

The Effect of Supportive Leadership Style and Development With Work Motivation As an Intervening among midwives at a private hospital in Central Jakarta

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Abstract

Midwives' career development is crucial for improving staff performance and the quality of hospital services. This study aimed to examine the effects of supportive leadership style and competency development on career development, both directly and indirectly through work motivation as a mediating variable among midwives at Budi Kemuliaan Hospital, Central Jakarta. This quantitative cross-sectional study employed total sampling, involving 82 midwives. Data were collected using questionnaires and analyzed using partial least squares structural equation modeling (PLS-SEM). The results indicated that all hypothesized relationships were statistically significant. Supportive leadership style, competency development, and work motivation collectively explained 57.2% of the variance in career development ($R^2 = 0.572$). Supportive leadership style had positive and significant effects on career development ($\beta = 0.305$; $t = 4.094$) and work motivation ($\beta = 0.415$; $t = 4.134$). Competency development also had positive and significant effects on career development ($\beta = 0.370$; $t = 4.833$) and work motivation ($\beta = 0.383$; $t = 4.179$). Work motivation had a positive and significant direct effect on career development ($\beta = 0.420$; $t = 5.829$) and significantly partially mediated the effects of both supportive leadership style and competency development on career development. In conclusion, strengthening work motivation through supportive leadership and equitable competency development programs may contribute to optimizing midwives' career development.



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INTRODUCTION

Midwives' career development is a crucial issue in hospital human resource management because a clear career path is associated with improved performance and the quality of healthcare services (Ratanto et al., 2013). However, the midwifery profession currently faces significant challenges related to career uncertainty. Many midwives, particularly those in the early stages of their careers (the first five years), consider leaving the profession because of work-related stress, role dissatisfaction, and insufficient organizational support (Parry et al., 2024). A key challenge is the difficulty midwives experience in planning their professional futures because of inadequate professional development guidance, limited opportunities to obtain study leave, and the high cost of continuing education (Azzahra, 2020; Y. Sari et al., 2023).

This situation is exacerbated by job descriptions for midwives that are often unclear and do not adequately specify the minimum standards of practice required for career advancement (Middleton, 2014). The Indonesian government has established a legal framework through

Regulation of the Minister of Administrative and Bureaucratic Reform (Peraturan Menteri Pendayagunaan Aparatur Negara dan Reformasi Birokrasi [Permenpan RB]) No. 36 of 2019, which regulates the functional positions of midwives, ranging from skill-based categories (Skilled, Advanced, and Supervisor) to expertise-based categories (First Expert to Main Expert). Furthermore, Regulation of the Minister of Health No. 49 of 2013 concerning the Nursing Committee provides a framework for quality and competency assurance that can support the professional career development of midwives in hospitals. Therefore, hospitals need to develop career pathways aligned with midwives' competencies and provide opportunities for advancement based on their abilities and professional potential (Noprianty, 2019).

Management's commitment to human resource (HR) development can be reflected in the implementation of a structured and standardized career pathway for midwives, as stipulated in Law No. 36 of 2014. At Budi Kemuliaan Hospital, the functional clinical career pathway for midwives is organized into Practitioner Midwife (Bidan Praktisi [BP]) Levels 1–3. Advancement through these levels is determined by specified qualifications, including length of service and educational attainment, and involves a five-year recredentialing process. Promotion within the Practitioner Midwife pathway also requires clinical rotations and specialized training. In addition to the functional career pathway, Budi Kemuliaan Hospital provides opportunities for midwives with managerial potential to advance into structural positions through internal or external managerial training tailored to their respective work units (Indonesia, 2014).

One challenge affecting midwives' career development is the shortage of midwives relative to healthcare workforce demand (Capper et al., 2023). The first five years of clinical practice, commonly described as the early-career period, can be particularly stressful for newly practicing midwives and may contribute to premature departure from the profession. During this period, midwives may consider leaving because of occupational stress, dissatisfaction with their professional roles, and inadequate workplace support (Parry et al., 2024). These challenges highlight the importance of organizational support during the early stages of a midwife's career.

Other challenges in midwives' career development include difficulties in pursuing higher levels of education because of financial constraints, limited time, and difficulties obtaining study leave or permission from supervisors (Azzahra, 2020). Professional development guidance may also be inadequate, while organizational and managerial support for career advancement remains limited (Y. Sari et al., 2023). Additional barriers include limited participation in accredited workplace training required for certification and improvements in clinical competence, as well as difficulties in advancing to functional positions that require higher levels of formal educational qualifications (Azzahra, 2020).

In the context of educational accreditation standards, Budi Kemuliaan Hospital, as a healthcare institution affiliated with STIK Budi Kemuliaan, is required to provide clinical supervisors who meet specified qualifications and competency requirements. From a talent-retention perspective, clearly structured career development may enhance healthcare workers' motivation, reduce turnover, and support continuity in clinical education for students and residents (Basri & Abdillah, 2022; Gunawan et al., 2017).

