

The Effect of Compensation and Career Development on the Quality of Work Life in Nurses at Syiah Kuala University Teaching Hospital

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ABSTRACT

This study aims to analyze the effect of compensation and career development on the Quality of Work Life (QWL) among nurses at the Teaching Hospital of Syiah Kuala University. This research employed a quantitative approach with a survey method. The study involved 40 respondents consisting of civil servants and contract nurses. Data were collected using an online questionnaire with a Likert scale of 1-5 and analyzed using multiple linear regression with SPSS version 27. The results show that partially, compensation has a positive and significant effect on nurses' Quality of Work Life with a significance value of 0.003 (<0.05). Similarly, career development has a positive and significant effect on Quality of Work Life with a significance value of 0.001 (<0.05). Simultaneously, compensation and career development have a significant effect on Quality of Work Life (F-value = 10.049; significance <0.001). These findings confirm that fair compensation systems and equitable career development programs can improve nurses' work-life quality at the Teaching Hospital of Syiah Kuala University. It is recommended that hospital management regularly review compensation policies and expand career development opportunities to create a more productive, fair, and human-centered work environment.

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1. INTRODUCTION

The quality of work life of nurses affects the productivity, welfare, and quality of services received by patients. Nurses face long work pressures, emotional stress, and great responsibilities, so meeting personal and professional needs needs to be taken seriously. The concept of Quality of Nursing Work Life (QNWL) describes the extent to which nurses can meet essential needs while still making an optimal contribution to the organization. Rohmayanti and Wijayanti (2023) emphasized that satisfaction with the quality of work life can improve service quality, productivity, retention, and reduce turnover. Various factors play a role in shaping QNWL, ranging from the work environment, social support, to life balance.

The findings of Maf'ula et al. (2020) show that there are eight determinants of the quality of work life of nurses, namely experience, education, income, social support, work environment, health status, stress level, and skills. The work environment emerged as the strongest determinant, in line with the results of Nathania's (2023) research which stated that work motivation is influenced by compensation, work environment, and career development. Edalmen and Isabella (2020) added that workers will feel satisfied if their work is able to meet their needs and desires. Several studies in various hospitals, such as the one conducted by Sultan (2023), also show that salary, motivation, and work environment have a significant effect on nurses' job satisfaction.

Compensation and career development are major concerns in efforts to improve the quality of work life. Studies by Adawiah et al. (2022), Pratminingsih (2021), and Pradipta (2024) show that good compensation and a transparent career development system are closely related to improved employee performance. Idris et al. (2020) found that compensation affects job satisfaction levels, while Andira (2022) research revealed that work stress has a significant impact on nurses' performance, especially when the workload is not balanced with ability. Helaly's (2022) research on ICU nurses also found that two-thirds of nurses experience life balance disorders due to poor quality of work life.

The condition of nurses at the Syiah Kuala University Teaching Hospital (RSP USK) shows problems related to compensation, equal distribution of career development opportunities, and workload that have not been optimally analyzed. Paramedics consist of civil servant nurses, P3K, permanent contracts, and freelance contracts, but only civil servants receive remuneration based on university grading. Contract employees receive lower compensation, ranging from 2,600,000–6,000,000 per month. Career development has also not gone evenly; only one civil servant nurse continued his education to a higher level, while some contract nurses actually had higher academic competence. In-house training such as IHT has been provided, but its effectiveness against changes in work behavior has not been evaluated.

The relevance of this topic is even stronger because various studies, such as Akmenika (2020) and Rahman & Yulianto (2020), show that compensation and career development are closely related to motivation, job satisfaction, and quality of work life. Putri et al. in Ramadhani et al. (2023) emphasized that nurses who feel they have no career opportunities are at risk of experiencing job dissatisfaction. Ajeng (2024) revealed that dissatisfaction with compensation, supervision, career development, and organizational policies can encourage nurses to leave their jobs. These findings highlight the need for an in-depth study of the relationship between compensation and career development on the quality of work life of nurses at USK Hospital.

