



# Motivation and Career Development: Is Mentoring Function issue?

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# Motivation and Career Development: Is Mentoring Function issue?

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## ABSTRACT

The issue of achieving optimal employee performance in a hospital is related to achieving comprehensive hospital performance targets. This is important as a signal to hospitals if they want sustainability so that employee performance must continue to be good. Thus, professional management needs support in mentoring activities, to increase employee motivation and career development in order to produce good nurse performance. The purpose of this study was to obtain empirical evidence of the influence of the functions of mentoring, motivation and career development on nurse performance in health institution.

This study uses a survey research method with an explanatory approach to causality research. The unit of analysis is nurse. Time horizon uses cross section. The sampling technique is saturated sampling. This study uses Path Analysis, the number of samples successfully collected was 148. Data analysis using path analysis with statistical analysis. The results showed that the functions of mentoring, motivation and career development jointly influenced the performance of hospital nurses; the mentoring function has a significant positive effect on nurse motivation variables; the mentoring function does not have a significant positive effect on nurse career development variables; the mentoring function has a significant positive effect on nurse performance variables; career development has a significant positive effect on nurse performance variables; and nurse motivation has a significant positive effect on nurse performance variables.

Research findings are that hospital nurses have a high internal or intrinsic drive to make themselves have high expertise, high competence, experience, skills and high skills through training in order to meet professional qualification standards according to expertise and competence.

**Keywords:** Mentoring, Motivation, Career Development, Nurse Performance

## BACKGROUND

The hospital is a health service institution which is the last hope of the community to obtain health. This certainly needs to be supported by quality services from health care providers both from medical personnel or doctors and also paramedics or nurses (Zegal, 2015). In an effort to increase the potential of effective and efficient human resources, it needs to be planned well, the implementation must be consistent, and be controlled continuously. For this reason, an organized system of regulation and control of human resources is expected to have a positive impact on companies or organizations in producing for better performance (Martoredjo, 2015). This employee's performance will indirectly affect the company's image (Mandasari, 2015).

One indicator in assessing hospital performance is financial performance indicators and non-financial performance indicators. Because financial performance is not enough to explain overall organizational performance it needs to be supported by non-financial performance. For 3 (three) years the target of the number of patients being treated is not achieved from the predetermined budget, namely in 2016 reaching 84%, in 2017 reaching 82%, and in 2018 reaching 81%. The amount of business revenue per year is also not achieved, namely in 2016 reaching 85%, in 2017 reaching 81%, and in 2018 reaching 80%.

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With this condition, the performance of the hospital the health institution can be categorized as bad. The performance of individual hospital employees affects the organization's organizational performance, meaning that if the employee's performance is good then it is likely that the hospital's performance is also good. Efforts to improve employee performance and productivity are very much needed motivation.

Work motivation is one of the factors that also determines an employee's performance. Whether or not the influence of motivation on a person's performance depends on how much intensity the motivation is given to him (Runia, 2019). High performance will not be created without genuine motivation (Evanda, 2017). Without motivation, the employee will not succeed in completing a job optimally because there is no will arising from within the employee itself, but what appears is only a routine (Sutrischastini, 2015). A person's performance is judged based on their ability to carry out the tasks assigned to them, and to achieve them requires the support of a will and motivation. If the task can be completed properly, then that person will get his own satisfaction. This satisfaction can be felt more by someone if someone receives an award both physically and psychologically (Runia, 2019).

Physical rewards for an employee can be in the form of material salaries or incentives or it can be in the form of career development. In several studies, the development of a nurse career pathway system has a positive impact on nurses, namely by developing a nurse career pathway system, will increase nurses' confidence in providing quality nursing services for patients, enhance nurse professional development and provide rewards for quality nurse performance (Pasang, 2018).

In order to serve patients in the hospital, several professions will collaborate by paying attention to the professional code of ethics and morals so that patients can receive good quality nursing care and services. One of the ways that can be done in increasing nurse competence to improve performance is to provide a method of preceptor and mentor training between senior nurses and junior nurses (Sulung, 2016). Mentoring programs can provide great benefits for the organization, in which there are learning values so that human resources in an organization are better and as a result of the support between individuals and organizations will increase employee motivation (Hasibuan, 2018). By having a mentor, an employee will feel more integrated in his organization and can have greater opportunities to get promotion or career development. In principle, mentoring is a process of improving self-quality that is carried out interpersonal both in terms of education and work through an emotional approach between mentors and mentees. With mentoring, employees tend to learn quickly and consequently become productive immediately. Learning values at the time of mentoring can make employees better at work and also the result of support between employees and the company will be able to increase employee motivation. Mentoring provides more and better communication between employees and managers so that more opportunities for managers to follow employee career progress. Employee work motivation is a prime mover in creating high performance and providing career development opportunities for employees who relate to their expertise can be transmitted to others, so that the knowledge gained can improve performance (Saudi, 2014).

The motivation of this research is; first, there are indications that hospital employee performance is felt to be suboptimal. This can be indicated from the company's performance indicators in the form of financial performance and non-financial performance of hospitals that are not achieved. Employee performance, especially nurses is very important as a signal to the hospital that there is a problem that occurs so that if the hospital wants to continue to survive in sustainability then the nurse's performance must continue to be good. Secondly, the results of the study which showed the research gap provided an opportunity for researchers to capture the



existence of nurses performance problems which caused financial performance and non-financial performance of hospitals that were not achieved. Third, the novelty and research is that motivation and career development act as mediating / intervening variables as development from other previous studies, which places the mentoring function as an independent variable. Fourth, measurement of nurse performance that affects the achievement of hospital performance targets.