Previous research has identified several factors associated with career development. Leadership style has been identified as one factor influencing employees' career development (Ngadimin & Wuradji, 2014). Supportive leadership can encourage midwives to strengthen their professional commitment and pursue continuous professional development. Career development is also influenced by individual competencies (Wardhani & Wijaya, 2020). Competency development through training, continuing education, and structured professional experience may enable midwives to progress to higher career levels. Work motivation is

another important factor associated with employees' career development (Priyono & Rahayu, 2016). Higher levels of motivation may encourage employees to improve their performance, develop their competencies, and actively pursue opportunities for career advancement.

Although considerable research has examined career development, supportive leadership, competency, and work motivation separately, limited research has integrated these four variables within the context of teaching hospitals in Indonesia. More specifically, limited evidence is available regarding how supportive leadership and competency development influence career development through work motivation as a mediating variable in healthcare institutions that perform dual roles as healthcare service providers and educational institutions (WHO, 2016). This study addresses this gap by integrating Social Learning Theory (Krumboltz et al., 1976) with supportive leadership, competency development, work motivation, and career development within the teaching-hospital context. The potential discrepancy between the availability of structured professional development pathways and employees' perceptions of tangible career and well-being outcomes further highlights the importance of examining work motivation as a mechanism through which supportive leadership and competency development may influence career development.

Based on these considerations, this study examines the effects of supportive leadership style and competency development on career development, with work motivation as a mediating variable, among midwives at Budi Kemuliaan Hospital, Central Jakarta. The study aims to examine the simultaneous and individual effects of supportive leadership style, competency development, and work motivation on career development and to assess the mediating role of work motivation in the relationships between supportive leadership style, competency development, and career development. The study is expected to contribute theoretically to the human resource management literature, particularly regarding career development in healthcare organizations, and practically to hospital management by providing evidence that may inform the design of career development programs. The findings may also provide a basis for strengthening supportive leadership practices, improving equitable access to competency development opportunities, and enhancing work motivation to support midwives' career development.

METHOD

This study employed a quantitative cross-sectional design. Supportive leadership style and competency development were specified as exogenous variables, work motivation as the mediating variable, and career development as the endogenous variable.

The study population consisted of all 82 midwives at Budi Kemuliaan Hospital. Total sampling was employed; therefore, all 82 midwives were included as respondents.

Data were collected using a questionnaire with a four-point Likert-type response scale: Strongly Disagree (STS), Disagree (TS), Agree (S), and Strongly Agree (SS) (Sugiyono, 2019).

The study examined four constructs: supportive leadership style (X1), competency development (X2), work motivation (Z), and career development (Y). The measurement of supportive leadership style was based on Robbins and Judge (2017), competency development on Spencer and Spencer (2008), work motivation on McClelland (1961), and career development on Werther and Davis (1996).

Data were analyzed using partial least squares structural equation modeling (PLS-SEM). The measurement model was evaluated through convergent validity, discriminant validity, and reliability assessment, while the structural model was evaluated using R^2 and Q^2 . The significance of the hypothesized direct and indirect relationships was subsequently assessed to determine the structural relationships and the mediating role of work motivation.

The hypotheses tested in this study were as follows:

H1: There is a simultaneous influence of supportive leadership style, increased

competence, and work motivation on career development.

H2: There is an influence of supportive leadership style on career development.

H3: There is an influence of increased competence on career development.

H4: There is an influence of work motivation on career development.

H5: There is an influence of supportive leadership style on work motivation.

H6: There is an influence of increased competence on work motivation.

H7: There is an influence of supportive leadership style on career development, with work motivation as an intervening factor.

H8: There is an influence of increased competence on career development, with work motivation as an intervening factor.

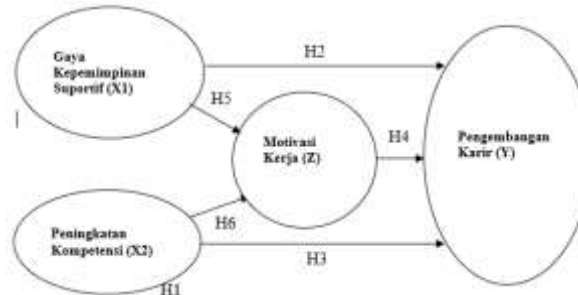


Figure 1. Research constellation

This research has passed ethical review with the number 0925-05.102/DPKE-KEP/FINAL-EA/UEU/V/2026

RESULTS AND DISCUSSION

A total of 13 midwives (15.85%) were under 31 years old, 34 midwives (41.46%) were between 31 and 40 years old, 23 midwives (28.05%) were between 41 and 50 years old, and 12 midwives (14.64%) were over 50 years old. The majority of midwives are aged 31 and 40, are in their productive years and have significant opportunities to advance their careers to the highest levels.