2. METHOD

The quantitative approach is the basis for this study because it is able to produce numerical data that can be analyzed objectively to see the relationship between variables. The focus of the research is directed at the influence of compensation and career development as independent variables on the quality of work life of nurses as dependent variables at the Syiah Kuala University Teaching Hospital. The use of cross-sectional research design provides an opportunity for researchers to take data at a time so that an overview of the relationship between variables can be obtained efficiently according to the theory described by Creswell (2014).

The data processing process is carried out using the SPSS application to facilitate statistical analysis and ensure the accuracy of the results. Multiple linear regression analysis was chosen because it is in accordance with the research objectives, which is to assess the extent to which changes in compensation and career development variables are able to affect the quality of work life. This method also allows researchers to measure the strength and direction of the relationship between variables as explained by Sugiyono (2016) about the function of regression in predicting bound variables.

Hypothesis testing is carried out through three main stages, namely the t-test to see the partial influence of each independent variable, the F test to see the effect of both simultaneously, and the normality test to ensure that the data meets the assumption of normal distribution. This series of tests

ensures that the results of the analysis can be interpreted appropriately and reliably in answering the research objectives.

3. FINDINGS AND DISCUSSION

Research Results

Normality Test

Table 1. Normality Test

		Kompensasi	Pengembangan Karir	QWL
N		40	40	40
Normal Parameters ^{a,b}	Mean	22.68	22.10	40.15
	Std. Deviation	.829	1.630	5.704
Most Extreme Differences	Absolute	.228	.226	.134
	Positive	.222	.122	.092
	Negatif	-.228	-.226	-.134
Test Statistic		.228	.226	.134
Asymp. Sig. 2-tailed) ^c		<.001	<0.001	.067
Monte Carlo Sig.(2-tailed) ^d	Sig.	.000	.000	.066
	99% Confidence Interval	Low Bound	.000	.060
		Upper Bound	.000	.073

a. Test distribution is Normal.

b. Calculated from data.

c. Lilliefors Significance Correction.

d. Lilliefors' method based on 10000 Monte Carlo samples with starting seed 2000000.

Based on the table above, for the compensation variable it produces a significance of 0.000; the career development variable produces a significance of 0.000; and the QWL variable produced a significance of 0.066. Because the three variables have a significance value of > 0.05, the distribution of the three research variables is normal so that it meets the parametric requirements.

Multiple Linear Regression Analysis

Table 2. Multiple Linear Regression Analysis

<i>Coefficients^a</i>						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. error	Beta		
1	(Constant)	63.541	23.159		2.744	.009
	Kompensasi	2.873	.914	.417	3.143	.003
	Karir	1.600	.465	.457	3.443	.001

a. Dependent Variable: processed with spss program version 27

Based on the table above, in column B, multiple regression equations are obtained, namely: $Y = 63.541 + 2.873X_1 + 1.600X_2$. The compensation regression coefficient of 2.873 shows that the positive value coefficient shows that compensation has a positive effect on QWL, meaning that the better the compensation, the higher the QWL of nurses at USK Hospital, and vice versa. The career development regression coefficient of 1,600 shows that the positive value coefficient that shows that career

development has a positive effect on the QWL of nurses at USK Hospital, meaning that the higher the career development, the higher the nurse QWL at USK Hospital, and vice versa.

T test

Table 3. T Test

Model	t-hitung	sig-hitung
(constant)	2.744	.009
Kompensasi	3.143	.003
Pengembangan Karir	3.443	.001

a. dependen Variable: Quality of Work Life

Based on the results of the research in table 4.15, it can be explained as follows:

1. In the partial test above for the effect of compensation on the *Quality of Work Life* of nurses, a t-value of 3.143 and a significance value of 0.003 were obtained. Because $0.003 < 0.05$, H_0 was rejected and H_a was accepted, meaning that there was a partial effect between compensation for the QWL of nurses at Syiah Kuala University Teaching Hospital positively and significantly.
2. In a partial test for the effect of career development on the *quality of work life* of nurses, a tcal value of 3,443 and a significance value of 0.001 were obtained. Because $0.001 < 0.05$, H_0 was rejected and H_a was accepted, meaning that there was a partial effect between compensation for the QWL of nurses at Syiah Kuala University Teaching Hospital positively and significantly.

