (Y) Career	0,477	0,499	0,119	4,009	0,000
Development (X2)→ Nurse Loyalty (Y) Job Satisfaction (M)→ Nurse Loyalty (Y)	0,229	0,210	0,094	2,424	0,016
	0,215	0,213	0,088	2,442	0,015

Source: PLS data processing results (2024)

According to the analysis in Table 3, all variables exhibit a positive relationship direction, as indicated by the positive values obtained in the original sample data. Hypothesis results will be accepted if the P-values < (0.05) and the T-statistic > (1.96). According to the analysis, the work environment significantly and positively influences job satisfaction, confirming that Hypothesis 1 is accepted. Career development significantly influences job satisfaction in a positive direction, leading to the acceptance of Hypothesis 2. According to the PLS analysis, the work environment significantly and positively affects nurse loyalty (Hypothesis 3, accepted). Hypothesis 4 is accepted based on the analysis, as it reveals a positive and substantial effect of career development on nurse loyalty. Job satisfaction has a significant and positive impact on nurse loyalty, as indicated in Hypothesis 5, which leads to the acceptance of the hypothesis, with job satisfaction positively influencing nurse loyalty, supporting the hypothesis.

Table 4. Specific Indirect Effect

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ( O/STDEV )	P Values
Work Environment (X1) -> Job Satisfaction (M) -> Nurse Loyalty (Y) Career	0,054	0,053	0,024	2,241	0,025
Development (X2) - > Job Satisfaction (M) -> Nurse Loyalty (Y)	0,125	0,125	0,061	2,037	0,042

Source: PLS data processing results (2024)

Table 4 displays the analysis results that reveal the indirect impact of an independent variable on the dependent variable through the mediator variable, assessing the mediation effect facilitated by the mediator variable. Table 6 presents results where the P-values are under 0.05, confirming the acceptance of Hypothesis 6 and demonstrating that job satisfaction mediates the connection between the work environment and nurse loyalty (accepted). The analysis results indicate that job satisfaction acts as a mediator in the relationship between career development and nurse loyalty, confirming the acceptance of Hypothesis 7.

## **DISCUSSION**

### ***The Effect of Work Environment on Job Satisfaction***

The work environment significantly and positively influences the job satisfaction of nurses at RSUD Hj. Anna Lasmanah Banjarnegara. This observation corroborates the findings of Amalia & Sari (2021), Putri & Supriadi (2022), Safrida et al. (2023), and Veronica (2020). The findings point out that the work environment plays a significant and positive role in shaping employee job satisfaction. RSUD Hj. Anna Lasmanah Banjarnegara prioritizes the aspects of the work environment with great care, where the hospital is open and provides a forum for its employees to provide their aspirations regarding the problems they face. Problems related to the work environment are conveyed from nurses to the head of the installation which will then be forwarded to management for further evaluation. As part of its efforts to sustain hospital stability and improve employee welfare, management works to establish a positive and supportive work environment, which in turn cultivates employee satisfaction with the hospital.

### ***Career Development on Job Satisfaction***

According to the analysis results, it is evident that career development positively and significantly affects nurses' job satisfaction at RSUD Hj. Anna Lasmanah Banjarnegara. This outcome supports earlier findings from research by Hamidiana et al. (2024), Pradipta et al. (2024), and Rahmadi et al. (2019). The analysis shows that career development has a notable and positive impact on job satisfaction. As a motivational factor, career development plays a key role in influencing employee job satisfaction and motivation. When hospitals fully invest in the career development of their employees, it will create a sense of trust in individuals towards the organization, this is a response to the positive impact they receive where they feel valued and appreciated for their performance. The implication of these findings for RSUD Hj. Anna Lasmanah Banjarnegara is that hospitals need to ensure that career development programs are inclusive, sustainable and relevant to the needs of nurses so that they can not only increase nurses' job satisfaction, but also contribute to improving overall service quality.

### ***Work Environment on Nurse Loyalty***

The work environment contributes to increasing nurse loyalty at RSUD Hj. Anna Lasmanah Banjarnegara which shows a positive relationship

direction. This finding is consistent with previous research conducted by Aisah & Arjanggi, (2021) , Andarsari & Setiadi, (2023) ; Safrida et al. (2023) ; Rachmawati et al. (2023) It also highlights that the work environment significantly and positively contributes to increasing employee loyalty. Based on social exchange theory, the relationship between individuals and organizations is based on a mutually beneficial reciprocal relationship. When nurses feel that the hospital provides a comfortable, safe, and supportive work environment, they tend to be more attached and loyal to the organization.

The analysis results indicate that, at RSUD Hj. Anna Lasmanah Banjarnegara, the factor most affecting nurses' loyalty is their perception of the organization's support for the development of their professional skills. This study shows that nurses not only need a work environment that is physically and socially comfortable, but also a work environment that can encourage them to develop themselves and provide continuous learning. The implication for hospitals is that they should allocate sufficient resources to create a physically, socially, psychologically and professionally supportive work environment that supports individual development.

#### ***Career Development on Nurse Loyalty***

The impact of career development on nurse loyalty at RSUD Hj. Anna Lasmanah Banjarnegara is both positive and significant. This result is supported by the findings of relevant studies by Helia et al. (2022) , Utami & Dwiatmadja (2020) , and Walidah et al. (2024) which also concluded that career development contributes to increasing employee loyalty, with a positive relationship direction. The results of the analysis show that one aspect of career development that has the most influence is related to the implementation of education and training programs to maintain nurses' knowledge while improving organizational performance.

