

Hospital Management Support to Enhance Nursing Excellence: A Health Law Perspective

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ABSTRACT:

The management team's role in the hospital environment significantly impacts nurses' behavior in providing excellent patient care. Therefore, this study aimed to examine the effect of the management team on nurses' job enjoyment, medical affairs, and excellent care in Jakarta hospitals. In addition, it investigated the impacts of nurses' job enjoyment and medical affairs on excellent patient care. This study used a quantitative approach and survey method involving 200 hospital nurses in Jakarta. Questionnaire data were analyzed using variance-based structural equation modeling. Consequently, all the hypotheses were accepted. The management team affects nurses' job enjoyment, medical affairs, and excellent care in Jakarta hospitals. Additionally, nurses' job enjoyment and medical affairs contribute to excellent care. These findings confirm the importance of policies encouraging hospital management involvement in creating a better work environment to improve patient care.

Keywords: Management Team, Job Enjoyment, Medical Affair, Excellent Care, Hospital.

I. INTRODUCTION

The existence of hospitals as healthcare institutions has a strategic role in providing health services to the community. Therefore, hospitals need human data sources from various disciplines to support health services in accordance with patient needs. One of them is the nurse, who is the focus of this research.

Based on Law Number 17 of 2023 concerning health, hospitals are obliged to provide good, safe, and quality services to patients. This can be realized by improving hospital performance optimally and professionally (Marcela et al., 2024). Health services in hospitals include promotive, preventive, curative, and rehabilitative efforts by the central government, local governments, and community (Marcela et al., 2024).

The implementation of health laws related to sound and safe services, one of which is to improve nurses' skills in service delivery procedures (Alqasmi & Ahmed, 2025). Nurses play an important role in medically and non-medically assisting patients (Alwesmi et al., 2022). Nurses' expertise and dedication are necessary to maintain patients' health and contribute to better medical outcomes (Shahoei et al., 2022). In addition, nurses continue to provide optimal and

safe patient care despite their complex working conditions and diverse patient needs. Nurses' multitasking functions make them a critical part of the healthcare system.

Nurse excellence is an important component in improving the quality of health services in hospitals (Stavropoulou et al., 2022). Achieving this excellence is inseparable from the role of effective hospital management, which includes organizational management, increased enjoyment of work for nurses, coordination with medical affairs, and exceptional attention to nurses' needs (Alqasmi & Ahmed, 2025). Optimal management support has been shown to enhance nurses' clinical leadership and positively impact hospital performance and healthcare quality (Li et al., 2021).

Nurses who feel satisfaction and enjoyment in their work tend to show higher levels of engagement, strong intrinsic motivation, and show greater attention in providing care to patients. This ultimately contributes to improving the quality of nursing services while strengthening the safety aspects and patient experience of receiving health care (Smith et al., 2020). Job enjoyment for nurses not only reflects the emotional and psychological aspects of individuals but is also an indicator of a deeper professional commitment to patient welfare and readiness to provide optimal care with high dedication (Bartzik et al., 2021).

One of the fundamental factors that plays a role in building and maintaining nurses' work enjoyment is the hospital management team. Competent management is not only responsible for administrative matters but also plays a role in creating a work environment that supports, motivates, and appreciates the contributions of nursing staff. In various studies, the effectiveness of hospital management has been associated with improving the welfare of health workers, including nurses, which ultimately has implications for improving the performance and quality of health services (Robinson et al., 2022). A management team that can build a supportive and appreciative work system can create a conducive work environment where nurses feel valued, receive adequate support, and have harmonious working relationships with colleagues. This not only increases morale and job satisfaction but also creates a more collaborative and enjoyable work atmosphere, which ultimately has an impact on optimizing the quality of nursing services (Cheng et al., 2020).

In recent years, research in the field of health management has increasingly highlighted the role of hospital management teams in influencing medical affairs and their impact on excellent care (Furtner et al., 2022; Rajadhyaksha, 2020). This focus has emerged in response to the increasing complexity of the healthcare system, which demands coordination across disciplines, as well as growing awareness of the importance of managerial leadership in creating a conducive work environment for medical personnel, including nurses. Good communication between management, medical personnel, and nurses is a key factor in ensuring effective decision-making, resource optimization, and the provision of health services that are more responsive to patient needs (Sanderson et al., 2022). Additionally, a working environment supported by a sound management system can improve the morale and motivation of health workers, which indirectly positively impacts excellent care provided to patients.