Fifty-four (65.85%) midwives are permanent employees, while 28 (34.15%) are contract/partners. The majority of midwives are permanent employees, and to meet health care needs, the assistance of contract/intern midwives is required.

There were 36 midwives with a Diploma 3 (43.90%) in midwifery, 42 with a Diploma 4/Bachelor's degree (51.22%), and 4 with a Master's degree in health/midwifery (4.88%). The majority of midwives had a Diploma 4/Bachelor's degree in midwifery.

Nine midwives (10.98%) had less than 1 year of service, 31 with 1–5 years of service, 23 with 6–10 years of service, and 19 with more than 10 years of service (23.17%). The majority of midwives had 1 to 5 years of service, indicating sufficient experience in carrying out their work.

Matrix Three-box Method

The following is a recapitulation of the results of the answers and analysis of the score index for answers to facilities and infrastructure, price perception, attitudes, and intention to revisit.

Tabel 1. Matrix Three-box Method

Variable		Criteria			
		Low	Medium	High	Behavior
Supportive Leadership Style			X		Mendukung
Competency Improvement				X	Berkemampuan
Work Motivation			X		Bersemangat
Career Development				X	Merencanakan

Based on the Three Box Method matrix above, the supportive leadership style is in the medium category, competency improvement is in the high category, work motivation is in the medium category, career development is in the high category..

Outer Model

The factor loading values for supportive leadership style ranged from 0.893 to 0.921. Competency improvement had factor loading values between 0.593 and 0.909. Work motivation had factor loading values between 0.773 and 0.799. Career development had factor loading values between 0.819 and 0.858. According to Hair et al. (2019), a factor loading value (outer loading) > 0.70 is considered valid, or capable of measuring what is intended. However, a factor loading value > 0.4 can still be used as long as the AVE value is > 0.5 .

An AVE value > 0.5 indicates that the research variable is valid. All variables in this study are considered valid and can be continued in further analysis. The AVE (average variance extracted) value is presented because it is related to the validity of each variable, such as supportive leadership style, competency improvement, work motivation, and career development. This differs from the factor loading value or outer loading, which is used to assess the validity of each item.

Construct reliability can be assessed based on the Cronbach's Alpha and Composite Reliability values for each construct. Composite Reliability (CR) values are greater than 0.7, although 0.6 is still acceptable, and Cronbach's Alpha is greater than 0.6 (Ghozali & Latan, 2012). The results showed that Cronbach's Coefficient Alpha values for all variables were > 0.6 and Composite Reliability values > 0.7 , indicating that all variables in this study were reliable. This indicates that all constructs met the required reliability. Based on the results of the validity and reliability tests at the outer model testing stage, it was concluded that all indicators were valid and reliable in measuring their constructs, allowing testing to proceed to the next stage, namely the inner model testing.

Discriminant validity serves to distinguish whether a construct or each variable has unique characteristics or is different from other variables. The results of the discriminant validity test in the table above show that the HTMT values between constructs did not exceed 0.9 or < 0.9 . This means that all constructs in the PLS model have met the required discriminant validity criteria. All variables in this study each have their own characteristics in measuring their respective constructs. Based on the results of the discriminant validity test, it can be concluded that the PLS outer model has met the required discriminant validity criteria. After passing the outer model stage, the model then proceeds to the inner model stage.

Inner Model

Chin (1998) stated that an R Square value > 0.67 indicates a strong PLS model in predicting endogenous factors. An R Square of 0.33–0.67 indicates a moderate PLS model, and an R Square of 0.19–0.33 indicates a weak model in predicting endogenous factors. The analysis results show an R Square for career development of 0.572 (moderate) and an R Square for work motivation of 0.277 (weak). Factors such as supportive leadership, increased competence, and work motivation contribute 57.2% to changes in career development, meaning that other factors contribute 42.8%. This means that further exploration of other factors is necessary through interviews and observations to determine what influences career development and to add factors beyond this study. Supportive leadership and increased competence also contribute 27.7% to changes in work motivation, with the remaining 72.3% being due to factors outside the study.

The Q-square indicates the predictive relevance of the model. A Q-square value of 0.02–0.15 indicates a model with low predictive relevance, a Q-square of 0.15–0.35 indicates a model with moderate predictive relevance, and a Q-square value > 0.35 indicates a high

predictive relevance (Chin, 1998). The results of the formula calculation analysis with the dependent variable of recommendation intention showed a Q-square of 0.396, indicating a high predictive relevance of the model.

SRMR stands for Standardized Root Mean Square Residual. In addition to the R-square and Q-square values, the goodness of fit of the model is also assessed from the SRMR value of the estimated model. The model is considered a perfect fit if the SRMR value is <0.08 , and the model is considered a fit if the SRMR value is between 0.08–0.10. The analysis results in the following table show that the SRMR value of the estimated model is 0.084, which is in the fit category..