The purpose of the study was to analyze the significant influence together between the functions of mentoring, work motivation and career development simultaneously on nurses performance at the hospital.

The research contributions are, first used as scientific material in the library and also as a reference material for students who are researching management issues, analyzing the effect of mentoring functions, work motivation and career development of nurses on nurse performance in hospitals. Second, it is used as an alternative or basis for consideration for hospitals to make policies to obtain good nurse performance by increasing work motivation and career development for nurses with management strategies in the form of mentoring functions.

## LITERATUR REVIEW AND HYPOTHESIS DEVELOPMENT

### The performance

Performance is a result achieved by workers in their work according to certain criteria that apply to a job. Performance can be interpreted as "the end result of an activity" (Robbins, 2006). Performance is a combination of behavior with achievement of what is expected and the choice or part of the conditions that exist in each individual in the organization (Waldman, 2012). Performance can be interpreted as a work of quality and quantity achieved by an employee in carrying out their duties in accordance with the responsibilities given to him (Mangkunegara, 2016). The term performance comes from the word job performance or actual performance (work performance or actual achievement achieved by someone). Comparison between work results and established standards is work performance.

Job performance desired by an organization is a standard achievement that is prepared as a reference for employee performance that can be measured in accordance with the position and field of work and then compared with standards that have been made or can also be compared to the performance of an employee against other employees (Dessler, 2015). Kaplan and Norton differentiate performance dimensions into four dimensions namely financial, customer, internal process and innovation (Sobirin, 2014). Indicators to measure employee performance individually there are 5 indicators, namely (Robbins, 2006) consisting of quality, quantity, timeliness, effectiveness and independence.

### Motivation

Motivation can be defined as an impetus arising in employees to work optimally in accordance with their field of work (Herzberg, 1996). The definition of motivation according to Moody and Pesut, quoted in the doctoral dissertation Kristi Tode (Toode, 2015), is a value-based drive, driven by a psycho-biological drive that activates and guides human behavior in responding to oneself, other environments and the environment, supporting intrinsic satisfaction and lead to the fulfillment of deliberate human impulses, perceived needs and desired goals. Meanwhile, according to Siagian (2012) motivation is the driving force for someone to make the most possible contribution for the success of the organization to achieve its goals.

According to Herzberg's Two Factors Motivation Theory of ideal motivation that can stimulate business is the opportunity

to carry out tasks that require more expertise and opportunities to develop ability. Herzberg states that in carrying out their work is influenced by two factors that are needs, namely Maintenance factors and Motivation factors.

Herzberg's theory sees that there are two factors that motivate employees to work, namely intrinsic factor which is the driving force that arises from within each person, and extrinsic factor which is the driving force that comes from outside a person, especially from the organization where he works.

#### **Career Development**

Career development is a benefit that arises from the interaction between an individual's career and the agency's career management process. Career development is a formal approach used by organizations to ensure that employees with the right qualifications and experience are available if needed (Cardoso, 2003). Career development is basically oriented towards the development of organizations / companies in responding to business challenges in the future. Every organization / company must accept the fact, that its existence in the future depends on human resources (Nawawi, 2015). Career development is an effort to improve the technical, theoretical, conceptual, and moral abilities of employees in accordance with the needs of the job / position through education and training (Isyanto, 2013). According to Simamora (2012) Development (development) is defined as the preparation of individuals to assume different or higher responsibilities in the organization. Career development is a formal approach that organizations take and use to ensure that people with appropriate skills and experience are available when needed (Dharma, 2013).

Career development aims to improve and enhance the effectiveness of the work carried out by workers, so as to be able to provide the best contribution in realizing the business goals of the organization / company (Nawawi, 2015). Then according to Rivai (2011) that a well-designed career development will help in determining their own career needs and adjusting the needs of employees with company goals.

Dimensions and Indicators of career development according to Cardoso (2003) consists of career planning with indicators of suitability of interests and expertise with work, career development opportunities within the company and clarity of long-term and short-term career plans and career management with indicators integrating with human resource planning, disseminating career information, publishing job vacancies and educating and training

#### **Mentoring function**

Mentoring is a relationship between someone who is more senior and experienced with others who are new or less experienced in an organization (Scandura,1994). Mentoring can also be interpreted as a learning process where mentors are able to make mentees who were dependent become independent through learning activities. Mentoring is a unique relationship between mentor and mentee with the aim of conveying knowledge and skills. In this mentoring process, mentors guide mentees while creating an environment that supports and facilitates their growth and development (Kim KH, 2011). Mentoring is a process of continuous and dynamic feedback between two individuals to build relationships between individuals who have knowledge, skills, information, and with a focus on professional and personal development (Olivero, 2014).

In this mentoring a good communication relationship can be established between the supervisor to his subordinates and also the supervisor can monitor and direct his subordinates. If this goes well, then human resources who are still inexperienced or less

skilled tend to be able to learn quickly and the impact on performance becomes more productive. A mentor can be an appropriate behavioral model and provide specific feedback and identify best practices (Ivanchevich, 2007). Besides mentoring can also have a motivational impact on the perpetrators. Mentoring can be a step in the personal and career development of an employee (Martoredjo, 2015).

