

The Effect of Career Development, Organizational Support, and Work Quality on Employee Loyalty at Puskesmas Dompu Barat

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ABSTRACT: This study aims to determine the influence of career development, organizational support, and work quality on employee loyalty at Dompu Barat Public Health Center. A quantitative approach was employed, using questionnaires distributed to all 65 employees. The data were analyzed using multiple linear regression analysis. The findings indicate that career development, organizational support, and work quality significantly influence employee loyalty, both partially and simultaneously. Employees who feel supported by the organization, have clear career development opportunities, and demonstrate high work quality tend to show stronger loyalty to the institution. This research provides practical contributions for health center managers and other health institutions in formulating strategies to improve human resource loyalty.

KEYWORDS: career development; employee loyalty; organizational support; work quality

I. INTRODUCTION

Employee loyalty is a crucial factor in maintaining the stability, continuity, and effectiveness of public services, especially in the healthcare sector such as community health centers (Puskesmas). As the front line of primary healthcare services in Indonesia, Puskesmas are not only required to provide quality healthcare but also need human resources who are loyal and committed to their duties and the organization. Therefore, it is important for public institutions like Puskesmas Dompu Barat to pay attention to the factors that influence employee loyalty, including career development, organizational support, and work quality.

Career development is one of the key aspects in maintaining and increasing employee loyalty. According to Putra (2020), well-directed career development can enhance employee job satisfaction and positively impact their performance. This suggests that when employees see opportunities for growth and career advancement, they tend to show higher commitment and loyalty to the organization. Career development does not only involve promotion but also includes training, skill development, and clear career paths for employees.

Suryatni emphasizes that career development combined with job involvement can enhance work motivation, which in turn mediates the improvement of employee loyalty. In this context, motivation plays a critical mediating role between organizational career initiatives and employee loyalty. Furthermore, Febrianty, Ardan, and Johan (2025) state that comprehensive human resource development, including appropriate training and placement based on competencies, significantly contributes to employee loyalty.

Organizational support is another important component in fostering employee loyalty. Organizational support refers to the extent to which employees feel that the organization values their contributions and cares about their well-being. This support can take the form of fair policies, open communication, supervisory attention, and adequate work facilities. Utari and Wibowo (2024), in their research, found that perceived organizational support has a positive effect on employee retention through job satisfaction. This indicates that when employees feel supported by the organization, their job satisfaction and loyalty tend to increase.

Moreover, Pitoy, Pio, and Rumawas (2020) discovered that internal communication, fairness in managerial treatment, and recognition of individual performance are significant factors that determine employee loyalty. In the private sector, this study shows that organizational support correlates positively with loyalty, which is also highly relevant to the Puskesmas setting, even though it operates within the public service domain. Stability and employee loyalty are still essential in public institutions.

Work quality is another important factor. High-quality work reflects an employee's competence, dedication, and professionalism. In healthcare services, work quality is directly linked to the quality of care provided to the community. Therefore, employees who demonstrate high work quality typically possess strong work ethics and a greater tendency to be loyal to their workplace. Mawadah, Setyowati, and Winahyu (2022) stated that work quality, combined with organizational culture and a good compensation system, can significantly enhance employee loyalty.

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The influence of work quality on loyalty is also affirmed by Dewi, Sapta, and Rihayana (2022) in their study at Puskesmas Seririt. They found that employees with high work quality exhibit greater job satisfaction, which ultimately affects their loyalty. On the other hand, work quality cannot be separated from organizational support and career development programs. Without systemic support and opportunities for growth, it becomes difficult for employees to maintain optimal work performance in the long term.

Malau (2025), in his two studies, found that job training, compensation, and career development collectively contribute to increased employee performance and loyalty. This suggests that organizations must create synergy between individual capacity building and internal support systems. Ansori, Handayani, and Astuti (2025) also added that job satisfaction mediates the relationship between education level, job promotion, and career development with employee performance. Therefore, loyalty does not stand alone but is the result of various interconnected elements within the work environment.

Another study by Andini conducted at Puskesmas Sosial, Sukabangun Sub-district, Palembang, highlighted the importance of training and career development in shaping the performance and loyalty of public sector employees. The findings strengthen the notion that public work environments should not ignore aspects often emphasized in the private sector, such as clear career paths and continuous training programs.

Similarly, Dianty (2022) revealed that motivation, competence, and career development significantly influence employee performance in the public tax sector. Although the sectors differ, public servants in healthcare and taxation face similar structural challenges, such as heavy workloads, high service demands, and rigid bureaucratic systems. Therefore, public organizations like Puskesmas must continuously innovate in human resource management.