Furthermore, greater attention is being paid to how managerial strategies and policies can more effectively support medical affairs and improve the operational efficiency of hospitals. Evidence-based approaches in hospital management are becoming increasingly relevant to ensure that every aspect of healthcare, including medical coordination, is optimized. Therefore, this study aims to examine the role of team management that impacts nurses' work enjoyment, medical affairs, and excellent care in the context of hospitals in Jakarta, Indonesia.

II. LITERATURE REVIEW

A. Excellent Care

Patient care quality encompasses how healthcare services conform to established standards of practice and deliver the desired health outcomes (Nymark et al., 2022). Evaluating the quality of patient care involves examining various aspects of the care process, including safety measures, accessibility of healthcare services, communication between healthcare providers and patients, and the overall effectiveness of care (Abusamra et al., 2022). Patients value care beyond medical needs, including emotional support and understanding from staff (Kellezi et al., 2020). Kellezi et al. (2020) explained that positive interactions with healthcare providers, where staff show empathy and address emotional needs, are crucial for patient satisfaction and recovery. Implementing frameworks such as the Care Excellence Framework can assist in measuring and ensuring the quality of care through clinical observation, patient and staff interviews, and benchmarking (Kakyo & Xiao, 2017). Training programs that focus on evidence-based practices are essential to improve patient outcomes and ensure that staff are well prepared to handle various clinical situations (Knippa & Senecal, 2017). Finally, addressing workforce issues, such as staff retention, competency development, and adequate orientation and training, is critical to maintaining high-quality care (Gelinas & Loh, 2004).

B. Management team

The management team's responsibilities include employee recruitment, selection, training, compensation, evaluation, and professional development while adhering to the principles of labor relations, occupational health and safety, and equality. Chatterjee et al. (2022) stated that management teams play an important role in influencing organizational performance and employee productivity. In addition, Chatterjee et al. (2022) proved the relationship between management teams and employee job satisfaction. Furthermore, Chang et al. (2009) revealed that nurses' job satisfaction and organizational commitment increased when they experienced team-based management practices. Additionally, many researchers have shown that nurses' job satisfaction is influenced by adequate management support, including factors such as work autonomy, doctor-nurse collaboration, opportunities for career development, positive relationships with coworkers, fair treatment, and recognition (Chu et al., 2003; Kovner et al., 2006; Rosenstein, 2002). Therefore, Kalisch et al. (2007) proposed that providing appropriate performance feedback, training, coaching, and mentorship to nurses would increase their job satisfaction.

Nurses engage in various routine activities integral to their professional responsibilities. Dai et al. (2022) described several key aspects of the nurse's role, including documenting the patient's medical history and symptoms, collaborating on care plans, and monitoring and recording vital signs. Morado and Wong (2022) stated that nurses should be involved in crucial medical issues by conducting diagnostic tests, managing medical equipment, and enlightening patients on disease management. Alqasmi and Ahmed (2025) categorized these activities as medical affairs and stated that effective team management can increase nurses' participation in this domain. Therefore, nurses' involvement in medical affairs can be enhanced through communication of shared vision, mission, and values, as well as proper training, communication, performance evaluation, and mentoring.

In addition, previous healthcare studies have shown that management teams significantly influence excellent care. For example, Ahmed et al. (2021) observed that a practical management team increases its members' understanding of quality-related problems and gives them self-sufficiency to make more informed decisions, which results in improved

excellent care. In addition, providing satisfactory work independence, career development possibilities, formative performance evaluations, and appropriate compensation and praise motivate healthcare professionals to improve excellent care. Therefore, this study hypothesizes the following:

H1. The management team has a positive effect on nurses' job enjoyment

H2. The management team has a positive effect on medical affairs

H3. The management team has a positive effect on excellent care

C. Job Enjoyment

The concept of "job enjoyment" includes an employee's subjective evaluation of the work experience. Alqasmi and Ahmed (2025) study described job enjoyment as "a measure of nurses' overall job satisfaction." Currently, literature suggests that many factors influence nurses' job enjoyment. For example, Smith et al. (2020) identified several factors, such as autonomy in decision-making, positive interpersonal relationships with coworkers, fair distribution of resources, and opportunities for professional development, as critical to ensuring nurses' job enjoyment. Additionally, nurses who perceive their leaders as empathetic and supportive are more likely to report higher levels of job satisfaction (Alqasmi & Ahmed, 2025; Lu et al., 2019). Therefore, managers' capacity to encourage and articulate organizational values, foster balanced power dynamics, and maintain effective communication channels with nurses is critical for increasing job enjoyment (Naim & Lenka, 2018).