Based on the form and method of implementation, mentoring can be divided into several types, including: traditional mentoring, e-mentoring, peer mentoring, group mentoring, and team mentoring (Olivero, 2014). Whereas according to Gilmour (2007), structured mentoring is divided into two, namely formal mentoring and informal mentoring.

Mentoring dimensions and indicators include career support, emphasizing the mentoring function as a supporter of increasing the motivation, identity, and effectiveness of the mentee for his role, the indicator mentors pay attention to the mentee's career, mentors help mentees to achieve targets, mentors take time for mentee careers; psychosocial support, interpreted as a serious involvement of a mentor to mentee to achieve a certain career position and help solve problems related to the work of the indicator mentee can tell a personal problem with a mentor, mentee and mentor exchange secrets, mentees become mentor friends; Role modeling, defined as a mentor demonstrates appropriate behavior in the work environment and extensive knowledge so that mentees become respectful and amazed at him with behavioral indicators following a mentor, amazed by the ability to motivate, appreciate the mentor's ability to teach others (Scandura, 1994).

#### **Hypothesis Development**

Based on the above, the proposed hypothesis is as follows:

- H1: There is a significant influence together between the functions of mentoring, motivation and career development on the performance of nurses at the hospital simultaneously.
- H2: There is a significant effect of the mentoring function on motivation in hospitals partially.
- H3: There is a significant effect of the mentoring function on career development in hospitals partially.
- H4: There is a significant influence of motivation on nurse performance in hospitals partially.
- H5: There is a significant influence on career development partially on nurse performance in hospitals.
- H6: There is a significant effect of the mentoring function on nurse performance in hospitals partially

#### **RESEARCH METHODS**

##### **Research Design**

This research uses quantitative research methods with hypothesis testing. This type of research is a survey with an explanatory approach to causality research. The unit of analysis is individual nurses in the health services industry. Time horizon uses cross section. The sampling technique is purposive sampling with inclusive criteria are nurses. The sample used was 148. Data analysis using path analysis with statistical analysis. The variables in this study include the independent variable, the mentoring function, the intervening variable, namely motivation (Z1) and career development (Z2), and the dependent variable, namely nurse performance (Y).

#### **RESEARCH RESULTS AND DISCUSSION**

##### **Statistic Descriptive**



Statistical descriptive results indicate the tendency of nurses to be neutral in their attitude toward each variable.

**Table 1. Statistical Descriptive Test Results**

| Variabel           | N   | Minimum | Maximum | Mean   | Std Deviation |
|--------------------|-----|---------|---------|--------|---------------|
| Nurse Performance  | 148 | 3.00    | 5.00    | 3.8667 | 0.39227       |
| Career Development | 148 | 2.29    | 5.00    | 3.6190 | 0.57542       |
| Motivation         | 148 | 3.00    | 4.60    | 3.8100 | 0.35108       |
| Mentoring          | 148 | 1.06    | 4.33    | 3.4213 | 0.83427       |
| Valid N (listwise) | 148 |         |         |        |               |

Source: Researchers' data processing results, 2019

**Behavior in Situational Hospitals**

The results of the description of respondents' answers about attitudes in behavior are shown in the inner behavior matrix

**Table 2. Matrix of Respondents' Behavior**

| No | Variable           | Posisi Three Box Method |        |      |           |
|----|--------------------|-------------------------|--------|------|-----------|
|    |                    | Low                     | Medium | High | Behaviour |
| 1  | Mentoring          |                         | *      |      | Cadre     |
| 2  | Motivation         |                         |        | *    | Want      |
| 3  | Nurse Performance  |                         | *      |      | Pioneer   |
| 4  | Career Development |                         |        | *    | Achiever  |

Source: Researchers' data processing results, 2019

**Hypothesis test**

Partial Test Results with Structural Equation Modeling are in table 3 as follows:

**Table 3. Partial Test**

| Varliabel Influence   | Estimate | S.E.  | C.R.   | P     | Lable | Information |
|---|----------|-------|--|-------|-------|-------------|
| Mentoring → Motivation  | 0.313    | 0.086 | 3.652  | ***   | Par_1 | H2 accepted |
| Mentoring → Career Development  | 0.193    | 0.150 | 1.657  | 0.080 | Par_2 | H3 rejected |
| Mentoring → Nurses Performance  | 0.294    | 0.113 | 2.721  | 0.045 | Par_3 | H4 accepted |
| Career Development → Nurse Performance  | 0.469    | 0.100 | 4.677  | ***   | Par_4 | H5 accepted |
| Motivation → Nurse Performance  | 0.422    | 0.175 | 2.404  | 0.016 | Par_5 | H6 accepted |
| Minimum was achieved<br>Chi-square = 3.234<br>Degrees of freedom = 1<br>Probability level = 0.067 |          |       | Squared Multiple Correlations (R <sup>2</sup> )<br>Motivation = 0.221<br>Career Development = 0.075<br>Performance of Nurses = 0.395 |       |       |             |

Source: Researchers' data processing results, 2019

**Intervening Testing**

Intervening testing of motivational variables and career development is tested through comparison of the value of direct effects with indirect effects. Intervening occurs if the value of the indirect effect is greater than the value of the direct effect.

Table 4. Intervening Test Results

| Variable              | Mentoring Function |          |
|-----------------------|--------------------|----------|
|                       | Direct             | Indirect |
| Motivation            | 0.470              | 0.000    |
| Career Development    | 0.275              | 0.000    |
| Performance of Nurses | -0.223             | 0.310    |

Source: Researchers' data processing results, 2019

#### Discussion

**Hypothesis 1: There is a significant influence jointly between the functions of mentoring, motivation and career development on nurse performance.**

Hypothesis 1 is accepted because this very small chi-square value indicates that there is no difference between theory and research models and the empirical data environment. This means that the variables of mentoring, motivation and career development variables jointly influence the performance of hospital nurses to strengthen theoretical testing.

