

## Analysis Of Training and Career Development On Job Satisfaction Of Inpatient Nurses At Gambiran Hospital Kediri City

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### ABSTRACT

Human resources, particularly nurses have key roles in ensuring the quality of hospital services. Training and career development are important strategies in improving the competence and job satisfaction of healthcare workers. This study aims to analyze the effect of training and career development on job satisfaction of inpatient nurses at Gambiran Regional General Hospital, Kediri City. Observational cross-sectional survey was conducted at Gambiran Regional General Hospital, Kediri City, in June 2025. The study population was 117 nurses while the sample was 92 inpatient nurses, selected using a simple random sampling technique. The research variables were training, career development, and job satisfaction. Data were analyzed using the Spearman Rho test and the Generalized Linear Model (GLM). The analysis showed that training significantly influenced job satisfaction with a correlation value of 0.362 (sig = 0.000), and career development also had a significant effect with a correlation value of 0.464 (sig = 0.000). The GLM test showed that career development (sig= 0.003; B = 0.463) and training (sig = 0.027; B = 0.295) both significantly influenced job satisfaction. Training and career development positively contributed to nurses' job satisfaction. Appropriate training improved skills and confidence, while career development created hope and motivation for a better future on the job. These results indicate that hospital management needs to strengthen training and career development programs to improve nurse job satisfaction and performance.

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### INTRODUCTION

Human resources (HR) are a key element in determining the quality of service in an organization, including hospitals. Nurses, as frontline healthcare workers, play a crucial role in ensuring the quality of inpatient care. Nurse job satisfaction significantly determines productivity, loyalty, and the quality of care provided to patients. However, various studies indicate that nurse job satisfaction remains low in various countries, including Indonesia. Studies indicate that only around 51–60% of nurses are satisfied, both in Ethiopia, India, China, and in several regions in Indonesia, such as Manado and Padang (Yoni Triarso et al., 2023).

Job satisfaction is an employee's perception of how their work helps the organization, meaning that what is achieved in the job is sufficient to meet what is considered important. ( Robbins dan Luthans , 2019 )Low job satisfaction impacts decreased morale, increased absenteeism, negligence of duties,

decreased performance, poor service quality, and poor discipline. This underscores the importance of job satisfaction in improving performance and creating a conducive work environment.

One way to improve job satisfaction is through training and career development. Training enhances nurses' technical and interpersonal skills, thereby increasing their confidence in their work. Meanwhile, career development provides direction and motivation for nurses to achieve higher career levels, while also fostering satisfaction and engagement with the organization.

Previous studies found that there are both direct and indirect influences on job satisfaction (Melur Rahma, 2019). The results of the study showed that career development has a positive and significant effect on job satisfaction (Jihan Restu Andayani, Lusiana, Mardhatila Fitri Sopali, 2024) so that policies related to training and development of human resources can be made. The purpose of this study is to analyze the influence of training and development on job satisfaction.

## METHODS

This study employed a quantitative approach with a cross-sectional observational design, where data was collected at a single point in time to determine the relationship between variables. The study was conducted at Gambiran Regional General Hospital in Kediri City in June 2025. The study population comprised 120 inpatient nurses, with a sample size of 92 respondents determined using the Krejcie & Morgan table and simple random sampling techniques. This study only selected eight rooms as subjects: Jenggala, Pamenang, Panjalu, Panji, Kahuripan, Sekartaji, Dhaha, and Galuh. Three other rooms—the ICU, an intensive care unit with specialized services; the Kirana room, staffed by nurses with midwifery training; and the Jayabaya room, a VIP room with a different service system—were not included in this study. The independent variables in this study were training and career development, while the dependent variable was nurse job satisfaction. The data collection technique used in this study is the questionnaire method, that had been tested for validity and reliability. The collected data were then analyzed using the Spearman Rho test to examine the relationship between variables and the Generalized Linear Model (GLM) to determine the simultaneous effect of training and career development on nurse job satisfaction. This study also considered ethical aspects, including informed consent, maintaining respondent confidentiality, and the principle of anonymity in data presentation.

## RESULTS

Based on general data, the respondents of this study were 92 inpatient nurses at Gambiran Regional General Hospital, Kediri City. The majority of respondents were female (65 people) (70.7%), while 27 were male (29.3%). Based on age, most respondents were in the  $\geq 40$  years age group, namely 48 people (52.2%), followed by the 36–40 years age group (21 people) (22.8%), 31–35 years age group (12 people) (13%), 22–25 years age group (6 people) (6.5%), and 25–30 years age group (5.5%). In terms of their last education, most respondents had a D3 education of 47 people (51.1%), followed by Nurses (26 people) (28.3%), S1 (14 people) (15.2%), D4 (4.3%), and S2 (1.1%).

Tabel 1. Uji Spearman Rho

		Training	Career Development	Job Satisfaction
Training	Corelation coefficient	1000	530**	362**
	Sig. (2 tailed)		.000	.000
	N	92	92	92
Career development	Corelation coefficient	530**	1.000	464**
	Sig. (2 tailed)	.000		.000
	N	92	92	92
Job Satisfaction	Corelation coefficient	362**	464**	1000
	Sig. (2 tailed)	.000	.000	
	N	92	92	92

Specific data demonstrate nurses' perceptions of training, career development, and job satisfaction. The average training score was 4.43, with the highest score for "the training program provided can improve employee skills" (mean = 4.64) and the lowest for "participants enjoyed participating in the training provided" (mean = 4.23). This indicates that training is considered beneficial in improving nurses' skills. For the career development variable, the average score was in the

high category, with a mean above 4.00. The highest-scoring items were "the hospital provides training and education to employees" (mean = 4.16) and "the hospital consistently supports its employees' career development" (mean = 4.15). These findings indicate that nurses perceive institutional support for their career development. Overall, the results of the data description show that nurses assess that the training and career development programs provided by the hospital have been running well and have contributed to increasing job satisfaction.