Previous research has shown a positive correlation between job satisfaction and the quality of patient care. For example, Capone et al. (2022) stated that fostering job satisfaction among healthcare professionals can increase their commitment to patient care. Job satisfaction is critical to maintaining high-quality patient care (Lachish et al., 2016). Consequently, patients may experience adverse outcomes if important medical procedures are neglected (Jones et al., 2015). In addition, previous researchers in the service context explained that employees who derive satisfaction from their work show increased dedication, passion, and enthusiasm, becoming more invested in professional responsibilities. For example, Rotich (2022) observed that highly satisfied employees would invest greater effort in their tasks and engage in discretionary behaviors, leading to improved performance. Consequently, nurses with higher levels of job satisfaction demonstrate greater commitment to providing quality patient care, given their critical role in delivering care and influencing patients' perceptions of service quality (Alqasmi & Ahmed, 2025). Therefore, this study hypothesized:

H4: Nurses' job enjoyment positively affects excellent care.

D. Medical affairs

The term "medical affairs" encompasses nurses' participation in various aspects of healthcare operations, including policy development, clinical practice, advocacy for patients, research efforts, and educational initiatives (Furtner et al., 2022; Jingxia et al., 2022). The main goal of nurses' involvement in medical affairs is to ensure optimal quality of care for patients and the wider community (Sarikose & Goktepe, 2022). Previous studies have shown that nurses who are actively involved in medical affairs and have a comprehensive understanding of the functioning of the healthcare system can provide more effective and efficient patient care (Jingxia et al., 2022). Furthermore, Zhu et al. (2018) emphasized the important role played by nurses in ensuring high-quality patient care. In addition, Mudd et al. (2023) highlighted that

nurses are not only responsible for providing direct patient care but also for communicating with other members of the healthcare team to maintain excellent care.

Nurses can improve the quality of care through patient education, reduced waiting times, and resource advocacy. By actively participating in medical affairs, nurses can remain aware of the latest developments, trends, and evidence-based practices, thus ensuring higher standards of care (Sulosaari et al., 2023). Moreover, involvement in medical affairs keeps nurses informed of regulatory and policy changes that may affect their practice (Kesten et al., 2022). By staying abreast of medical developments, nurses can provide the highest-quality care (Kesten et al., 2022). Therefore, this study hypothesized:

H5. Participation of patients in medical affairs has a positive effect on excellent care.

Based on the literature review and evidence from several previous studies, the conceptual model is presented in Figure 1.

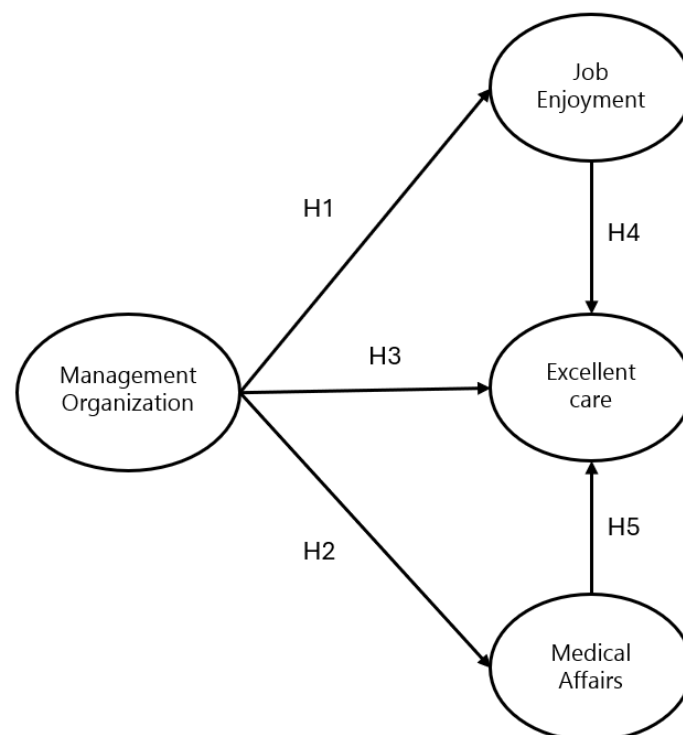


Figure 1. The Conceptual Model

III. METHODS

The study on team management that affects nurses' work enjoyment, medical affairs, and excellent care used a quantitative approach with a survey of private hospital nurses in Jakarta. Therefore, this study chose a random sampling method to collect data from nurses in type A and B private hospitals. Nurses were selected based on a minimum of three years of work experience in the current hospital.