Simultaneous Test

In the simultaneous test, the p value was obtained = 0.000 (<0.05). This indicates that hypothesis 1 is accepted. Supportive leadership style, increased competence, work motivation have a simultaneous effect on career development. The R Square value of career development is 0.572 so it can be said that supportive leadership style, increased competence, work motivation have a moderate effect on career development. These three variables contribute to changes in career development by 57.2%.

Hypothesis Testing

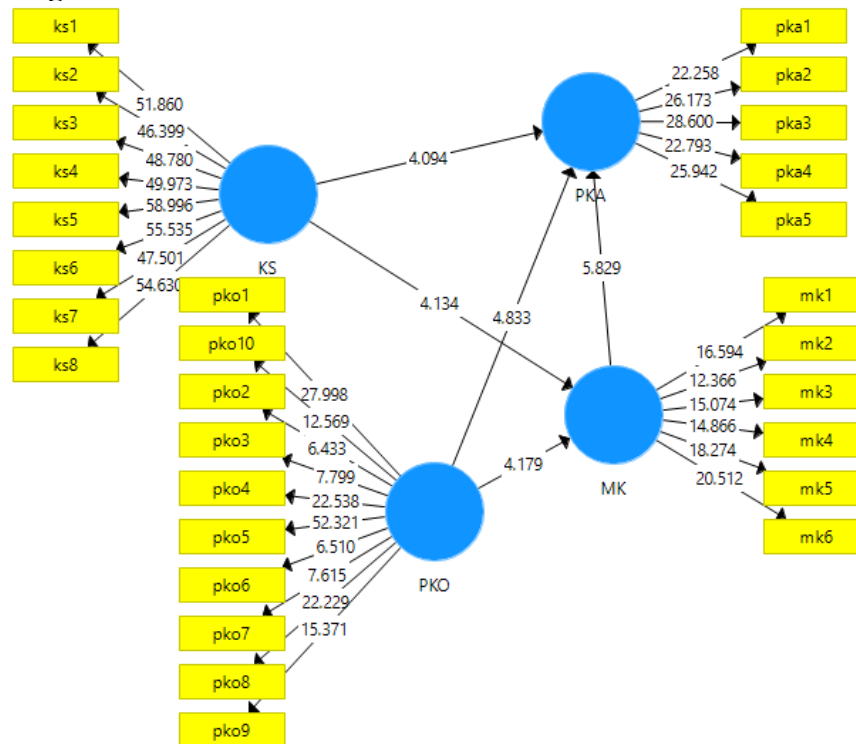


Figure 2. Bootstrapping Results

In hypothesis testing, if the p value is <0.05 then the hypothesis is accepted and if the p value is ≥ 0.05 then the hypothesis is rejected. The following are the results of the tests that have been carried out.

Table 2. Summary of Hypothesis Test Results

	Variabel	r	p	Ket
H2	KS $\rightarrow$ PKA	0,305	0,000	Accepted
H3	PKO $\rightarrow$ PKA	0,370	0,000	Accepted
H4	MK $\rightarrow$ PKA	0,420	0,000	Accepted

	Variabel	r	p	Ket
H5	KS → MK	0,415	0,000	Accepted
H6	PKO → MK	0,383	0,000	Accepted
H7	KS → MK → PKA	0,174	0,000	Accepted
H8	PKO → MK → PKA	0,161	0,001	Accepted

Source: Smartpls data processing results

Discussion

The influence of supportive leadership style, increasing competence, and work motivation simultaneously on career development

Based on the results of statistical testing, an F-count value of 33.0 was obtained with a significance level of less than 0.001. These empirical findings prove that a supportive leadership style, increased competence, and work motivation together (simultaneously) have a significant influence on the career development of midwives at Budi Kemuliaan Hospital (RSBK).

The results of this analysis indicate that managing the career path of midwives cannot be done in isolation but must be approached through holistic human resource management instruments. The high level of clinical competence currently possessed by midwives, reflected in a descriptive index value of 69.12, will become a passive and stagnant organizational asset if it is not activated by internal psychological drive in the form of work motivation, and is not facilitated by a humanistic work climate through a supportive leadership style. Considering that the simultaneous contribution of these three variables reached 57.2%, this finding confirms that hospital management cannot rely solely on technical training programs. Management must simultaneously improve the leadership behavior of ward heads to create an optimal career development ecosystem..

The lowest to highest dimensions of the supportive leadership style variable include concern, friendliness, support, and communication. The lowest indicator is item 2, which reads "My superior is able to build warm relationships with his/her subordinates." The highest indicator is item 3, which reads "My superior is willing to provide assistance to his/her subordinates." Overall, the supportive leadership style variable falls into the moderate category. Concern refers to leaders paying attention to the needs and feelings of employees (Robbins & Judge, 2017). At Budi Kemuliaan Hospital, superiors showed little concern for the needs of midwives. This was due to a lack of monitoring and evaluation of staff welfare, resulting in midwives' needs not being a primary concern in decision-making. Based on observations, communication between superiors and midwives was effective, so midwives' concerns were effectively addressed.