F Test

Simultaneous testing was carried out with the F test which aimed to determine the effect of all independent variables equally on the bound variables. The test criteria used are that if the value of $F\text{-calculate} > F\text{-table}$, then H_0 is rejected and H_a is accepted, and if the value of $F\text{-calculate} \leq F\text{-table}$, then H_0 is accepted and H_a is rejected. Research data processing can also be done through the SPSS application and in this study the SPSS application program version 27 was used with test criteria, namely if the significance ≤ 0.05 then H_0 is rejected and H_a is accepted and if the significance is > 0.05 then H_0 is accepted and H_a is rejected. The results of simultaneous testing in this study can be explained as follows:

Table 4. F Test

ANOVA ^a						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	446.699	2	223.350	10.049	.000b
	Residual	822.401	37	22.227		
	Total	1269.100	39			

a. Dependent Variable: qwl

b. Predictors: (Constant), karir, kompensasi

Based on the table above, the results of SPSS processing version 27 can be tested simultaneously where an F-calculation value of 10.049 and a significance value of 0.000 are obtained, with these results, the significance value is 0.000 from the value of Sig. $\alpha = 0.05$, then H_0 is rejected and H_a is accepted, meaning that there is a simultaneous influence between compensation and career development on QWL in nurses at Syiah Kuala University Teaching Hospital.

Coefficient of Determination

The analysis of the determination coefficient is the square of the correlation coefficient. In the use of the coefficient of determination is expressed in % so it must be multiplied by 100%. This coefficient is used to determine the percentage of influence that occurs from the free variable on the bound

variable, assuming $0 \leq r^2 \leq 1$. The results of the determination coefficient analysis in this study can be explained as follows:

Table 5. Determination Coefficient

<i>Model Summary</i>				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.593a	.352	.317	4.715

a. Predictors: (Constant), karir, kompensasi

Based on the table above, it can be known that the coefficient of determination (*R Square*) is 0.352. This shows that compensation and career development simultaneously account for 35.2% of the variation in nurses' QWL at USK Hospital. The remaining 64.8% were influenced by other variables that were not studied.

Discussion

The Effect of Compensation on the Quality of Work Life of Nurses

From the partial test which was carried out using the t-test and processed with the help of the SPSS application program version 27 with the aim of testing the influence of each independent variable on the bound variable guided by the test criteria used for the t-test, namely if the tcount of the table $> t$ and the significance of ≤ 0.05 then H_0 is rejected and H_a is accepted, and vice versa if the tcount of $\leq t$ table and significance of > 0.05 then H_0 is accepted and H_a is rejected the result is obtained The first hypothesis (H_1) test showed that compensation had a positive and significant effect on QWL in nurses at Syiah Kuala University Teaching Hospital.

In the results of the research that has been conducted by the researcher, the effect of compensation on the *Quality of Work Life* of nurses was obtained where a t-value was obtained of 3.143 and a significance value of 0.003. Because $0.003 < 0.05$, H_0 was rejected and H_a was accepted, meaning that there was a partial influence between the compensation for the QWL of nurses at Syiah Kuala University Teaching Hospital positively and significantly.

Meanwhile, for partial testing conducted by the researcher for the effect of career development on the *quality of work life* of nurses, a tcal value of 3,443 and a significance value of 0.001 were obtained. Because $0.001 < 0.05$, H_0 was rejected and H_a was accepted, meaning that there was a partial effect between compensation for the QWL of nurses at Syiah Kuala University Teaching Hospital positively and significantly.