The questionnaire developed in this study was adopted from Alqasmi and Ahmed (2025). The developed questionnaire was then validated by linguists and physicians to ensure clarity of the questionnaire content. Each variable was measured using a 5-point semantic differential scale (1 = strongly disagree and 5 = strongly agree), and the questionnaire was distributed to 200 nurses using Google Forms. Finally, data analysis used variance-based structural equation modeling to answer the hypotheses using SmartPLS version 4 software.

IV. RESULTS

A. Profile responden

This study involved 200 nurses, 100 from type A hospitals (50%) and 100 from type B hospitals (50%). Based on gender, 158 nurses were female (79%) and 42 were male (28%). Regarding work experience, 45 nurses had worked for five years in the hospital (22.5%), 50 nurses had worked for four years (25%), and the remaining 105 nurses had worked for three years (52.5%).

B. Outer Model Analysis

Based on Table 1, the measurement items of each variable have produced a factor loading value of more than 0.70 and an average variance extracted (AVE) value of more than 0.50 (Hair Jr et al., 2022). Therefore, each item is deemed valid. In other words, the measurement items reflect the measured variables. Furthermore, the internal consistency value consisted of Cronbach's alpha (CA) and Composite Reliability (CR). The limit of CA and CR values is 0.70 to declare a reliable questionnaire (Hair Jr et al., 2022). The calculation results prove that the CA and CR values for each variable are more than 0.70; thus, the questionnaire is declared reliable.

Table 1. Convergent Validity and Consistency Internal

Variabel	Item	VIF	Factor Loading	AVE	CA	CR
Management Team	MNGT1	2.656	0.878	0.777	0.856	0.857
	MNGT2	2.658	0.899			
	MNGT3	2.158	0.867			
Enjoyment	JENJ1	2.067	0.945	0.875	0.928	0.929
	JENJ2	4.930	0.947			
	JENJ3	4.983	0.913			
Medical Affair	MEDA1	2.800	0.799	0.673	0.837	0.845
	MEDA2	2.367	0.872			
	MEDA3	2.785	0.863			
	MEDA4	2.062	0.740			
Excellent Care	EC1	1.503	0.842	0.682	0.844	0.845
	EC2	2.098	0.836			
	EC3	2.446	0.818			
	EC4	2.015	0.807			

The next validity test was discriminant validity using the heterotrait-monotrait ratio of correlations (HTMT) method. Hair Jr et al. (2022) explains that the limit of the HTMT value is less than 0.90. Based on Table 2, the correlation value between variables is less than 0.90, so discriminant validity with HTMT is fulfilled.

Table 2. Convergent Validity and Consistency Internal

	Enjoyment	Excellent Care	Management Team	Medical Affair
Enjoyment				
Excellent Care	0.758			
Management Team	0.825	0.849		
Medical Affair	0.667	0.674	0.572	

C. Inner Model Analysis

The first step in testing the inner model was collinearity testing to ensure that there was no indication of bias in the structural model. The VIF value recommended by Hair Jr et al. (2022). In Table 3, the VIF value in the structural model is in the range of 1.000 to 2.571, and this value is less than five, so that the structural model is free from collinearity issues. The next step was the hypothesis testing. This study proves that the management team has a positive and significant effect on enjoyment ($\beta_1 = 0.737$, $p\text{-value} < 0.001 < 0.05$) and medical affairs ($\beta_2 = 0.491$, $p < 0.001 < 0.05$), so that H2 is accepted, and excellent care ($\beta_3 = 0.470$, $p\text{-value} < 0.001 < 0.05$), so that H3 is accepted. Enjoyment ($\beta_4 = 0.193$, $p\text{-value} = 0.013 < 0.05$) and medical affairs ($\beta_5 = 0.226$, $p\text{-value} = 0.003 < 0.05$) had a positive and significant effect on excellent care; thus, H4 and H5 were also accepted. The structural model results are shown in Figure 2.