The lowest to highest dimensions of the competency improvement variable include motives, traits, self-concept, knowledge, and skills. The lowest indicator is item 4, which reads "The hospital teaches me to always be friendly to everyone." The highest indicator is item 9, which reads "The hospital strives to improve my ability to care for patients." Overall, the competency improvement variable is in the high category. Motives are the inner drive that causes someone to act or behave in a certain direction (Spencer & Spencer, 2008). Low motives result from a lack of appreciation for midwives and an inadequate reward system. Based on observations, career advancement does not significantly impact salary increases or rewards, resulting in midwives being less motivated to improve their competencies.

The lowest to highest dimensions of the work motivation variable include need for power, need for achievement, and need for affiliation. The lowest indicator is item 4, which reads, "I am enthusiastic about my work when given the authority to direct others." The highest indicator

is item 6, which reads, "The people at this hospital are the reason I work well." Overall, the work motivation variable is in the medium category. Need for Power (nPow) is the drive to lead, influence, and control others (McClelland, 1961). The low need for power dimension is due to a lack of leadership experience and a lack of authority in the workplace. Based on observations, midwives at Budi Mulia Hospital are rarely given the opportunity to lead activities and their authority is limited to their work.

The lowest to highest dimensions of career development variables include organizational career management and individual career planning. The lowest indicator is in item 4, namely "The hospital provides equal training opportunities for all employees." The highest indicator is in item 1, namely "I am able to recognize my own abilities." Overall, the career development variables are in the high category. Organizational Career Management is an organizational initiative to help employees develop and advance their careers systematically, in accordance with the needs and strategies of the organization (Werther & Davis, 1996). This is because superiors are more focused on completing work than guiding the career development of subordinates. The results of the observation support the finding that superiors rarely provide career guidance to midwives.

A supportive leadership style focuses on employee well-being, providing assistance when needed, and building positive interpersonal relationships (Robbins & Judge, 2017). Competency enhancement is the effort to improve a person's basic characteristics that are interconnected with effective or superior performance in a work situation (Spencer & Spencer, 2008). Work motivation is an internal drive that originates from an individual's psychological needs such as the need for achievement, power, and affiliation and shapes an individual's behavior and performance in the work environment (McClelland, 1961). Career development is the personal improvement that an individual undertakes to achieve their career plan. The process involves determining career goals, identifying opportunities, and working toward those goals (Werther & Davis, 1996). Leadership that focuses on employee well-being, providing assistance when needed, and building positive interpersonal relationships leads to personal improvement that an individual undertakes to achieve their career plan. Efforts to improve a person's basic characteristics that are interconnected with effective or superior performance in a work situation lead to personal improvement that an individual undertakes to achieve their career plan. Internal motivation that comes from an individual's psychological needs, such as the need for achievement, power, and affiliation, leads to the formation of personal improvement that a person undertakes to achieve his/her career plans..

Previous research has found that leadership is correlated with career development (Lontoh et al., 2024). The proposed framework aims to contribute to the existing literature by clarifying the linkages between training, competency, and career development, offering valuable insights for organizations seeking to optimize career development strategies (Muzakky & Wulansari, 2024). Competency is positively correlated with career success (Presti et al., 2022). Work motivation plays a positive role in enhancing career development (Ulantini et al., 2022). The higher an employee's work motivation, the better their career development (Yusuf et al., 2022)..

The influence of supportive leadership style on career development

The results of the study showed a positive and significant direct influence of supportive leadership style on midwives' career development, indicated by the original sample value of 0.305 and the T-statistic value of 4.094 (greater than the critical value of 1.96).

Researchers argue that open, two-way communication and interpersonal warmth fostered by direct superiors can alleviate the career anxiety often experienced by midwives, especially in the early stages of their career. When superiors actively provide constructive feedback and are directly involved in finding solutions to obstacles in clinical care in the field, midwives feel

morally supported. This fosters the perception that they have a clear and directed professional future in the hospital.

A supportive leadership style focuses on caring for employee well-being, providing assistance when needed, and building positive interpersonal relationships (Robbins & Judge, 2017). Career development is the personal improvement an individual undertakes to achieve their career plan. The process involves determining career goals, identifying opportunities, and working toward those goals (Werther & Davis, 1996). Leadership that focuses on caring for employee well-being, providing assistance when needed, and building positive interpersonal relationships leads to personal improvement that individuals undertake to achieve their career plans.

Previous research has found that leadership style is correlated with career development (Lontoh et al., 2024). Leadership style has been found to influence career success (Al-Ghazali, 2020). Findings reveal a consistent positive relationship between leadership style and various career development outcomes (Fitriadi et al., 2025). Leadership style influences career adaptability (Lan & Chen, 2020). Leadership style is a key driver of career development (Tarigan et al., 2025).

