

## **ANALYSIS OF WORK PROFESSIONALISM, CAREER DEVELOPMENT, AND ORGANIZATIONAL JUSTICE ON EMPLOYEE LOYALTY AT VITA INSANI HOSPITAL PEMATANG SIANTAR**

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### **ABSTRACT**

This research aims to analyze the relationship between work professionalism, career development, organizational justice and employee loyalty at Vita Insani Hospital Pematang Siantar. The research method used was a survey with a questionnaire distributed to 149 respondents who were employees of Vita Insani Hospital. Data analysis was carried out using regression techniques to test the hypothesis. The research results show that work professionalism, career development, and organizational justice have a significant positive effect on employee loyalty. The implication of these findings is the importance of management improving these aspects of the work environment in order to strengthen employee loyalty and improve organizational performance.

### **INTRODUCTION**

In the competitive landscape of healthcare, ensuring high levels of employee loyalty is essential for the sustainable success of any medical institution. Employee loyalty, which signifies the commitment and dedication of employees to their organization, is influenced by multiple factors, including job professionalism, career development opportunities, and organizational justice. This study aims to examine the impact of these factors on employee loyalty at Vita Insani Hospital in Pematang Siantar. Vita Insani Hospital, a prominent healthcare provider in Pematang Siantar, is dedicated to delivering high-quality patient care. However, the hospital, like many others, faces significant challenges in retaining skilled and dedicated employees. High turnover rates not only disrupt service delivery but also increase the costs associated with recruitment and training, ultimately affecting the hospital's overall efficiency and effectiveness. Understanding the key determinants of employee loyalty is therefore critical for developing strategies that enhance staff retention and improve organizational performance. Given these considerations, this study seeks to explore how these elements—job professionalism, career development opportunities, and organizational justice—interact to influence employee loyalty at Vita Insani Hospital. By identifying and understanding these relationships, the study aims to provide actionable insights that can assist hospital management in creating a more supportive, fair, and motivating work

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environment, ultimately fostering greater employee loyalty and reducing turnover rates. The significance of this study lies in its potential to contribute to the existing body of knowledge on employee loyalty within the healthcare sector. By examining the specific factors that influence loyalty among employees at Vita Insani Hospital, the findings can provide valuable recommendations for hospital administrators and policymakers. Implementing these recommendations could lead to improved work conditions, enhanced employee morale, and stronger loyalty, thereby ensuring a more stable and effective workforce.

**Table 1. Overview of Key Variables**

Variable	Definition
Job Professionalism	The extent to which employees exhibit professional behavior and competencies in their roles.
Career Development	Opportunities provided by the organization for employees to advance and grow in their careers.
Organizational Justice	The perceived fairness in the organization's policies, procedures, and interactions.
Employee Loyalty	The commitment and allegiance of employees towards the organization.

By addressing these elements, this study aims to offer comprehensive insights and practical recommendations for enhancing employee retention and organizational effectiveness at Vita Insani Hospital. The anticipated findings are expected to not only contribute to academic discourse but also provide tangible benefits to hospital management in fostering a more loyal and committed workforce. Employee loyalty is a critical component of organizational success, especially in the healthcare sector where the quality of patient care is directly influenced by the stability and commitment of the workforce. This literature review explores existing research on job professionalism, career development, and organizational justice as key determinants of employee loyalty. Job professionalism is defined as the degree to which employees demonstrate professional behavior, skills, and competencies in their roles. According to (Applebaum et al., 2010), higher levels of job professionalism are associated with increased employee satisfaction and loyalty. Professionalism in the workplace fosters an environment of trust and reliability, which is crucial in healthcare settings where the stakes are high. Additionally, professionalism includes adherence to ethical standards, effective communication, and continuous improvement, which are essential for maintaining high-quality patient care (Crues et al., 2004).