These results indicate that the acceptance of the hypothesis receives support from the career support mentoring function variable that the leader rewards the implementing nurse in accordance with his work performance, the leader pays attention to each work of the implementing nurse, the leader always increases the knowledge and skills of the implementing nurse for patient safety, the leader gives praise to executive nurses towards their success, the leader maintains a safe work environment, the leader carries out oversight of the work that the executive nurse carries out, the leader is responsible for the work of the implementing nurse, the leader pays attention to the career of the implementing nurse, the leader helps the implementing nurse to achieve patient safety make time for the careers of implementing nurses, leaders delegate important tasks to competent implementing nurses, leaders provide specific training to achieve safety goals and patients, leaders provide opportunities to enhance their careers, leaders try to meet the required work facilities.

From psychosocial support mentoring that leaders create conducive situations in communicating with implementing nurses and a friendly atmosphere at work, leaders establish good social relationships with implementing nurses, leaders can be a place to pour out their hearts (confide), leaders can keep secrets, leaders can be a friend, the leader appreciates every action taken by the executive nurse in patient safety efforts, nurses often exchange secrets with the leadership, nurses often spend time with the leadership, the nurse and leadership relationship is quite close, nurses and leaders often go together, the leader includes all implementing nurses in preparing plans for nursing activities in the room.

Meanwhile, from role modeling mentoring that the leader behaves and good behavior, nurses try to follow the leadership behavior, nurses are impressed with the leadership's ability to provide motivation, nurses respect the leadership's ability to teach others, nurses appreciate the scientific and professional knowledge of the leader, the leader has good insight in the field of nursing, leaders exemplify how to document data accurately (SOAP). This result also received support from nurses' perceptions about motivation that nurses always work hard to achieve the best performance, nurses always work on tasks in accordance with established



work standards, nurses always try to improve their ability to work, nurses always greet each time they meet with colleagues work, nurses have a close working relationship with colleagues or employers, nurses have a comfortable work environment. Likewise, support from nurses perceptions about career development that nurses feel their educational background is sufficient to develop a career in the health institution, nurses have sufficient knowledge of knowledge according to their work competencies, always provides routine training to nurses, nurses have sufficient work experience to undergo work, nurses have extensive knowledge of career development and profession of nurses, nurses feel that with the training provided, nurses receive certain expertise can help him in working and nurses have skills that can support his career in work.

The simultaneous influence of the process of mentoring, motivation and career development on the performance of nurses in the hospital into a result that has good performance. This result is shown by the performance of nurses, that during the period of the annual period nurses produce individual performance in the form of loyalty, discipline, responsibility, initiative and creativity, cooperation, desire for achievement, service quality, job mastery, leadership, and integrity.

The results show support for the theory of individual performance where employee performance is defined as an outcome achieved by the employee in his work according to certain criteria that apply to a job (Robbins, 2006). The company always hopes to be able to survive in the increasingly fierce era of competition like now in order to obtain the best results, especially on employee performance to realize that success. This employee's performance will indirectly affect the company's image (Mandasari, 2015). The performance of individual hospital employees affects the organization's organizational performance, meaning that if the employee's performance is good then it is likely that the hospital's performance is also good. Efforts to improve employee performance and productivity are very much needed motivation. Motivation is something that can move the power and potential of employees to be more productive so that they succeed in achieving company goals.

Although the level of ability possessed by an employee is very large, but motivation is still needed. Work motivation is one of the factors that also determines an employee's performance. Whether or not the influence of motivation on a person's performance depends on how much intensity the motivation is given to him (Runia, 2019). Motivation is a condition in an individual that drives the individual's desire to carry out certain activities in order to achieve a goal. A highly motivated person is a person who makes a substantial effort to support the production goals of a work unit and the organization where the individual works. This shows that motivation is the main motor in creating high performance. Without sincere motivation, high performance will not be created (Evanda, 2017).

The form of recognition or appreciation from the company for the business and achievements that have been made by employees is to help employees have a successful and satisfying career. This can encourage their human resources to work better so that it will improve employee performance for the betterment of the company. With the career path system in the hospital can improve nurse competence, improve nurse performance, quality of nursing services and nurse satisfaction (Sulistiyawati, 2016). In order to serve patients in the hospital, several professions will collaborate by paying attention to the ethical code and professional morale so that patients can receive good quality nursing care and services. All hospital employees are expected to improve the quality of their work, and try to control their careers and choose better careers, so they can continue to excel. Formal training courses run by organizations do not transfer much of the knowledge, skills, attitudes, or other things that employees get from training at work, or

they tend not to develop to their full potential without dedicated guidance that inspires, energizes and facilitates. In this new millennium a good mentoring plan is considered a very effective way of helping people or employees improve their effectiveness and performance through conversation, self-direction and increased self-esteem or self-confidence. Mentoring is a process that uses various aspects including expertise by an experienced mentor through guidance, education and training to someone who has no or less experience for learning purposes, which requires trust and a feeling of full responsibility (Jaya, 2014). In this mentoring a good communication relationship can be established between the superior to his subordinates and also the supervisor can monitor and direct his subordinates. If this goes well, then human resources who are still inexperienced or less skilled tend to be able to learn quickly and the impact on performance becomes more productive according to Ivancevich & Hoon (2007), a mentor can be an appropriate behavior model and provide specific feedback and identify best practices. Besides mentoring can also have a motivational impact on the perpetrators. Mentoring can be a step in the self-development and career of an employee (Martoredjo, 2015). The results of this study are supported by the results of a study from Kaswan (2012), that mentoring is a partnership between a mentor (who provides guidance) and mentee (who receives guidance).