The influence of increasing competence on career development

The study found that competency development has a positive impact on career development. This finding strengthens the argument that competency development is a key human capital asset in the functional clinical career structure of midwifery. Accredited seminars and training programs facilitated by the RSBK directly contribute to increased midwives' self-efficacy. Midwives who feel equipped with cutting-edge theoretical knowledge and superior patient care skills will automatically be more professionally prepared to face the credentialing process and the challenges of the Midwife Practitioner promotion exam.

Competency development is the effort to improve a person's core characteristics that are interconnected with effective or superior performance in a work situation (Spencer & Spencer, 2008). Career development is the personal improvement undertaken by an individual to achieve their career plan. The process involves determining career goals, identifying opportunities, and pursuing those goals (Werther & Davis, 1996). Efforts to improve a person's core characteristics that are interconnected with effective or superior performance in a work situation lead to the formation of personal improvement undertaken by an individual to achieve their career plan.

Previous research has found that general competencies are crucial for achieving career satisfaction (Alexander & Vasantha, 2023). Social competencies are positively correlated with career readiness (McDonnell et al., 2024). Competencies impact career adaptability (Monteiro et al., 2020). The proposed framework aims to contribute to the existing literature by clarifying the linkages between training, competencies, and career development, offering valuable insights for organizations seeking to optimize career development strategies (Muzakky & Wulansari, 2024). Competencies are positively correlated with career success (Presti et al., 2022).

The influence of work motivation on career development

Research has found that work motivation has a positive effect on career development. This means that internal psychological drive, particularly the need for achievement, is the primary driving force in career development. Neither high levels of competency nor a conducive work environment will translate into tangible career advancement if midwives lose their internal passion for work. This phenomenon occurs because the addition of clinical responsibilities at a new functional level is often perceived by midwives as merely an increase in operational workload, unless accompanied by a clear and commensurate reward system from the organization.

Work motivation is an internal drive derived from individual psychological needs such as the need for achievement, power, and affiliation, and shapes individual behavior and performance in the workplace (McClelland, 1961). Career development is the personal improvement undertaken by an individual to achieve their career plans. The process involves determining career goals, identifying opportunities, and pursuing those goals (Werther & Davis, 1996). Internal drive stemming from individual psychological needs, such as the need for achievement, power, and affiliation, leads to personal improvement efforts to achieve career goals.

Previous research has found that work motivation influences career development (Niati et al., 2021). Work motivation plays a positive role in enhancing career development (Ulantini et al., 2022). The higher an employee's work motivation, the better their career development (Yusuf et al., 2022). Work motivation is a determining factor in an individual's career development (V. W. Sari et al., 2020).

The influence of supportive leadership style on work motivation

The study found that a supportive leadership style has a positive effect on work motivation. This indicates that the work motivation of midwives in the RSBK environment is highly sensitive to the psychological treatment of their immediate superiors. When a ward head is able to understand the emotional state of their subordinates who are under pressure due to a high workload and is willing to provide personal assistance when the work unit experiences a surge in patients, this supportive action instantly triggers the midwives' affiliative motivation. As a result, midwives will feel valued and motivated to voluntarily deliver their best clinical performance.

A supportive leadership style focuses on caring for employee well-being, providing assistance when needed, and building positive interpersonal relationships (Robbins & Judge, 2017). Work motivation is an internal drive derived from individual psychological needs such as the need for achievement, power, and affiliation, and it shapes individual behavior and performance in the workplace (McClelland, 1961). Leadership that focuses on caring for employee well-being, providing assistance when needed, and building positive interpersonal relationships leads to the formation of internal drives derived from individual psychological needs such as the need for achievement, power, and affiliation.

Previous research has found that a supportive leadership environment can boost motivation (Al Sabei et al., 2024). Supportive leadership can increase intrinsic motivation and influence burnout and commitment (Yu-Ping et al., 2024). Supportive leadership significantly boosts employee morale (Soputan & Wuryaningrat, 2024). Supportive leadership significantly influences employee work motivation (Syaiyid et al., 2013). Supportive leadership has the greatest impact on work motivation (Ridwan, 2019).

The influence of increasing competence on work motivation

The research found that increasing competence has a positive effect on work motivation. This demonstrates that providing access to scientific development serves to fulfill the intrinsic growth needs of healthcare workers. Midwives felt their professional standing recognized by the hospital when they participated in exclusive midwifery seminars. This new learning experience effectively boosted their self-confidence and enthusiasm for providing care that exceeds minimum operational standards.

Competency improvement is the effort to enhance a person's core characteristics that are interconnected with effective or superior performance in a work situation (Spencer & Spencer, 2008). Work motivation is an internal drive derived from an individual's psychological needs, such as the need for achievement, power, and affiliation, and shapes individual behavior and performance in the work environment (McClelland, 1961). Efforts to enhance a person's core characteristics, which are interconnected with effective or superior performance in a work

situation, lead to the formation of an internal drive derived from an individual's psychological needs, such as the need for achievement, power, and affiliation.