Tabel 2. Uji Generalized Linear Model

Parameter	B	Std. Error	T	sig	Lower bound	Upper bound	Noncent Parametr	Observed Power
Intercept	20.130	5.488	3.668	.000	9.226	31.033	3.668	.952
X2	.463	.150	3.092	.003	.166	.761	3.092	.864
X1	.295	.131	2.248	.027	.034	.555	2.248	.604

Statistical analysis using the Spearman Rho test showed that training had a significant effect on job satisfaction with a correlation value of 0.362 (sig = 0.000). Career development also had a significant effect with a correlation value of 0.464 (sig = 0.000). Furthermore, the results of the Generalized Linear Model (GLM) test strengthened these findings, where training had a significant effect on job satisfaction (B = 0.295; sig = 0.027) and career development also had a significant effect (B = 0.463; sig = 0.003). Overall, the results of this study prove that both training and career development contribute positively to increasing job satisfaction of inpatient nurses. Training can improve nurses' skills and confidence, while career development creates motivation and hope for a better future. These findings emphasize the importance of hospital management in strengthening training programs and providing clear career development paths so that nurse satisfaction and performance can continue to improve.

## DISCUSSION

Analysis of Training on Job Satisfaction of Inpatient Nurses at Gambiran Regional Hospital, Kediri City. Based on the analysis, training significantly influenced job satisfaction of inpatient nurses at Gambiran Regional Hospital, Kediri City, with a correlation coefficient of 0.362 and a significance level of 0.000 ( $p < 0.05$ ). This aligns with Mangkunegara's (2021) theory that training is a systematic process for improving knowledge, skills, and work attitudes. Research by Sari & Wahyuni (2021) at Bali Mandara Regional Hospital also showed that training increases nurses' motivation and job satisfaction because they feel valued and more confident. Similarly, Wulandari & Rahmawati (2023) at Prof. Dr. W. Z. Johannes Regional Hospital, Kupang, found that training contributes to improving nurses' psychological aspects, such as motivation and trust in the organization. Thus, training not only improves technical skills but also serves as a form of recognition and motivation, resulting in increased job satisfaction. Analysis of Career Development on Job Satisfaction of Inpatient Nurses at Gambiran Regional General Hospital, Kediri City. Based on the Spearman's rho test, there is a significant relationship between career development and nurse job satisfaction, with a correlation coefficient of 0.464 and a significance level of 0.000 ( $p < 0.05$ ). This indicates that the better the career development pathways provided by the hospital, such as training, promotions, mentoring, and formal education, the higher the nurse job satisfaction.

Research by Zaumy Maharani Auris et al. (2025) also found that improving skills, knowledge, and career paths positively impacted job satisfaction. Similarly, Nugroho et al. (2021) confirmed that structured career development can increase job satisfaction by enhancing self-worth and loyalty. Therefore, career development is a strategic aspect of human resource management in hospitals to improve nurse satisfaction, productivity, and loyalty. Analysis of Training and Career Development on Employee Job Satisfaction at Gambiran Regional General Hospital, Kediri City The analysis results show that both career development and training have a significant effect on job satisfaction. The career development variable has a significance value of 0.003 with a regression coefficient of 0.463, while training has a significance value of 0.027 with a regression coefficient of 0.295. This means that although the influence of career development is greater, both are proven to increase job satisfaction.

This finding aligns with research by Ida Sulistiani (2025), which states that job training has a significant effect on job satisfaction because it can improve employee skills, knowledge, and self-confidence. Similarly, research by Puspanegara et al. (2024) shows that career development is positively related to nurse job satisfaction because career development opportunities make nurses feel valued and motivated. Therefore, HR management strategies in the healthcare sector need to integrate ongoing training with clear and planned career paths. This combination not only improves job satisfaction but also increases healthcare worker loyalty and the quality of patient care.

The data were collected using self-administered questionnaires. This method may introduce response bias, such as social desirability bias, where respondents may provide favorable answers rather than fully accurate ones. This could affect the reliability of the measured perceptions regarding training, career development, and job satisfaction.

## CONCLUSION

This study demonstrates that training and career development significantly influence job satisfaction among inpatient nurses at Gambiran Regional Hospital in Kediri City. Statistical test results indicate that training has a positive effect, with a correlation value of 0.362 ( $p = 0.000$ ) and a  $\beta$  value of 0.295 ( $p = 0.027$ ). Career development also has a positive effect, with a correlation value of 0.464 ( $p = 0.000$ ) and a  $\beta$  value of 0.463 ( $p = 0.003$ ). Simultaneously, these two variables contribute to increasing nurse job satisfaction. Targeted training improves skills and self-confidence, while career development provides motivation and hope for a brighter future. Therefore, human resource development strategies through training and career development are important factors in creating nurse job satisfaction and improving the quality of hospital services.

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