The compensation received at the Syiah Kuala University Teaching Hospital is in the form of basic salary received by employees in accordance with their rights, and they also get compensation in the form of health insurance and life insurance by being registered through the BPJS Employment program, employees are entitled to take annual leave and are given maternity leave for employees who give birth. Even contract employees also get the same rights even though there is a slight difference from employees with civil servant status. The results of this study also prove that the compensation that can be said to be good is the salary that nurses get in accordance with their workload, get incentives according to their work performance, get holiday allowances every year, and get health insurance while working.

This is in accordance with the theory conveyed by (Amrullah 2012) (Rahman, A. and Yulianto 2020) which states that there are several forms of compensation used so far such as direct financial compensation in the form of basic pay (salary and wages), incentive payments (bonuses, commissions, profit/profit sharing), indirect financial compensation in the form of protection/benefit programs (health insurance, life insurance, annual leave and maternity leave) and facilities such as vehicles, office space and parking spaces related to employment as well as *non-financial* compensation in the form of work (interesting tasks, challenges, responsibilities, recognition and achievements), work environment (sound policies, competent supervisors, pleasant relatives and comfortable work environment).

The results of this study are supported by Yati's (2020) research entitled "The Effect of Compensation and Career Development on the Quality of Work Life in Hospital Nurses in Yogyakarta City" where the first hypothesis test (H1) proved that compensation has a positive and significant effect on the *quality of work life* in hospital nurses in Yogyakarta City. This means that if the compensation is better, the *quality of work life* of nurses will increase, and vice versa if the compensation is not good, it will decrease the *quality of work life* of nurses.

The results of this study are also in accordance with previous research conducted by Anisah (2017) stating that compensation has a positive and significant effect on the *Quality of Work Life*. Factors that can affect employee QWL are the provision of salaries, incentives, health insurance, and holiday allowances. It can be concluded that providing good compensation will have a positive effect on the *Quality Of Work Life* of employees.

In the research on compensation conducted by Yudha (2022) with the title "The Role of Compensation on Employee Performance at the Garut Regency Regional Secretariat" stated that based on the average score of the respondents, which is 4.18, which means that the compensation for employees of the Garut Regency Regional Secretariat is currently good, thus it can be interpreted that the respondents can carry out work functions without being ordered. This justifies the research conducted by researchers despite the different research sites, but compensation has a great effect on the quality of work of employees everywhere.

The Effect of Career Development on the Quality Of Work Life of Nurses

Career development is essential in encouraging work motivation. Nurses who are given training and promotional opportunities feel more valued, have long-term goals, and are eager to improve their skills. Hospitals that provide a clear career development pathway will create a dynamic and productive work climate.

Career development at Syiah Kuala University Teaching Hospital is in the form of a position promotion to nurses who have assessments that are in accordance with the criteria and are considered competent in their fields and the fields to be given. This was done after a meeting with the management of the Syiah Kuala University Teaching Hospital and the decision was made as fairly as possible without harming other parties.

This is in accordance with the theory conveyed by (Gupta and Vandna Sharma, 2016) which says that promotion is a change in position or position from a lower level to a higher level, usually followed by an increase in responsibilities, rights (including salary), and social status of a person. This is one part of formal development that aims to motivate employees to further improve their work performance.

Research conducted by Teti. et al. (2020) also showed the results of their research that there is a direct and positive influence of empowerment on career development; There is a direct and positive influence of career development on the quality of employees' work lives. In addition, promotion is a tool to improve quality human resources, achievements, and employee morale (Purwadhi, 2021).

The results of this study also prove that career development that is carried out wisely without harming other parties and in order to improve the services of the Syiah Kuala University Teaching Hospital can increase the QWL of nurses working at the Syiah Kuala University Teaching Hospital.

The Effect of Compensation and Career Development on the Quality Of Work Life of Nurses

In the simultaneous test or F test on the QWL of nurses at Syiah Kuala University Teaching Hospital where an F-calculated value of 10.049 and a significance value of 0.000 were obtained, with these results, the significance value was 0.000 from the value of Sig. $\alpha = 0.05$, then H_0 was rejected and H_a was accepted, meaning that there was a simultaneous influence between compensation and career development on QWL in nurses at Syiah Kuala University Teaching Hospital.