Previous research has found that competence has a positive effect on work motivation (Oppong & Zhau, 2020). Competence can increase a person's work motivation (Parashakti et al., 2020). Competence plays a positive role in increasing motivation (Suardika, 2020). The better an employee's competence, the better their work motivation (Lianasari & Ahmadi, 2022).

The influence of supportive leadership style on career development with work motivation as an intervening factor

The study found that work motivation can mediate the influence of a supportive leadership style on career development. The impact of a supportive leadership style on career development will be even greater if mediated by work motivation factors. Theoretically and practically, external organizational stimuli in the form of a supportive leadership style and competency improvement programs will not be able to optimally enhance midwives' career development if the mechanisms fail to first activate work motivation. Superior support and intensive training will only be passive administrative programs if midwives lack the internal drive to develop. Therefore, any effort to improve the functional-structural career pattern at RSBK must prioritize the restoration and management of midwives' work motivation as a top management intervention.

A supportive leadership style focuses on employee well-being, providing assistance when needed, and building positive interpersonal relationships (Robbins & Judge, 2017). Work motivation is an internal drive derived from individual psychological needs such as the need for achievement, power, and affiliation, and shapes individual behavior and performance in the workplace (McClelland, 1961). Career development is the personal development undertaken by an individual to achieve their career plans. The process involves determining career goals, identifying opportunities, and pursuing those goals (Werther & Davis, 1996). Leadership that focuses on employee well-being, providing assistance when needed, and building positive interpersonal relationships fosters internal motivation stemming from individual psychological needs such as the need for achievement, power, and affiliation, ultimately leading to personal improvement to achieve their career plans.

The findings of this study indicate that Work Motivation positively and significantly mediates the effect of Supportive Leadership Style on the Career Development of midwives at Budi Kemuliaan Hospital. This mediation is categorized as partial mediation, as supportive leadership style has been shown to have a significant direct influence on midwives' career development without necessarily relying on prior work motivation stimulation.

The results of this empirical study are consistent with and strongly supported by previous research conducted by Yusuf et al., 2022 and Niati et al., 2021. These two studies also demonstrate that in functional-structural career management, work motivation acts as a partial mediator, strengthening the impact of superior leadership behavior and organizational service programs on accelerating employee career readiness.

Previous research has found that a supportive leadership environment can boost motivation (Al Sabei et al., 2024). Supportive leadership can increase intrinsic motivation and influence burnout and commitment (Yu-Ping et al., 2024). Work motivation influences career development (Niati et al., 2021). Work motivation plays a positive role in enhancing career development (Ulantini et al., 2022).

The influence of increasing competence on career development through work motivation as an intervening factor

The results of the structural analysis indicate a partial mediation effect of Work Motivation in bridging the influence of Competency Enhancement on Career Development in functional midwives. The existence of this partial mediation indicates that providing

knowledge and accredited clinical training by hospital management can directly support midwives' career promotion eligibility, while indirectly increasing their career adaptability by first activating their need for achievement.

Competency enhancement is an effort to improve a person's basic characteristics that are interrelated with effective or superior performance in a work situation (Spencer & Spencer, 2008). Work motivation is an internal drive that stems from an individual's psychological needs, such as the need for achievement, power, and affiliation, and shapes individual behavior and performance in the work environment (McClelland, 1961). Career development is the personal improvement an individual undertakes to achieve their career plans. The process involves determining career goals, identifying opportunities, and pursuing those goals (Werther & Davis, 1996). Efforts to improve a person's core characteristics, which are interconnected with effective or superior performance in a work situation, lead to the formation of internal drives derived from individual psychological needs such as the need for achievement, power, and affiliation, which ultimately lead to personal improvement undertaken to achieve career goals.

This finding aligns with research conducted by Oppong & Zhau (2020) on medical employees, which showed that the accumulation of functional clinical work competencies not only directly correlates with professional performance but also significantly stimulates intrinsic work motivation as a partial mediator for optimizing performance outcomes and career decisions for medical staff in healthcare institutions.

Previous research has found that competency plays a positive role in increasing motivation (Suardika, 2020). The better an employee's competency, the higher their work motivation (Lianasari & Ahmadi, 2022). Work motivation influences career development (Niati et al., 2021). Work motivation plays a positive role in enhancing career development (Ulantini et al., 2022)..

Analysis of Object Conditions and Pre-Hypothesis Field Observation Results

Before structurally testing the causal relationships between variables, a critical analysis was first conducted of the contextual observations, contrasting them with the descriptive index analysis of the questionnaires of 82 midwife respondents at Budi Kemuliaan Hospital (RSBK). This step is crucial for bridging the statistical figures with the clinical reality on the ground.