Mentoring is described as an interpersonal relationship in the form of care and support between someone who is experienced and knowledgeable with someone who is inexperienced or who has little knowledge. Relationships are very specific to mentoring in the form of achievement / performance and sources of assistance. To realize optimal performance in a relatively short time, mentoring can be an invaluable source of information and assistance. Mentoring is considered capable as an effort to improve the performance of human resources in the company (Turner, 2015). This is in accordance with several studies, entrepreneurship, business coaching, mentoring and creative community variables simultaneously influence the performance of creative industries, besides that four independent variables partially, have a significant positive effect on the performance of creative industries, the results of Widya Dewi Anjaningrum's research (2018). The research results of R. Yulianto (2018) show that work discipline has a positive and significant effect on employee performance, mentoring has an effect on employee performance and work involvement has no effect on employee performance. Motivation is the driving force for someone to make the most possible contribution for the success of the organization to achieve its goals. The most vital driving force in achieving employee performance is work motivation (Siagian, 2012). Without motivation, the employee will not succeed in completing a job optimally because there is no will arising from within the employee itself (Sutrischastini, 2015).

The results of the study simultaneously and partially showed that work motivation and work discipline variables had a positive and significant effect on employee performance and the results of the study also showed that motivation variables were the most dominant variable on employee performance (Sitorus, 2014). Whereas the research conducted by Medi Prakoso (2016) shows the results that motivation has a positive effect on employee performance, compensation has a positive effect on employee performance as well as work motivation and compensation simultaneously have a positive effect on employee performance. Career development is a formal approach taken and used by organizations to ensure that people with appropriate skills and experience are available when needed (Dharma, 2013).

**Hypothesis 2: the effect of the mentoring function on motivation**



Hypothesis 2 was accepted because the significance level of 0.000 was less than 0.05. These results indicate that the mentoring function variable has a significant positive effect on motivation variables. This means that the mentoring function is carried out by the hospital, the nurse's motivation to work increases.

These results indicate that there is support from the description of the mentoring function variable, resulting in low average results, both from mentoring career support, psychosocial support, and role modeling. In career support mentoring showed low results, especially in: the leadership took 58.3% of the nurses career time, the leadership delegated important tasks to competent implementing nurses by 50% and the leadership paid attention to the careers of implementing nurses by 43.7%. In psychosocial support mentoring, the results showed low especially in: nurses and leadership relationships were quite close as much as 58.3%, leaders could be a place to pour out their hearts (vent) as much as 47.9% and leaders often went together as many as 43.7%.

Whereas the role modeling mentoring showed low results, especially: nurses were impressed with the leadership ability in providing motivation as much as 56.2%, the leadership had good insight in the field of nursing as much as 50%, nurses appreciated the knowledge and professional knowledge of the leadership as much as 47.9% and nurses appreciate the leadership's ability to teach others 45.8%. The above will have implications for nurses' motivation to increase. That is, there is support for nurses to increase intrinsic motivation in themselves to encourage themselves to achieve what will be intended by the nurse in question. This is supported by the results of nurses' high answers to: nurses always work hard to achieve the best performance, nurses always work on tasks in accordance with established work standards, nurses always try to improve their ability to work, nurses always greet each time meeting with colleagues work, nurses have a close working relationship both with coworkers or superiors. However, because the nurses' answers obtained low results in: a comfortable nurse work environment of 50% and nurses receive salaries and benefits in accordance with the expertise of nurses, the hospital. AINI Mata Prof. Dr. Isak Salim Jakarta also needs to increase motivation extrinsically by creating a comfortable work environment for nurses and increasing the provision of salaries and benefits in accordance with the expertise possessed by each nurse.

The results of this study support the theory of motivation from Herzberg (1996) that there is an impetus arising in employees to work optimally in accordance with their field of work which comes from intrinsic and extrinsic factors. The results of this study are also supported by the results of studies that mentoring programs can provide great benefits to the organization, in which there are learning values so that human resources in an organization are better and as a result of the support between individuals and organizations will increase employee motivation (Hasibuan, 2018). Ambitious employees often experience frustration and impatience when they realize that progress toward the organizational ladder is going much slower than they originally hoped. If a mentee has a mentor who takes an active interest in his career and explains his reasons for and looks for ways to overcome the obstacles faced, then the employee will be more likely to survive. Mentors help them understand and recognize the long-term plans that the company or company has for them, and motivate them to make use of the learning experiences available at their jobs. Mentors also actively listen and understand mentees, handle mentee's uncertainties and fears, so that mentees have a genuine interest in their achievements and success (Kim, 2011). If a mentor has high morale will automatically arouse the mentee spirit (Dermawan, 2012).

**Hypothesis 3: the effect of the mentoring function on career development**



Hypothesis 3 was rejected because the significance level of 0.080 was greater than 0.05. These results indicate that the variable mentoring function does not significantly influence positively on career development variables. This means that if the mentoring function is implemented, it does not affect the career development of nurses in the hospital.