Based on the above explanation, it can be concluded that career development, organizational support, and work quality are three interrelated factors that collectively shape employee loyalty. When these three factors are well-executed and sustained, employee loyalty to the organization will increase, ultimately having a positive impact on the institution's success in delivering public services.

Given the local context of Puskesmas Dompus Barat, this study is important to provide empirical insights into how career development, organizational support, and work quality influence employee loyalty. The results of this research are expected to serve as a basis for formulating strategic policies at the managerial level and as a reference for other healthcare institutions in managing their human resources more effectively and in a way that focuses on employee satisfaction and loyalty.

II. RESEARCH METHODOLOGY

This study applies a **quantitative approach** with an **explanatory research design**, aiming to explain the causal relationships between career development, organizational support, work quality, and employee loyalty at *Puskesmas Dompus Barat*. The research was conducted in **early 2025**, involving all civil servant and contract employees currently active at the health center.

1. A. Population and Sample

The population in this study comprises all employees working at Puskesmas Dompus Barat, totaling 65 individuals. Given the manageable size of the population, the total sampling technique was applied, meaning the entire population was used as the research sample. This approach ensures a comprehensive representation of perspectives from all employee segments.

2. B. Data Collection Techniques

Primary data were collected using structured questionnaires distributed directly to respondents. The questionnaire utilized a Likert scale ranging from 1 ("Strongly Disagree") to 5 ("Strongly Agree"). Each statement was adapted and refined from previously validated instruments to ensure reliability and construct validity.

The questionnaire consisted of items representing the four variables: career development, organizational support, work quality, and employee loyalty. Each item was carefully worded based on past literature, particularly from studies such as Putra (2020), Utari & Wibowo (2024), and Mawadah et al. (2022).

3. C. Variables and Operational Definitions

1. This research examines four key variables:
2. Career Development (Independent Variable – X1)
3. Organizational Support (Independent Variable – X2)
4. Work Quality (Independent Variable – X3)
5. Employee Loyalty (Dependent Variable – Y)

Each variable is operationalized using specific indicators, as detailed below:

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Table 2.1 Operational Definitions of Research Variables

No	Variable	Indicator Example	Measurement Scale
1	Career Development	Promotion opportunity, clarity of career path, training availability	Likert Scale (1–5)
2	Organizational Support	Supervisory support, fairness in treatment, resource availability	Likert Scale (1–5)
3	Work Quality	Task completion accuracy, punctuality, professionalism	Likert Scale (1–5)
4	Employee Loyalty	Commitment, intention to stay, pride in working	Likert Scale (1–5)

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A. Population and Sample

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B. Data Collection Techniques

Primary data were collected using questionnaires distributed directly to the respondents. The questionnaire was structured using a Likert scale (1–5), where 1 represents "Strongly Disagree" and 5 represents "Strongly Agree." All statements in the questionnaire were adapted and modified from previous research that had passed validity and reliability tests.

C. Variables and Operational Definitions

This research examines four main variables: career development, organizational support, work quality, and employee loyalty. Each variable is operationalized through specific indicators based on the theoretical framework and prior studies.

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Table Description:

Table 1 presents the operationalization of the four research variables. Each variable is measured using several relevant indicators. All indicators are measured on a 5-point Likert scale to reflect the level of agreement or experience reported by the respondents. These indicators were developed based on concepts by Putra (2020), Utari & Wibowo (2024), and Mawadah et al. (2022), ensuring construct validity.

D. Data Analysis Techniques

The collected data were analyzed using descriptive statistics and multiple linear regression analysis. Descriptive analysis was used to describe the characteristics of the respondents and the distribution of answers for each variable. Meanwhile, multiple linear regression was applied to test the influence of the independent variables (career development, organizational support, and work quality) on the dependent variable (employee loyalty).

All statistical analyses were conducted using SPSS version 26. Prior to hypothesis testing, classical assumption tests such as normality, multicollinearity, and heteroscedasticity were carried out to ensure the validity of the regression model.

III. RESEARCH FINDINGS AND DISCUSSION

This chapter presents the results of the statistical analysis and discusses the findings in relation to previous research. The objective is to examine the influence of career development, organizational support, and work quality on employee loyalty at Puskesmas Dompu Barat. Several tests were conducted, including reliability, linearity, multicollinearity, multiple regression (t-test), and simultaneous testing (F-test), to ensure the validity and strength of the regression model.