Based on the primary data, stark contradictions in organizational performance were identified. On the one hand, the Competency Improvement variable was in the High category (index 69.12) and Career Development was in the High category (index 67.27). This demonstrates that, administratively and institutionally, RSBK, as a teaching hospital directly affiliated with STIK Budi Kemuliaan, has successfully established a staffing system, strict unit rotation, regular internal training programs, and a highly structured functional re-credentialing pathway for Midwife Practitioners (BP) 1 to BP 3.

However, on the other hand, the Supportive Leadership Style variable is only in the Moderate category (index 55.75) and has a direct impact on the midwife's Work Motivation variable, which is also stuck in the Moderate category (index 48.04). The results of in-depth observations in the field confirm that this low work motivation is rooted in two phenomena. First, Disorientation of the Leadership Role of Superiors: The head of the ward and the midwifery nursing management team at RSBK are currently trapped in a busy administrative routine to meet accreditation standards and governance reporting. As a result, the interpersonal relationships that are built are rigidly transactional. Superiors are very effective in providing technical instructions for clinical tasks, but neglect personal career guidance, are less sensitive to the emotional exhaustion of subordinates (concern has the lowest index of 55.13), and do not build warm psychological closeness. Second, Absence of Financial Reciprocity and Clinical Autonomy: The 5-year functional recredentialing process and the fulfillment of Career Advancement Credit Units (SKP) are perceived by midwives as a single burden of obligation

without any real reciprocity (reward). Midwives observed that advancement from BP 1 to higher levels was not linear with improvements in compensation structures, increased incentives, or expanded clinical authority. This confirms the findings of the researchers' initial survey, which found that 90% of midwives did not experience career changes on their own initiative, but rather were driven by the Nursing Committee system. Midwives' intrinsic motivation to excel was blunted because they perceived the increased clinical responsibilities as not accompanied by clear organizational rewards.

CONCLUSION

Supportive leadership style, competency development, and work motivation simultaneously had a significant effect on career development. Supportive leadership style had a positive effect on career development, competency development had a positive effect on career development, and work motivation had a positive effect on career development. Supportive leadership style and competency development also had positive effects on work motivation. Furthermore, work motivation significantly mediated the effects of supportive leadership style and competency development on career development.

Supportive leadership style, competency development, and work motivation had significant effects on career development, both individually and simultaneously. These findings are consistent with the Social Learning Theory of Career Decision Making, which provides a theoretical framework for understanding how individual and environmental factors contribute to career development.

Supportive leadership style influenced career development both directly and indirectly through work motivation. Therefore, hospital management should strengthen supportive leadership practices as part of its career development strategy. The dimension with the lowest score was concern for employees. Improvements could include two-way briefings, regular sharing sessions, and structured forums through which employees can communicate their concerns, needs, and aspirations.

Competency development influenced career development both directly and indirectly through work motivation, indicating its importance in supporting midwives' career advancement. The lowest-scoring dimension of competency development was motives. Improvements could include performance-based rewards, recognition of high-performing employees and professional achievements, and appropriate nonfinancial incentives.

Work motivation played an important mediating role in the relationships between supportive leadership style, competency development, and career development. The lowest-scoring dimension of work motivation was the need for power. Improvements could include providing midwives with opportunities to serve as team leaders for specific activities, involving them in the development of standard operating procedures (SOPs), and establishing transparent, competency-based promotion mechanisms.

Based on the empirical findings and clinical operational challenges identified at Budi Kemuliaan Hospital (RSBK), hospital management could implement several strategic interventions. One priority is establishing a performance-based reward system linked to measurable clinical performance indicators and the recredentialing process to strengthen the work motivation and career development of midwives.

Hospital management could also establish a dedicated budget for equitable and transparent access to relevant national and international clinical training and professional development programs. Participants could subsequently disseminate the knowledge and skills acquired through structured in-house training for other midwives.

Functional managerial responsibilities could also be delegated on a rotational basis to senior midwives at the Practitioner Midwife (Bidan Praktisi [BP]) 2 and BP 3 levels, allowing them to serve as clinical pathway leaders or clinical preceptors. Such opportunities could

strengthen leadership experience, professional responsibility, and participation in career planning while preparing midwives for further functional or managerial advancement.

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CONFLICT OF INTEREST

The authors declare that there are no conflicts of interest regarding the conduct of the research, the writing, or the publication of this article.

AUTHOR CONTRIBUTION

All authors contributed to the preparation of this article. Author 1 (Elvin Vidora) was responsible for the research conceptualization, data collection and analysis, interpretation of results, and manuscript drafting, while the other authors contributed to the review, editing, and final approval of the manuscript.

GENERATIVE ARTIFICIAL INTELLIGENCE USAGE STATEMENT

The author declares that generative artificial intelligence was not used in the preparation of this article. (Converse, 2017)

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