

CHAPTER I

INTRODUCTION

A. Research Background

Improving the quality of health services is one of the current strategies utilized to reduce social inequality. High-quality health services can reduce health disparities between countries and enhance responses to global health challenges such as pandemics, infectious diseases, and malnutrition.¹ Notably, according to the Global Health Security Index (GHSI) report, the global average health score is 38.9 out of 100. Indonesia's health resilience index, however, remains significantly lower, ranking 13th among the G20 countries.²

A hospital is an institution equipped with various health facilities designed to assist patients in improving their well-being and achieving optimal recovery in physical, psychological, and social aspects. The hospital provides high-quality services to patients, adhering to established quality standards to meet or exceed their needs and expectations. This approach aims to ensure patient satisfaction, which in turn fosters greater trust in the hospital.³

Nurses hold a pivotal role in performing medical procedures and monitoring patients' conditions and recovery progress. In addition to having strong intellectual, interpersonal, and technical skills, they must also exhibit independence, a readiness to take risks, and a commitment to being

¹ Richard J. Febres-Ramos and Miguel R. Mercado-Rey, "Patient Satisfaction and Quality of Care of the Internal Medicine Service of Hospital Daniel Alcides Carrión. Huancayo-Per," *Revista de La Facultad de Medicina Humana* 20, no. 3 (2020): 397–403, <https://doi.org/10.25176/RFMH.v20i3.3123>.

² Aulia Mutiara Hatia Putri, "Perhatian! Indeks Ketahanan Kesehatan RI Masih Jauh Di Bawah," *CNBC Indonesia*, 2023, <https://www.cnbcindonesia.com/>.

³ Roymond Hamonangan Simamora et al., "Strengthening the Role of Nurses in the Implementation of Nursing Care through Excellent Service Training," *JPPM (Journal of Community Service and Empowerment)* 3, no. 1 (2019): 25, <https://doi.org/10.30595/jppm.v3i1.2940>.

responsible and accountable for their actions.⁴ When a nurse works in an organization, agency, or hospital, the quality of their work directly impacts the organization's productivity. Therefore, it is essential to foster positive attitudes and feelings toward their job. In other words, nurses must achieve and sustain job satisfaction to ensure consistent productivity growth.⁵

Nurses constitute 60-70% of hospital staff, positioning them as key contributors to the quality of healthcare services. In Indonesia, private hospitals often face high nurse turnover rates, with surveys in several regions reporting rates between 20 and 35%. This high turnover can result in financial losses, including recruitment and training expenses. Additionally, it can lower the morale of remaining staff and diminish their capacity to meet patient needs and deliver quality care.⁶

However, this situation differs from Yasyfin Darussalam Gontor Hospital, a newly established hospital in its early development stages. Based on interviews with the head nurse, the hospital has a low nurse turnover rate. Factors such as effective organizational support, good communication, and adaptive leadership are believed to contribute to this condition. Nevertheless, organizational justice at the hospital is perceived to be inconsistent. For instance, the hospital's "Ihsan" payroll system results in varied perceptions among nurses—some consider it fair, while others feel it is inequitable. This inconsistency in organizational justice highlights the importance of addressing fairness to maintain job satisfaction and prevent potential turnover as the hospital grows.

⁴ Dian Ariani, Tarsyad Nugraha, and Imam Muhammad, "Analysis Of Determining Factors Of Work Satisfaction For The Nurses In The Inpatient Installation Of RSUD Langsa," *Jurnal Kesehatan Masyarakat* 6, no. 1 (2020): 23–37, <http://dx.doi.org/10.35329/jkesmas.v6i1>.

⁵ Yulia Febrianita and M. Kailani Yunus, "Job Satisfaction of Implementing Nurses in the Inpatient Room of Petala Bumi Hospital," *Journal of Indonesian Nurses* 7, no. 2 (2017): 55–60.

⁶ Ni Made Umi Kartika Dewi, Pande Putu Januraga, and Ketut Suarjana, "The Relationship Between Nurse Job Satisfaction and Turnover Intention: A Private Hospital Case Study in Bali, Indonesia," *Advances in Health Sciences Research* 22, no. Isrh 2019 (2020): 599–603, <https://doi.org/10.2991/ahsr.k.200215.117>.

Many factors can affect employee turnover, but in general, the dominant factor that contributes to employee turnover is the employee dissatisfaction factor. In fact, employee job satisfaction can help employees increase organizational profits. Satisfied employees will have a tendency to work well, be more productive, and stay longer in the company. In addition, satisfied employees can create satisfaction for customers.⁷

Job satisfaction will certainly be obtained by employees when their expectations align with the reality of their work environment. Job satisfaction is an emotional state that can be either positive or negative, influencing how employees perform their duties. It reflects an individual's feelings about their job, often demonstrated through a positive attitude toward work outcomes.⁸ Many studies have been conducted related to nurses' job satisfaction, which is related to motivation, leadership, work environment, and work-life balance.

One of the important factors that management can do Fostering job satisfaction among employees contributes to promoting their overall well-being, one approach to achieving this is by providing organizational support.⁹ Rhoades & Eisenberger define organizational support as the belief formed by employees towards the organization regarding the extent to which the organization values its contribution and cares about the well-being of employees. Organizational support can be provided in two forms,

⁷ Lily Mayawati, "The Effect of Job Satisfaction and Job Insecurity on Nurse Turnover Intention," *Innovative Creative Psychology* 1 (2021): 58.