This result also received support from nurses perceptions about the function of mentoring career support that had not been implemented properly, where nurses answers showed low results, especially in the leadership of 58.3% of nurses taking the time for implementing nurses' careers, the leadership delegated important tasks to the implementing nurses. competent as much as 50% and leaders pay attention to the careers of implementing nurses as much as 43.7%. The foregoing implies that the career development of nurses in health institution was not influenced by the mentoring from his superiors. The nurses perceptions about career development are low, especially in: nurses feel that their educational background is sufficient to develop careers in by 50%, the health institution always provides routine training to nurses by 47.9%, nurses feel that with the training provided they have certain expertise that can help them work 43.7% and nurses have extensive knowledge of career development and his profession was 41.6%. This means that the career development of nurses can be influenced by other variables such as intrinsic motivation.

This is supported by the results of nurses' high answers about motivational variables on: nurses always work hard to achieve the best performance, nurses always do the task in accordance with established work standards, nurses always try to improve their ability to work, nurses always greet each meeting with colleagues, nurses have a close working relationship both with colleagues and superiors. In addition to intrinsic motivation, career development can also be influenced or enhanced through career planning such as placing nurses according to their interests and expertise, providing nurses with career development opportunities, and making clear long-term and short-term career plan patterns. In addition, career management is also needed in the form of integrating nurse career development with HR planning, distributing nurse career information and providing education and training to nurses to improve their competence in work.

Based on the study results above, the supporting theory is the theory of career development from Faustino Cardoso (2003) that a formal approach is used by organizations to ensure that employees with the right qualifications and experience are available if needed through career planning and career management.

According to Olivero (2014), mentoring is a continuous and dynamic feedback process between two individuals to build relationships between individuals who have knowledge, skills, information and with a focus on professional and personal development. The results of the study show that in mentoring a good communication relationship can be established between superiors and subordinates and superiors can monitor and direct their subordinates. Mentoring can be a step in the self-development and career of an employee (Martoredjo, 2015). Having a mentor or mentor in the company will help employees develop their careers. Mentors or mentors will provide advice or suggestions to employees in their career development efforts, mentors come from internal companies, so that mentoring within the company creates opportunities for career development for employees.

Kim (2011) argues that mentors provide support in setting goals and choosing career paths can be done by discussing and giving advice to mentees about the career path chosen. Mentee strengths and weaknesses are assessed and considered before setting career goals. Mentors must provide advice and detailed explanation of the goals to be achieved and what mentees should avoid in developing a career. Evaluating and testing mentee academic abilities is an effort to help acquire the necessary skills and knowledge,

this also includes recommending mentees, nominating them for awards and promotions and discussing mentee achievements. According to Rivai (2011) the forms of career development carried out by each company are tailored to the planned career path, development, needs and career functions.

A person's career development does not only depend on the efforts of the employee, but also depends on the role and guidance of the manager and the HR department especially in providing information about existing careers and also in the career planning of the employee. The HR Department helps employee career development through employee training and development programs. The efforts of the HR department to improve by providing career development support for employees must be supported by top-level leaders and middle-level leaders. Without their support, employee career development will not take place either. The HR department can provide feedback through a number of ways in the career development efforts of employees, including providing information to employees about the decision to place employees.

#### **Hypothesis 4: The effect of the mentoring function on nurse performance**

Hypothesis 4 is accepted because the significance level of 0.045 is less than 0.05. These results indicate that the mentoring function variable has a significant positive effect on nurse performance variables. This means that if the mentoring function is implemented, the nurse's performance will increase. Hypothesis 4 is accepted because the significance level of 0.045 is less than 0.05.

These results indicate that the mentoring function variable has a significant positive effect on nurse performance variables. This means that if the mentoring function is implemented, the nurse's performance will increase. These results also received support from nurses perceptions about the mentoring function that had not been implemented either from career support mentoring, psychological support, and role modeling.

The results mentioned above will have implications that the performance of hospital nurses have good performance. These results are shown by the performance of nurses, that during the period of the annual period, nurses produce individual performance in the form of loyalty, discipline, responsibility, initiative and creativity, cooperation, desire for achievement, service quality, job mastery, leadership, and integrity.

The results show support for the theory of individual performance where employee performance is defined as an outcome achieved by the employee in his work according to certain criteria that apply to a job (Robbins, 2006). The company always hopes to be able to survive in the increasingly fierce era of competition like now in order to obtain the best results, especially on employee performance to realize that success. This employee's performance will indirectly affect the company's image (Mandasari, 2015). The performance of individual hospital employees affects the organization's organizational performance, meaning that if the employee's performance is good then it is likely that the hospital's performance is also good. This result is also supported by the results of the mentoring study described as an interpersonal relationship in the form of care and support between an experienced and knowledgeable person with an inexperienced or one with little knowledge. Relationships are very specific to mentoring in the form of achievement / performance and sources of assistance. To realize optimal performance in a relatively short time, mentoring can be an invaluable source of information and assistance. Mentoring is considered capable as an effort to improve the performance of human resources in the company (Turner, 2015). While Trivoni Yuliana Yusita (2014) conducted a study aimed at testing and analyzing the effect of



TQM, work environment, discipline and mentoring functions on employee performance from the results of data analysis, it can be concluded that there is an influence between TQM on employee performance, there is influence between the environment work on employee performance, work discipline affects employee performance and there is an influence between the mentoring function on employee performance.