The normality test using the *One-Sample Kolmogorov-Smirnov Test* for the compensation variable yielded a significance of 0.000; the career development variable yielded a significance of 0.000; and the QWL variable yielded a significance of 0.066. Because the three variables have a significance value of >

0.05, the distribution of the three research variables is normal so that it meets the parametric requirements, so that QWL indicators such as job security, justice and equality, salary and benefit income, increased skills and opportunities and employee participation in decision-making can run well and nurses can contribute ideas that arise and get a comfortable and conducive work environment.

As the theory put forward by (Devi and Hajamohideen 2018) which says that QWL indicators refer to indicators of job security, justice and equality, salary income and benefits, improvement of skills and opportunities and employee participation in decision-making can run well and are supported by the QWL dimension conveyed by (Anisah 2017) (Sirgy, M. J. et al. 2019) where the dimension in implementation QWL is a participation that provides an opportunity to contribute emerging ideas, a comfortable and conducive work environment in the division of a well-organized work schedule, employee development by participating in training provided by superiors, the ability to work together.

These results provide important insights that compensation and career development are two key components in creating a good quality of work life. These results are in line with the needs theory model and the work well-being approach that emphasizes the importance of a balance between rewards and self-development for employees.

Compensation is not only assessed from the nominal salary, but also includes fairness in the distribution of incentives, the provision of facilities, and clarity in the reward system. Nurses who feel treated fairly will have higher levels of commitment and job satisfaction. In the long run, this will affect their loyalty to the hospital and the quality of service to patients. With the fulfillment of compensation properly, this finding is supported by research conducted by Sari et al. (2022) which shows that compensation fairness is directly related to nurse loyalty.

The simultaneous influence of compensation and career development on QWL indicates that these two factors are very dominant. This means that if hospitals want to significantly improve the quality of work life of nurses, then attention must be focused on these two aspects. Chintya (2020) with the title "The Effect of Employee Selection and Compensation on Employee Performance at Pt. Pricol Surya Indonesia" explained that the effect of employee selection on employee performance based on the results of the t-test obtained a calculated t-value of 4.504 and the effect of compensation on employee performance based on the results of the t-test obtained a t-value of 9.076 with a significance value of 0.000, it can be concluded that employee selection and compensation have a significant effect to Employee Performance.

The effect of employee selection and compensation on employee performance based on the results of the f test obtained an F value of 121.328 and the significance probability value of 0.000 and the α level of 5%. This shows that the significance result of the F test of 0.000 is smaller than the significance value of 0.05. This means that Employee Selection (X1) and Compensation (X2) simultaneously have a significant effect on Employee Performance.

Research by Nggoode et al (2024) at Dirgahayu Samarinda Hospital showed that compensation ($p=0.000$) and motivation ($p=0.001$) where the results had a significant influence on the job satisfaction of nurses at the hospital.

The results of the second hypothesis (H2) test showed that career development had a positive and significant effect on QWL in nurses at Syiah Kuala University Teaching Hospital. This means that if career development is getting better, the QWL of nurses will increase, and conversely if career development is not good, it will decrease the QWL of nurses. The results of this study also prove that career development can be said to be good if every employee gets clarity about their career development in facing the future. This is consistent with research from Fitriana (2023) which states that structured training programs have an effect on increasing job satisfaction.

Hana (2020) with the title The Effect of Job Placement, Motivation and Compensation on Employee Performance at Pt. Maligi Permata Industrial Estate (Mpie) Karawang International Industrial City (Kiic) Karawang explained that the compensation that has been provided by PT. MPIE is in the form of direct compensation (salary, incentives, and bonuses) and indirect compensation (work allowances, health benefits, and transportation allowances). For some people, the compensation provided is

sufficient, but for others it is considered less appropriate to meet their needs. Companies should increase compensation for employees periodically according to the employee's work achievements.