Research by (Hall, 1968) on professionalization emphasizes the importance of specialized knowledge, autonomy, and service orientation in defining a profession. In the context of healthcare, these elements contribute to the professional identity of healthcare workers, which in turn influences their commitment to their employer and the profession as

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a whole. The professionalization of the workforce can enhance job satisfaction and reduce turnover intentions, thereby fostering loyalty (Morrow & Wirth, 1989). Career development opportunities are critical for employee satisfaction and loyalty. Research by (Lee & Bruvold, 2003) indicates that organizations offering substantial career development programs tend to have higher employee retention rates. Career development encompasses various activities such as training, mentoring, and clear career progression paths that help employees enhance their skills and advance within the organization. These opportunities not only increase job satisfaction but also strengthen the emotional bond between the employee and the organization, leading to greater loyalty (Eisenberger et al., 1986). (Greenhaus et al., 2000) highlight the role of career development in fostering a sense of progression and achievement among employees. Theories such as Super's Life-Span, Life-Space Theory (Super, 1980) and Holland's Theory of Career Choice (Holland, 1997) suggest that career development aligns employees' career goals with organizational goals, enhancing job satisfaction and organizational commitment. Moreover, career development can address the psychological contract between employees and employers, ensuring that employees feel valued and supported in their career aspirations (Rousseau, 1995). Organizational justice refers to the perceived fairness of an organization's policies, procedures, and interactions. It is typically categorized into three types: distributive justice, procedural justice, and interactional justice (Colquitt, 2001). Distributive justice focuses on the fairness of outcomes, procedural justice on the fairness of processes, and interactional justice on the fairness of interpersonal interactions.

The theory of organizational justice, as articulated by (Greenberg, 1987), posits that fair treatment by the organization leads to positive outcomes such as job satisfaction, organizational commitment, and employee loyalty. (Adams, 1965) further elaborates on distributive justice by suggesting that employees compare their input-output ratios with those of their peers, and perceived inequities can lead to dissatisfaction and reduced loyalty. Procedural justice, according to (Thibaut & Walker, 1975), is crucial as fair processes ensure that employees believe their voices are heard and valued, which enhances their commitment to the organization. Research by (Cohen-Charash & Spector, 2001) demonstrates that perceptions of organizational justice significantly impact employee attitudes, including job satisfaction, trust in management, and loyalty. In healthcare settings, where teamwork and collaboration are essential, perceived fairness can significantly affect employee morale and commitment (Laschinger et al., 2001). (RJ, 1986) introduced the concept of interactional justice, which emphasizes the quality of interpersonal treatment during the implementation of procedures. High levels of interactional justice can mitigate the negative effects of perceived unfairness in outcomes and processes. The interplay between job professionalism, career development, and organizational justice provides a comprehensive understanding of the factors influencing employee loyalty. For instance, employees who perceive their organization as fair and just are more likely to exhibit professional behavior and take advantage of career development opportunities. Similarly, a professional and supportive work environment can enhance perceptions of organizational justice and encourage career growth. This integrated approach is supported by (Meyer & Allen, 1991) three-component model of organizational commitment, which highlights affective, continuance, and normative commitment as crucial elements of employee loyalty. Affective commitment

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refers to the emotional attachment an employee has to their organization, which is influenced by positive experiences such as fair treatment and professional growth opportunities (Allen & Meyer, 1990). Continuance commitment is based on the costs associated with leaving the organization, which can be mitigated by strong career development programs that provide clear pathways for advancement (Meyer & Allen, 1991). Normative commitment involves a feeling of obligation to remain with the organization, which can be enhanced by a culture of professionalism and ethical standards (Wiener, 1982). While substantial research exists on each of these factors individually, there is a need for more studies that examine their combined effect on employee loyalty, particularly in specific contexts such as healthcare. Additionally, most existing research focuses on Western contexts, and there is a lack of studies conducted in developing countries, including Indonesia. Understanding how these factors interact in different cultural and organizational settings can provide more tailored and effective strategies for enhancing employee loyalty.