⁸ Wahyuni, Dewi Purnamawati, and Eni Widiastuti, "The Relationship between Quality of Work Life, Workload, Job Satisfaction, and Its Impact on Turnover Intention in Nurses," *Journal of Nursing* 14, no. S3 (2022): 845–52.

⁹ Sri Ayu Handayani and Wardiah Hamzah, "Pengaruh Dukungan Organisasi Terhadap Kepuasan Kerja Pada Perawat Di RSUD Haji Makassar Dengan Beban Kerja Sebagai Variabel Intervening," *Journal of Aafiyah Health Research (Jahr)* 5, no. 2 (2024): 134–40.

namely giving awards for employee contributions such as salaries, recognition, and promotions and paying attention to employee welfare.¹⁰

In addition to organizational support, justice must also receive great attention in building satisfaction at work. Organizational justice refers to a concept that offers an understanding of employee perceptions regarding how important their role is needed by the organization. Organizational justice can also be expressed as fair treatment from the organization towards employees who work in its place.¹¹

Spirituality strengthens the mental and emotional resilience of nurses in the face of daily pressures and challenges in their work. Workplace spirituality focuses on aspects of human activity that include personal growth, compassion, finding meaning and joy in work, honesty, trust, commitment to work, well-being, and employee performance.¹²

Upon reviewing previous studies, the researcher identified many relevant ones for this study. According to Li Hui (2021), Good organizational support has a positive impact on nurses' job satisfaction and reduces the intention to change jobs, thereby increasing the nurse retention rate and stabilizing the nurse workforce. According to Elkholy et al. (2020), nurses' perception of organizational justice is an important predictor of a healthy work environment that facilitates the achievement of job goals, professional resilience, and job satisfaction of nurses. This environment has a positive impact on the quality of patient outcomes. According to Zaidi et al. (2019), the aspect of spirituality in work is directly related to the performance of an organization. From the findings

¹⁰ Zikra Farhani, "Hubungan Antara Dukungan Organisasi Dengan Kualitas Kehidupan Kerja Pada Tenaga Kesehatan Penanganan Covid-19" (*Skripsi: Universitas Islam Negeri Sultan Syarif Kasim Riau Pekanbaru*, 2022), p. 16.

¹¹ Eli Retnowati and Didit Darmawan, "Peningkatan Kinerja Karyawan Ditinjau Dari Sikap Kerja Dan Penegakan Keadilan Organisasi," *ARBITRASE: Journal of Economics and Accounting* 3, no. 2 (2022): 219–26, <https://doi.org/10.47065/arbitrase.v3i2.490>.

¹² Seska Meily Hermin Mengko and Vesty Like Sambeka, "The Influence of Work Spirituality on Job Satisfaction of Manado State Polytechnic Lecturers," *Journal of Educational Management Accountability* 6, no. 1 (2018): 76, <https://doi.org/10.21831/amp.v6i1.18119>.

of the study, it can be further concluded that the job satisfaction of individuals working in the health sector can be increased through spiritual orientation, meaningful work, compassion, and the alignment of values

Although there have been many studies related to these three variables, there is still a lack of research that combines all three in single research framework. Thus, this gap highlights the need to understand how the interaction between these three factors together affects nurses' job satisfaction. The purpose of this study is to provide insight into how the three variables are applied to increase the job satisfaction of nurses. It is hoped that the results of this study can contribute to providing a reference for management policies and practices so that they can improve the quality of health services and the welfare of nurses at Yasyfin Darussalam Gontor Hospital in the long term.

Unlike most turnover studies, which focus on well-established organizations, this research aims to provide strategic insights into preventing turnover from the outset, particularly in newly established hospitals like Yasyfin Hospital. By examining the implementation of organizational support, organizational justice, and workplace spirituality within the context of a hospital founded on Islamic principles, this study seeks to fill a gap in the literature. It is expected that the findings will offer valuable strategies for sustainable workforce management, supporting employee satisfaction and well-being while maintaining healthcare service quality as the hospital grows.

B. Research Questions

The formulation of the problem in this study is:

1. How does organizational support influence job satisfaction of nurses at Yasyfin Hospital?
2. How does organizational justice influence job satisfaction of nurses at Yasyfin Hospital?
3. How does workplace spirituality influence job satisfaction of nurses at Yasyfin Hospital?
4. How do organizational support, organizational justice, and workplace spirituality simultaneously influence the job satisfaction of nurses at Yasyfin Hospital?

C. Research Objectives

The objectives of the research in this study are:

1. To analyze the impact of organizational support on the job satisfaction of nurses at Yasyfin Hospital
2. To analyze the impact of organizational justice on the job satisfaction of nurses at Yasyfin Hospital
3. To analyze the impact of workplace spirituality on the job satisfaction of nurses at Yasyfin Hospital
4. To analyze the impact of organizational support, organizational justice, and workplace spirituality on the job satisfaction of nurses at Yasyfin Hospital

D. Research Benefits

1. Theoretical Benefits

This research is expected to contribute to the human resource management (HRM) literature by enhancing understanding of strategies to increase job satisfaction through organizational support, organizational justice and workplace spirituality.

2. Practical Benefits

The results of this study are expected to provide valuable recommendations and contributions to Yasyfin Hospital regarding how organizational support, organizational justice, and workplace spirituality influence nurses' job satisfaction. Additionally, this research can serve as a reference for future researchers interested in developing this research theme.