Research by Rahman (2021) published in *the Journal of ARS University Health* shows that competency-based career development strategies can increase work engagement and reduce turnover intention. Similarly, a study from Yunita and Prasetyo (2020) shows that health institutions that provide development opportunities have a higher level of nurse performance. Recent research by Novita and Arif (2024) shows that digital nursing training is also starting to become a relevant form of career development in the post-pandemic era.

Zaumy et al. (2024) in their research said that there is a relationship between career development and job satisfaction. This is because career development has a strong and positive relationship with job satisfaction, which means that the better the career development of nurses, the more job satisfaction increases. Career development and job satisfaction of nurses in hospitals have a very close relationship and influence each other. Career development here includes a range of efforts that support nurses to improve their skills, knowledge, and career paths in the world of nursing. Meanwhile, job satisfaction refers to the level of happiness and satisfaction nurses feel with their work, including factors such as the job itself, co-workers, work environment, salary, and opportunities for growth.

The results of this study are also in line with other research that has been conducted by Puspanegara et al. (2024) which researched the effect of career development on nurses' job satisfaction with the results of the study showing a positive correlation between career development and nurses' job satisfaction. These findings indicate that opportunities to develop careers contribute to nurses' job satisfaction. Therefore, health institutions are encouraged to design strategies that support the career development of nurses, thereby creating a more attractive work environment and improving the quality of health services.

The results of the third hypothesis (H3) test showed that compensation and career development simultaneously had a significant effect on QWL in nurses at Syiah Kuala University Teaching Hospital. In addition, the results of the F test are supported by an R square value of 0.352. This shows that the contribution of the influence of compensation and career development variables on QWL is 35.2%, the rest (64.8%) is influenced or explained by other variables outside this study.

Research from Rachmawati et al. (2022) states that the contribution of career development to the performance of medical teams has increased drastically in organizations with an adequate compensation system. The results of this study also reinforce previous findings that showed that nurses with a high quality of work life tend to have better work performance, lower stress levels, and positive interpersonal relationships in the workplace. This will have a direct impact on the quality of service provided to patients.

A study by Wulandari et al. (2023) corroborates that a high QWL is directly proportional to patient satisfaction scores and the work effectiveness of the medical team. Another study by Tania and Sembiring (2021) also stated that a quality work environment plays a role in reducing absenteeism and accelerating patient recovery time.

Research conducted by Yeti (2020) explained that the results of the third hypothesis (H3) test showed that compensation and career development simultaneously had a significant effect on the quality of work life in hospital nurses in Yogyakarta City. In addition, the results of the F test are supported by the value of the adjusted R² determination coefficient of 0.532. This shows that the contribution of the influence of compensation and career development variables on *the quality of work life* is 53.2% while the remaining 46.8% is influenced by other variables that were not observed in this study. Furthermore, R² and the F test are in line / replace each other (Gujarati 2012), meaning that R² is accepted if the F value is calculated > 4 . The result of F calculated as 53.2 (greater than 4) means that the research model is right, in the sense that the selection of research variables is correct. Thus, variations of independent variables (compensation and career development) in explaining dependent variables (*quality of work life*) are acceptable.

4. CONCLUSION

In conclusion, compensation and career development have a significant influence on the Quality of Work Life (QWL) of nurses at Syiah Kuala University Teaching Hospital. Appropriate and equitable compensation contributes to increased job satisfaction, in line with the findings of Amrullah (2012) and Rahman and Yulianto (2020). Career development has also been shown to have a positive effect on QWL, as explained by Gupta and Vandna Sharma (2016), because development opportunities make nurses more motivated and satisfied at work. The combination of these two variables strengthens the creation of job security, fairness, skill improvement, and participation in decision-making, thereby producing a more humane work environment and being able to support the formation of quality human resources according to the views of Devi and Hajamohideen (2018).

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