This aspect highlights that clear and directed career development efforts not only improve nurses' skills but also, create a stronger sense of emotional continuity. This outcome is consistent with Social Exchange Theory, which underscores the importance of reciprocal interactions between individuals and organizations, when the organization shows its commitment through structured education and training programs, nurses will feel valued, appreciated and supported in their professional development. As a result, nurses will respond by increasing their loyalty to the organization. The implication of this finding is that RSUD Hj. Anna Lasmanah Banjarnegara should optimize education and training programs as part of its career development strategy. By providing consistent career development opportunities, the hospital can increase nurses' loyalty which in turn will contribute to improved service quality.

#### ***Job Satisfaction on Nurse Loyalty***

According to the analysis, job satisfaction positively and significantly affects nurse loyalty at RSUD Hj. Anna Lasmanah Banjarnegara. This conclusion is consistent with prior research carried out by Andarsari & Setiadi (2023), Safrida et al. (2023), Rizky Maulana et al. (2024), and Egenius et al.

(2020), This further emphasizes that job satisfaction is an essential factor that can influence employee loyalty. According to the analysis, the aspect of job satisfaction that has the strongest impact on nurse loyalty at RSUD Hj. Anna Lasmanah Banjarnegara is the way employees perceive the hospital's justice system. This shows that the perception of justice greatly contributes to building nurse loyalty at RSUD Hj. Anna Lasmanah Banjarnegara.

In the context of social exchange theory, a sense of fairness in an organization reflects the hospital's commitment to building fair and respectful relationships among employees. When nurses feel that policies, procedures, and decisions made by the hospital reflect fairness, they are likely to feel valued and treated with respect. In the case of RSUD Hj Anna Lasmanah Banjarnegara, fairness in the hospital system can be a key factor in maintaining nurses' job satisfaction. The implication for RSUD Hj Anna Lasmanah Banjarnegara is that the hospital needs to ensure that the established system reflects the principles of justice, transparency in the decision-making process, equitable distribution of available resources and recognition of nurses' contributions can be strategic steps to improve nurses' job satisfaction and loyalty in a sustainable manner.

#### ***Work Environment on Nurse Loyalty through Job Satisfaction as Mediation***

According to the analysis results, job satisfaction plays a mediating role in the relationship between the work environment and nurse loyalty at RSUD Hj. Anna Lasmanah Banjarnegara. The outcomes of this analysis confirm the conclusions drawn in previous research by Andarsari & Setiadi (2023) ; Yuliyanti et al. (2020) It was concluded that job satisfaction serves as a mediator in strengthening the link between the work environment and nurse loyalty. A conducive work environment, both physically and non-physically, can create a sense of comfort and satisfaction, which in turn can strengthen nurses' loyalty to the hospital. In the perspective of Social Exchange Theory (SET), a good work environment can reflect the organization's commitment to creating conditions that support employee welfare. When nurses feel safe, comfortable, and supported at work, it will create a deep sense of satisfaction, which encourages them to give back in the form of loyalty to the hospital.

As a mediator, job satisfaction bridges the connection between the work environment and employee loyalty. Based on these findings, RSUD Hj. Anna Lasmanah Banjarnegara should focus on improving the work environment in terms of physical, social, psychological, and professional factors to increase nurses' job satisfaction and strengthen their loyalty to the organization.

#### ***Career Development on Nurse Loyalty through Job Satisfaction as Mediation***

The analysis reveals that career development positively affects nurse loyalty at RSUD Hj. Anna Lasmanah Banjarnegara, Affecting it both directly and indirectly through job satisfaction as an intermediary. This result indicates that proper career development can enhance nurses' job satisfaction, which subsequently boosts their loyalty to the organization. According to Social Exchange Theory, the reciprocal connection between individuals and organizations is evident, with the organization showing its commitment to supporting employees' career growth as part of this exchange. When hospitals

are able to provide supportive career development programs, nurses will feel appreciated and valued for their performance. This recognition will not only enhance their job satisfaction but will also motivate them to demonstrate higher loyalty to the organization.

Well-structured career development can create job satisfaction and intrinsic motivation that makes nurses feel motivated and committed to the organization. The implication of these findings for RSUD Hj. Anna Lasmanah Banjarnegara is that hospitals need to prioritize career development as a strategy in increasing nurse loyalty. Sustainable career development not only contributes to increased job satisfaction, but if it strengthens the emotional and professional bond between nurses and the hospital. This leads to a possible enhancement in workforce stability and an overall improvement in the quality of healthcare services provided.

## **CONCLUSIONS AND RECOMMENDATIONS**

Referring to the analysis and discussion that has been presented, this study draws several main conclusions, Both the work environment and career development positively and significantly influence job satisfaction among nurses at RSUD Hj. Anna Lasmanah Banjarnegara. The work environment and career development contribute positively and significantly to enhancing nurse loyalty at RSUD Hj. Anna Lasmanah Banjarnegara. Nurse loyalty at RSUD Hj. Anna Lasmanah Banjarnegara is positively and significantly influenced by job satisfaction. Furthermore, the analysis indicates that both the work environment and career development positively and significantly influence nurse loyalty at RSUD Hj. Anna Lasmanah Banjarnegara, with job satisfaction acting as a mediator.

## **ADVANCED RESEARCH**

This study has certain limitation, first one is the relatively small sample size, which, although representative, might not capture the full diversity of the population, which means it does not fully encompass the entire population. The Second limitation is mixing samples between permanent employees and non-permanent employees, which allows for differences in characteristics and different levels of loyalty. Another limitation of this study is its focus solely on the influence of the work environment and career development on nurse loyalty through job satisfaction, without considering other factors that may also affect nurse loyalty. These limitations allow for future research to be able to expand the scope of the population and sample, separate the analysis based on specific employment status, and explore other variables that can provide a deeper understanding of nurse loyalty or overall employee loyalty.

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