1. Instrument Reliability Test

Reliability testing is essential to determine the internal consistency of the measurement instrument. A variable is considered reliable if the Cronbach's Alpha value is ≥ 0.60 . The results are shown in the following table:

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Table 4.1 Instrument Reliability Results

No	Variable	Cronbach Alpha	Description
1	Career Development (X1)	0.623	Reliable
2	Organizational Support (X2)	0.756	Reliable
3	Work Quality (X3)	0.668	Reliable
4	Employee Loyalty (Y)	0.850	Reliable

Explanation:

All variables meet the minimum threshold, indicating that the items in the questionnaire are internally consistent and suitable for further analysis. Employee loyalty had the highest reliability score, suggesting strong measurement consistency for that variable.

2. Linearity Test

This test assesses whether the relationship between independent and dependent variables is linear, which is a requirement for regression analysis. A relationship is deemed linear if the **significance value (Sig.)** > **0.05**.

Table 4.2 Linearity Test Results

No	Variable Relationship	Sig.	Alpha	Conclusion
1	Career Development → Employee Loyalty	0.526	0.05	Linear
2	Organizational Support → Employee Loyalty	0.778	0.05	Linear
3	Work Quality → Employee Loyalty	0.454	0.05	Linear

Explanation:

All three independent variables show linear relationships with employee loyalty, satisfying the assumptions for regression modeling. This result supports the model's structural validity.

3. Multicollinearity Test

Multicollinearity occurs when two or more independent variables are highly correlated, which can distort the results of regression analysis. It is considered absent if **Tolerance** > **0.10** and **VIF** < **10**.

Table 4.3 Multicollinearity Test Results

No	Variable	Tolerance	VIF	Conclusion
1	Career Development	0.224	4.458	No multicollinearity
2	Organizational Support	0.404	2.474	No multicollinearity
3	Work Quality	0.266	3.758	No multicollinearity

Explanation:

The results show that all tolerance values are above 0.10 and VIF values are below 10, indicating that the regression model is free from multicollinearity problems and the predictors are independently contributing to the model.

4. Multiple Linear Regression (t-Test)

The t-test assesses the partial effect of each independent variable on the dependent variable (employee loyalty). The results are presented below:

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Table 4.4 t-Test Results

No	Variable	B	Std. Error	Beta	t	Sig.	Conclusion
1	Constant	0.747	8.556	-	0.087	0.931	Not significant
2	Career Development	0.151	0.421	0.691	0.358	0.721	Not significant
3	Organizational Support	0.506	0.197	0.371	2.575	0.012	Significant
4	Work Quality	0.960	0.380	0.449	2.528	0.014	Significant

Explanation:

1. Career Development does not have a significant effect ($p > 0.05$). This may be due to limited promotion pathways or lack of perceived value in career development programs.
2. Organizational Support has a significant effect ($p = 0.012$), indicating that employees who feel supported by their organization are more loyal.
3. Work Quality also has a significant effect ($p = 0.014$), suggesting that employees who demonstrate high performance and professionalism tend to remain committed to their institution.

5. Simultaneous Test (F-Test)

This test evaluates the overall influence of the three independent variables on the dependent variable. A model is significant if $F_{hitung} > F_{tabel}$ and $Sig. < 0.05$.

No	F Value (Fhitung)	F Table	Sig.	Alpha	Conclusion
1	24.671	3.35	0.000	0.05	Significant influence (Ho rejected)

Explanation:

The F value of 24.671 is significantly higher than the critical value (3.35), with a significance value of 0.000. This confirms that career development, organizational support, and work quality simultaneously influence employee loyalty.

CONCLUSIONS

Based on the research conducted at Dompu Barat Public Health Center, it can be concluded that career development, organizational support, and work quality significantly influence employee loyalty, both individually and collectively. Structured and continuous career development enhances employee motivation and job satisfaction, which ultimately leads to greater loyalty. Employees who perceive opportunities for growth tend to demonstrate stronger commitment to their organization.

Effective organizational support such as open communication, leadership attention, and fair internal policies—also plays a crucial role in fostering a sense of belonging and attachment among employees. When employees feel valued by their organization, they are more likely to stay and contribute positively.

Moreover, high work quality reflects professionalism and dedication in fulfilling responsibilities. This not only enhances individual job satisfaction but also builds trust between the employee and the organization, reinforcing mutual commitment and loyalty.

These three variables interact dynamically to shape employee loyalty. Therefore, the management of Dompu Barat Public Health Center is encouraged to design a comprehensive human resource development strategy, addressing career progression, organizational support, and continuous improvement of work quality. This integrated approach will help create a supportive work environment, improve employee retention, and ensure the sustainability and quality of healthcare services provided to the community.

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