Table 3. Path Coefficient

	VIF	STD	STDEV	T statistics	P values
Management Team→Enjoyment	1.000	0.737	0.040	18.233	<0.001
Management Team→Medical Affair	1.549	0.491	0.075	6.582	<0.001
Management Team→Excellent Care	2.211	0.470	0.079	5.960	<0.001
Enjoyment→Excellent Care	2.571	0.193	0.078	2.487	0.013
Medical Affair→Excellent Care	1.000	0.226	0.077	2.929	0.003

The next step is to test the explanatory model consisting of R-square and F-square. Based on Table 4, the management team, medical affairs, and enjoyment contributed 59.8% to shaping excellent care. In addition, the management team explained 54.3% of job enjoyment and 24.1% of nurses' participation in medical affairs in the structural model (Hair Jr et al., 2022). Furthermore, job enjoyment ($f^2 = 0.036$) and medical affairs ($f^2 = 0.082$) had weak influences on excellent care in the structural model. The management team had a moderate influence on excellent care ($f^2 = 0.249$). Likewise, the management team had a moderate influence on nurses' participation in medical affairs in the structural model ($f^2 = 0.249$). Finally, the management team has a moderate influence on job enjoyment in the structural model ($f^2 = 1.187$) (Hair Jr et al., 2022).

Tabel 4. Kekuatan Model Penjelas

	R-square	F-square	Kriteria
Enjoyment→Excellent Care	0.598	0.036	Weak
Management Team→Excellent Care		0.249	Moderate
Medical Affair→Excellent Care		0.082	Weak
Management Team→Enjoyment	0.543	1.187	Strong
Management Team→Medical Affair	0.241	0.317	Moderate