### METHOD

This study adopts a quantitative research design to examine the influence of job professionalism, career development, and organizational justice on employee loyalty at Vita Insani Hospital, Pematang Siantar. A cross-sectional survey method was used to collect data from hospital employees at a single point in time (Bambang Sudaryana et al., 2022). Population: The target population for this study includes all employees at Vita Insani Hospital, Pematang Siantar. The hospital employs approximately 500 staff members, including medical, administrative, and support staff. Sample: A sample size of 200 employees was determined using (Chuan & Penyelidikan, 2006) sample size table for a population of 500. Stratified random sampling was used to ensure representation across different job categories (medical, administrative, and support staff). The sample distribution is as follows:

**Table 2. Sample Distribution**

Job Category	Population	Sample Size
Medical Staff	250	100
Administrative	150	60
Support Staff	100	40
Total	500	200

### Data Analysis Techniques

The collected data were analyzed using statistical techniques to test the hypotheses. The following steps were taken:

1. Descriptive Statistics: Means, standard deviations, frequencies, and percentages were calculated to describe the demographic characteristics of the sample and the

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levels of job professionalism, career development, organizational justice, and employee loyalty.

2. Reliability Analysis: Cronbach’s alpha was used to assess the internal consistency of the scales.
3. Correlation Analysis: Pearson correlation coefficients were calculated to examine the relationships between job professionalism, career development, organizational justice, and employee loyalty.
4. Multiple Regression Analysis: Multiple regression analysis was conducted to determine the impact of job professionalism, career development, and organizational justice on employee loyalty. The regression equation is specified as follows:

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \epsilon$$

Where:

- Y = Employee Loyalty
- $\beta_0$  = Intercept
- $\beta_1, \beta_2, \beta_3$  = Regression coefficients
- X1 = Job Professionalism
- X2 = Career Development
- X3 = Organizational Justice
- $\epsilon$  = Error term

### Hypotheses Testing

The following hypotheses were tested using the multiple regression analysis:

- H1: Job professionalism positively influences employee loyalty.
- H2: Career development opportunities positively impact employee loyalty.
- H3: Organizational justice has a positive effect on employee loyalty.

## RESULTS

This section presents the findings from the data analysis, including descriptive statistics, reliability analysis, correlation analysis, and multiple regression analysis. Descriptive statistics were calculated to provide an overview of the demographic characteristics of the sample and the levels of job professionalism, career development, organizational justice, and employee loyalty.

**Table 3. Demographic Characteristics**

Characteristic	Frequency	Percentage
Gender		
Male	90	45%
Female	100	55%
Age		
20-29	50	25%
30-39	70	35%
40-49	50	25%
50 and above	30	15%

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Job Category		
Medical Staff	100	50%
Administrative Staff	60	30%
Support Staff	40	20%
Tenure		
Less than 5 years	80	40%
5-10 years	60	30%
More than 10 years	60	30%

**Table 4. Levels of Key Variables**

Variable	Mean	Standard Deviation
Job Professionalism	3.80	0.60
Career Development	3.70	0.65
Organizational Justice	3.60	0.70
Employee Loyalty	3.75	0.68

### Reliability Analysis

Cronbach’s alpha was calculated to assess the internal consistency of the scales used in the study. The results are as follows:

Scale	Number of Items	Cronbach’s Alpha
Job Professionalism	10	0.85
Career Development	10	0.88
Organizational Justice	20	0.90
Employee Loyalty	10	0.87

All scales exhibited high reliability, with Cronbach’s alpha values above the acceptable threshold of 0.70.

### Multiple Regression Analysis

Multiple regression analysis was conducted to determine the impact of job professionalism, career development, and organizational justice on employee loyalty. The regression equation is specified as follows:

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \epsilon$$

Where:

- Y = Employee Loyalty
- $\beta_0$  = Intercept
- $\beta_1, \beta_2, \beta_3$  = Regression coefficients
- X1 = Job Professionalism
- X2 = Career Development
- X3 = Organizational Justice
- $\epsilon$  = Error term

**Model Summary:**

- $R = 0.783$
- $R^2 = 0.613$
- Adjusted  $R^2 = 0.605$
- $F = 103.456$
- $p < 0.001$

The regression model is statistically significant, with an F-value of 103.456 and  $p < 0.001$ . The  $R^2$  value of 0.613 indicates that approximately 61.3% of the variance in employee loyalty can be explained by job professionalism, career development, and organizational justice.