**Hypothesis 5: Effect of career development on nurse performance**

Hypothesis 5 is accepted because the significance level of 0.000 is smaller than 0.05. These results indicate that career development variables have a significant positive effect on nurse performance variables. This means that if the nurse has a good career development in the hospital, the resulting nurse performance increases. This result also received support from nurses' perceptions about career development that nurses felt were still low. This result is shown from the low nurses answers especially on: nurses feel that their educational background is sufficient to develop a career in a hospital by 50%, the health institution always provides routine training to nurses by 47.9%, nurses feel that with the training provided they have certain expertise that can help them work 43.7% and nurses have extensive knowledge of career development and his profession was 41.6%. The process of the influence of career development that has not been maximized on the performance of employees in hospitals obtain good nurse performance results.

This result is shown by the performance of nurses that during the period of the annual period, nurses produce individual performance in the form of loyalty, discipline, responsibility, initiative and creativity, cooperation, desire for achievement, quality of service, job mastery, leadership, and integrity. The results mentioned above will have implications that the high-performance results of nurses can be influenced by other variables such as intrinsic motivation. To enhance nurse career development through career planning such as placing nurses in accordance with their interests and expertise, providing nurses career development opportunities, and making clear long-term and short-term career plan patterns. In addition, career management is also needed in the form of integrating nurse career development with HR planning, distributing nurse career information and providing education and training to nurses to improve their competence in work.

The results showed support for Individual Performance Theory where employee performance is defined as an outcome achieved by employees in their work according to certain criteria that apply to a job (Robbins, 2006). The results of the study are also supported by the results of studies in the process of pursuing career paths which require early planning and are used as employee motivation to improve work performance. With good career planning, an employee can determine the steps that must be taken to achieve a certain career path (Utami, 2018). In hospitals, nurses as professionals in providing nursing services must provide services that are in accordance with their competencies and authorities, both individually and as part of a team. Therefore, the hospital needs to manage nursing resources, one of which is by paying attention to the nurse's professional career development system. With the career path system in the hospital can improve nurse competence, improve nurse performance, quality of nursing services and nurse satisfaction (Sulistiyawati, 2016). Research examining the effect of career development and work motivation on employee performance by Eka Rulianti Putri (2018) shows the results that career development has a significant effect on employee performance, as well as significant motivation on employee performance, this study also shows that the relationship between career development and motivation has a significant simultaneous effect on employee performance.



**Hypothesis 6: Effect of motivation on nurse performance.**

Hypothesis 6 is accepted because the significance level of 0.016 is less than 0.05. These results indicate that the nurse motivation variable has a significant positive effect on employee performance variables. This means that if the motivation of nurses in working is high, the nurse's performance will also be high. This result obtained support from nurses' perceptions about nurses' high motivation at work.

This means that there is support from nurses to increase intrinsic motivation in themselves which will encourage him to achieve what the nurse is going to aim for. This is supported by the results of nurses' high answers to: nurses always work hard to achieve the best performance, nurses always work on tasks in accordance with established work standards, nurses always try to improve their ability to work, nurses always greet each time meeting with colleagues work, nurses have a close working relationship both with coworkers or superiors. This result is shown by the performance of nurses that during the period of the annual period, nurses produce individual performance in the form of loyalty, discipline, responsibility, initiative and creativity, cooperation, desire for achievement, quality of service, job mastery, leadership, and integrity. The results mentioned above will have implications for the must maintain nurses' high intrinsic motivation while also needing to increase nurses' extrinsic motivation by creating a comfortable work environment for nurses and increasing the provision of salaries and benefits in accordance with the expertise possessed by each nurse.

This study supports the motivational theory of Herzberg (1996) that there is an impetus arising in employees to work optimally in accordance with their field of work which comes from intrinsic and extrinsic factors. The results showed support for Individual Performance Theory where employee performance is defined as an outcome achieved by employees in their work according to certain criteria that apply to a job (Robbins, 2006). According to Malayu S.P. Hasibuan (2006) revealed that performance is a combination of three important factors namely the ability and interest of a worker, the ability and acceptance of the delegation's explanation of tasks and roles, and the level of motivation of workers.

If the performance of each individual or employee is good, then company performance is expected to be good too. The company always hopes to be able to survive in the increasingly fierce era of competition like now in order to obtain the best results, especially on employee performance to realize that success. This employee's performance will indirectly affect the company's image (Mandasari, 2015).

The results of the study are also supported by the results of the study that the motivation possessed by a person will manifest a behavior directed at the achievement of goals. Motivation is also a joint effort between individuals and their attributes with organizational help. A highly motivated person is a person who makes a substantial effort to support the production goals of a work unit and the organization where the individual works. This shows that motivation is the main motor in creating high performance. Without sincere motivation, high performance will not be created (Evanda, 2017). Without motivation, the employee will not succeed in completing a job optimally because there is no will arising from within the employee itself, but what appears is only a routine (Sutrischastini, 2015). Research conducted by Leonardo Agusta (2013) to examine the effect of training and work motivation on employee performance shows that training has a positive and significant effect on employee performance, work motivation has a

positive and significant effect on employee performance, while training variables and work motivation have a positive effect and significant together on employee performance.

#### Result

The results of this study indicate the strongest support for the pattern of mediation relationships carried out by motivation and career development to the effect of the mentoring function on hospital nurse performance. The role of motivation is to increase the influence of the mentoring function that has not been carried out by the hospital on the performance of hospital nurses. This shows that hospital management has not been able to play the role of the process of transforming the experience of a professional profession and the cadre of professional candidates and experts to be able to connect the sustainability string of hospital organization management.