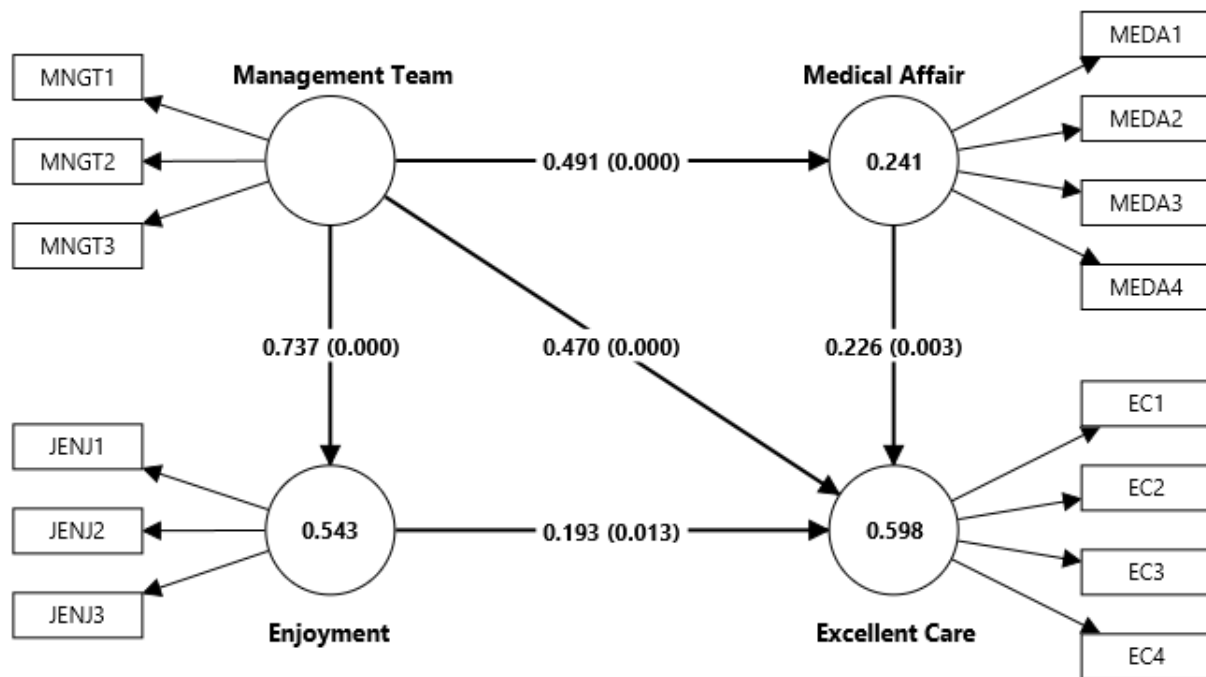


Figure 2. Structural Model

Finally, the predictive power of the structural model is tested. In this study, the predictive power followed the guidelines of Shmueli et al. (2019) using the PLS-predict approach. Shmueli et al. (2019) explained that the model has strong predictive data when implemented outside the sample if the endogenous indicator size in PLS-SEM is less than that in Linear Modeling (LM) for the root mean square error (RMSE) or mean absolute error (MAE) measure. As shown in Table 5, the structural model has moderate predictive data because the JENJ3 indicator produces a PLS-SEM value > LM. When referring to the Q^2 prediction measure < 0, the structural model has a strong predictive power in the sample.

Table 5. PLSpredict - MAE

Item	Q^2 predict	MAE		PLS-SEM < LM
		PLS-SEM	LM	
JENJ1	0.432	0.537	0.539	-0.002
JENJ2	0.471	0.461	0.464	-0.003
JENJ3	0.494	0.485	0.484	0.001
EC1	0.347	0.526	0.529	-0.003
EC2	0.331	0.526	0.532	-0.006
EC3	0.328	0.589	0.599	-0.010
EC4	0.388	0.534	0.535	-0.001
MEDA1	0.059	0.727	0.737	-0.010
MEDA2	0.162	0.612	0.621	-0.009
MEDA3	0.194	0.567	0.573	-0.006
MEDA4	0.16	0.537	0.559	-0.022

V. CONCLUSION AND DISCUSSION

This study investigates how the management team affects nurses' work enjoyment, medical affairs, and excellent care in Jakarta's hospitals. The findings indicated that the management team positively and significantly impacted nurses' job enjoyment, engagement in medical

affairs, and excellent care. This outcome aligns with Alqasmi and Ahmed (2025) findings. Management teams play a vital role in shaping these aspects of nursing practice. Moreover, team members experience a sense of accomplishment in their work by promoting collaborative and communicative practices (Yue et al., 2020). It encourages nurses to actively participate in medical affairs and take proactive steps to deliver high-quality patient care. Additionally, this study explored how nurses' job satisfaction and involvement in medical affairs influenced patient care quality. The results revealed that both factors significantly affected excellent care in hospitals in Jakarta. These discoveries correspond with several earlier studies (Alqasmi & Ahmed, 2025; Capone et al., 2022; Jingxia et al., 2022) that highlight the importance of job satisfaction and engagement in medical affairs for enhancing excellent care. Nurses who are content with their jobs and feel invested in medical activities are more inclined to provide superior patient care. Delighted nurses exhibit greater motivation, engagement, and productivity (Labrague et al., 2022). They also demonstrated an increased awareness of patient needs and maintained a positive attitude towards their work. As a result, these nurses are more likely to deliver personalized, high-quality care that addresses patient-specific requirements.

The research indicates that the management team significantly impacts nurse enjoyment, participation in medical activities, and excellent care. As a result, healthcare facilities and decision-makers should prioritize effective communication, collaboration, mutual respect, and trust among leadership members to enhance excellent care. Fostering an environment of respect within healthcare teams is crucial and can be accomplished by promoting open discussions and offering continuous educational and training opportunities. Consequently, the healthcare team can collaborate more efficiently to deliver excellent optimal care.

To foster a positive work environment, healthcare administrators and policymakers should ensure sufficient resources, promote teamwork, provide incentives, and acknowledge healthcare workers' achievements. Furthermore, implementing mentoring programs, educational opportunities, and flexible scheduling can enhance job pleasure and promote active involvement in clinical decision-making. These strategies will empower nurses to make informed choices, work effectively with their peers, and receive recognition for their commitment and efforts in delivering high-quality patient care.

The research that has been conducted has several limitations, so it becomes an opportunity for further research. This study focused on the performance of nurses, whereas there are other employees involved in patient services, so it is necessary to conduct further analysis by involving other employees. Furthermore, this study focused on Type A and B hospitals; further researchers need to consider Type C hospitals to obtain insight into nurse performance for all types of hospitals.

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