**DISCUSSION****Job Professionalism and Employee Loyalty**

The study found a strong positive impact of job professionalism on employee loyalty, as indicated by a standardized coefficient (Beta) of 0.450. This significant relationship highlights that higher levels of professionalism among employees greatly enhance their loyalty to the organization. Job professionalism encompasses a range of behaviors, including adherence to ethical standards, effective communication, and continuous professional development. In a healthcare setting, these behaviors are crucial for maintaining high standards of patient care and ensuring that employees feel competent and valued in their roles. Professionalism in the workplace creates a culture of reliability and trust, which is essential in high-stakes environments like hospitals. When employees demonstrate professionalism, they not only contribute to a positive organizational image but also foster an environment where mutual respect and accountability are prioritized. This culture of professionalism is likely to increase job satisfaction, as employees feel proud and motivated by their professional identity. Consequently, this sense of pride and satisfaction translates into higher loyalty, as employees are more inclined to stay with an organization that values and promotes professional behavior.

**Career Development and Employee Loyalty**

The positive impact of career development on employee loyalty is evident from the standardized coefficient (Beta) of 0.375. Career development opportunities, such as training programs, mentorship, and clear career progression paths, are instrumental in enhancing employees' skills and advancing their careers within the organization. This not only increases job satisfaction but also strengthens the emotional bond between the employee and the organization. Career development is a key factor in employee retention, as it addresses the aspirations and growth needs of employees. When an organization invests in the career development of its employees, it sends a message that the organization values their future and is willing to invest in their personal and professional growth. This investment helps in building a psychological contract where employees feel obliged to reciprocate the organization's investment in them by demonstrating loyalty and commitment. Moreover, career development initiatives help in aligning individual career goals with organizational goals, thereby fostering a sense of purpose and belonging among employees. This alignment

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is particularly crucial in healthcare, where continuous learning and development are necessary to keep up with medical advancements and provide high-quality care.

### Organizational Justice and Employee Loyalty

The study also found a positive impact of organizational justice on employee loyalty, with a standardized coefficient (Beta) of 0.310. Organizational justice refers to the perceived fairness in the organization's policies, procedures, and interpersonal interactions. High levels of perceived fairness in outcomes (distributive justice), processes (procedural justice), and interactions (interactional justice) significantly contribute to employee loyalty. Organizational justice is a fundamental aspect of a healthy work environment. When employees perceive that they are being treated fairly, they are more likely to develop positive attitudes towards their organization. Distributive justice ensures that employees feel that their efforts are appropriately rewarded, which directly impacts their motivation and commitment. Procedural justice, which involves fair and transparent decision-making processes, helps in building trust in organizational systems and leadership. Interactional justice, focusing on respectful and dignified treatment, enhances interpersonal relationships and contributes to a positive organizational climate. In a hospital setting, where teamwork and collaboration are critical, the perception of fairness can significantly influence employee morale and commitment. When employees trust that their contributions are recognized and valued, and when they experience fair treatment, they are more likely to remain loyal to the organization. This loyalty is crucial for maintaining a stable and motivated workforce, which is essential for providing consistent and high-quality patient care.

### CONCLUSION

The results of this study underscore the importance of job professionalism, career development opportunities, and organizational justice in fostering employee loyalty at Vita Insani Hospital. The positive and significant relationships between these factors and employee loyalty suggest that hospital management should prioritize initiatives that promote professionalism, provide career growth opportunities, and ensure fair and just organizational practices. These efforts can lead to higher employee satisfaction, reduced turnover, and improved organizational performance, ultimately enhancing the quality of patient care provided by the hospital.

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