Nurse career development in the health institution was not influenced by the mentoring from his superiors. This means that the career development of nurses can be influenced by other variables such as intrinsic motivation. In addition to intrinsic motivation, nurses extrinsic motivation also needs to be improved by creating a comfortable work environment for nurses and increasing the provision of salaries and benefits in accordance with the expertise possessed by each nurse. Career development can also be influenced or enhanced through career planning such as placing nurses according to their interests and expertise, providing nurses with career development opportunities, and making clear long-term and short-term career plan patterns. In addition, career management is also needed in the form of integrating nurse career development with HR planning, distributing nurse career information and providing education and training to nurses to improve their competence in work. The process of the influence of high motivation of nurses on the performance of nurses in hospitals becomes a result that has good performance. This result is shown by the performance of nurses that during the period of the annual period, nurses produce individual performance in the form of loyalty, discipline, responsibility, initiative and creativity, cooperation, desire for achievement, quality of service, job mastery, leadership, and integrity. The performance of individual hospital employees affects the organization's organizational performance, meaning that if the employee's performance is good then it is likely that the hospital's performance is also good (Mandasari, 2015).

From the discussion above, the study provides findings that the behavior of hospital nurses showed that nurses have high intrinsic motivation in encouraging nurses' work performance to contribute to the progress and achievement of hospital organization goals.

In addition to intrinsic motivation, nurses' extrinsic motivation also needs to be improved by creating a comfortable work environment for nurses and increasing the provision of salaries and benefits in accordance with the expertise possessed by each nurse. Career development can also be influenced or enhanced through career planning such as placing nurses according to their interests and expertise, providing nurses with career development opportunities, and making clear long-term and short-term career plan patterns. In addition, career management is also needed in the form of integrating nurse career development with HR planning, distributing nurse career information and providing education and training to nurses to improve their competence in work.

#### CONCLUSIONS, IMPLICATIONS AND SUGGESTIONS

##### Conclusion

Based on the results and discussion of hypothesis testing and research findings, the conclusion of this study is that the functions of mentoring, motivation and career development in hospitals together influence the performance of hospital nurses to strengthen the theory testing. The head of the room can be an appropriate behavioral model and provide specific feedback and identify best practices for implementing nurses. In addition, mentoring can also have an impact on the motivation and career development of nurses implementing nurses performance at the hospital to become a result that has good performance.

The mentoring function has a significant positive effect on nurse motivation variables. This means that if the mentoring function is carried out by the hospital, the nurse's motivation to work increases. Mentoring from superiors will support nurses to increase intrinsic motivation in themselves to encourage themselves to achieve what will be intended by the nurse in question.

The mentoring function does not have a significant positive effect on nurses' career development variables. This means that if the mentoring function is carried out by the supervisor does not affect the career development of nurses in the hospital, but career development is influenced or enhanced through career planning and career management.

The mentoring function has a significant positive effect on nurse performance variables. This means that if the mentoring function is implemented, the nurse's performance will increase. With the mentoring of the head of the room, the nurse nurses tend to learn quickly and consequently their performance will soon become better. Career development has a significant positive effect on nurse performance variables. This means that if the nurse has a good career development in the hospital, the resulting nurse performance increases. With the existence of a career path system in nurses at the hospital can improve nurse competence to improve nurse performance. Nurse motivation has a significant positive effect on nurse performance variables. This means that if the motivation of nurses in working is high, the nurse's performance will also be high. Without motivation, the nurse will not succeed in completing a job optimally because there is no will arising from within the nurse itself.

#### **Implication**

From the results of research that has been done it is necessary to take steps to improve hospital management. The health institution with managerial implications needs to make a strategic plan for mentoring activities in the long-term and short-term nurse profession in accordance with the vision and mission of the hospital for the sustainability of nurse competence from the head of the room to the implementing nurse.

Because the research findings indicate that nurse's intrinsic motivation influences nurse's performance, Health institution must put nurses to work according to their competencies so that the motivation of nurses to work increases so that the performance of nurses produced is increasing. Research findings that the mentoring function does not affect career development, but career development can be influenced by other factors, so to improve the performance of nurses, the health institution to develop a nurse career planning and management pattern.

The influence of motivation is very large in improving nurse performance, the health institution also needs to continue to develop nurse's intrinsic motivation and also provide extrinsic motivation such as giving allowances to nurses according to their competencies. While the theoretical implications of developing motivation and performance theories by expanding both independent and moderating variables by adding new variables, namely: managerial performance, organizational commitment, workload, burn out, role conflict, quality of life, job satisfaction, and transformational leadership.



### Suggestion

Based on the results and discussion of hypothesis testing and research findings, the recommendations for recommendations are the health institution must make the policy of the head of the room play a role as a mentor to provide psychosocial support, career support and as a role model in working for implementing nurses, creating a comfortable environment in the hospital so that the nurse's working atmosphere also becomes comfortable, providing remuneration or allowances to nurses according to their competencies to increase nurses' motivation to work, provide routine training for nurses to improve their competencies such as training on good communication in nursing care for nurses in the inpatient department, patient safety for all nurses, and others in accordance with their line of work, providing opportunities for nurses to continue their education, the HR department makes nurse career planning such as providing nurses career development opportunities, as well as making clear long-term career plan patterns integrating nurse career development and with HR planning and disseminating career information to nurses.

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