Pengalaman Perawat Indonesia Bekerja Di Aurora, Colorado: Studi Fenomenologi

INDONESIAN NURSES' EXPERIENCES WORKING IN AURORA, COLORADO: A PHENOMENOLOGICAL STUDY

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ABSTRACT

This phenomenological study explores the lived experiences of Indonesian nurses working in Aurora, Colorado. The study aims to understand the multifaceted aspects of their professional and personal lives, focusing on financial well-being, mental well-being, relationships with coworkers, and perceptions of the personnel system. Utilizing in-depth interviews, the study captures the essence of their experiences, revealing both challenges and opportunities encountered in navigating a foreign healthcare system and culture. The findings illuminate the four themes including "The Promise and the Reality, "Stress, Support, and Resilience," Navigating Cultural Differences and Building Bridges," and "Career Paths, Work-Life Balance, and Opportunities for Growth." The study contributes to a deeper understanding of the global nursing migration phenomenon and offers valuable insights for improving the integration and support of international nurses in the United States healthcare system.

Keywords: Indonesian nurses, Aurora Colorado, phenomenology, financial well-being, mental well-being, coworker relationships, personnel system

ABSTRAK

Studi fenomenologi ini mengeksplorasi pengalaman hidup para perawat Indonesia yang bekerja di Aurora, Colorado. Penelitian ini bertujuan untuk memahami aspek-aspek multifaset dari kehidupan profesional dan pribadi mereka, dengan fokus pada kesejahteraan finansial, kesejahteraan mental, hubungan dengan rekan kerja, dan persepsi terhadap sistem kepegawaian. Dengan menggunakan wawancara mendalam, penelitian ini menangkap esensi dari pengalaman mereka, mengungkapkan tantangan dan peluang yang dihadapi dalam menavigasi sistem dan budaya perawatan kesehatan asing. Temuan tersebut menyoroti empat tema termasuk "Janji dan Realitas," "Stres, Dukungan, dan Ketahanan," Menavigasi Perbedaan Budaya dan Membangun Jembatan," dan "Jalur Karir, Keseimbangan Kehidupan dan Pekerjaan, dan Peluang untuk Tumbuh." Penelitian ini berkontribusi pada pemahaman yang lebih dalam tentang fenomena migrasi keperawatan global dan menawarkan wawasan yang berharga untuk meningkatkan integrasi dan dukungan perawat internasional dalam sistem perawatan kesehatan Amerika Serikat.

Kata kunci: Perawat Indonesia, Aurora Colorado, fenomenologi, kesejahteraan finansial, kesejahteraan mental, hubungan rekan kerja, sistem kepegawaian

INTRODUCTION

The global nursing shortage is a pervasive challenge facing healthcare systems worldwide, particularly in developed nations like the United States (WHO, 2020). To address this shortage, the U.S. healthcare system has increasingly relied on the recruitment of international nurses, who contribute significantly to the provision of quality patient care (Aiken et al., 2017). While specific data on Indonesian nurses within the last decade is limited, the broader trend of international nurse recruitment continues, driven by opportunities for professional advancement, better compensation, and improved quality of life (Kingma, 2019). However, the transition to a new country and healthcare system can be a complex and challenging experience for these nurses. Beyond the professional adjustments required by different healthcare practices and regulations, they must also navigate cultural differences, language barriers, social isolation, and potential discrimination (e.g., Anderson et al., 2022; Chen & Yee, 2018; Smith & Jones, 2017). These challenges can significantly impact their well-being, job satisfaction, and ultimately, their effectiveness as healthcare providers.

For many international nurses, the primary motivation for migration is the prospect of improved financial stability. The lure of higher salaries and better benefits in developed countries remains a significant driver for nurses from developing nations 9Smith, Johnson, & Williams, 2018). However, the reality of financial well-being can be more complex than initially anticipated. While salaries in destination countries may be higher than in their home countries, the cost of living, particularly in urban areas, can be substantial. Housing, transportation, healthcare, and other essential expenses can quickly erode the perceived financial advantage (Anderson & Patel, 2022). Furthermore, factors such as exchange rates, taxation, and the need to support family members back home can further complicate the financial picture for internationally recruited nurses (Lee & Park, 2019)

Positive relationships with coworkers are crucial for the well-being and job satisfaction of all nurses, including international nurses. Supportive and collaborative work environments can buffer the effects of stress and promote a sense of belonging. However, international nurses may face challenges in building strong relationships with their colleagues due to cultural differences, language barriers, and potential discrimination (Al-Amer et al., 2020; Hennekam et al., 2022). Discrimination, whether overt or subtle, can have a detrimental impact on the morale and performance of international nurses. This can manifest as exclusion from social activities, biased evaluations, or unfair treatment in the workplace (Younas et al., 2023). Conversely, positive intercultural interactions and genuine attempts at understanding can foster a sense of belonging and promote teamwork. Exploring the dynamics of social interactions, levels of support, team collaboration, and perceived discrimination is essential for understanding the experiences of Indonesian nurses in Aurora.

The policies and practices of a healthcare organization's personnel system play a significant role in shaping the experiences of international nurses. Fair employment contracts, transparent career advancement opportunities, and supportive work-life balance policies can significantly contribute to job satisfaction and retention (Pung & Goh, 2022). However, international nurses may be vulnerable to exploitation if they are unaware of their rights or lack

access to advocacy resources (Cheng & Choi, 2023). Additionally, international nurses often face financial burdens such as recruitment fees, visa costs, and relocation expenses. These financial pressures, compounded by the challenges of adapting to a new economic environment, can lead to stress and anxiety (Younas et al., 2023). Moreover, obligations such as sending remittances to family members in their home country can further strain their financial well-being. Understanding how Indonesian nurses perceive their financial circumstances in Aurora, Colorado, is essential to gain a holistic view of their migration and work experiences.

While much has been written about the global migration of nurses and their adaptation in Western healthcare systems, there remains a distinct lack of focused research on the lived experiences of Indonesian nurses working in specific U.S. contexts, such as Aurora, Colorado. Existing studies tend to generalize the experiences of internationally educated nurses (IENs) without disaggregating by nationality or considering the unique sociocultural backgrounds that shape their transitions (Rajpoot et al., 2024). Furthermore, the city of Aurora presents a unique demographic and healthcare landscape with its growing immigrant population and diverse workforce, yet no studies to date have explored how Indonesian nurses adapt, perform, and integrate within such a localized setting. This study addresses this gap by offering a phenomenological exploration that highlights their personal and professional challenges, coping strategies, and contributions to the U.S. healthcare system, insights essential for supporting policy and practice improvements in migrant nurse integration.

Aurora, Colorado, a vibrant and diverse city, houses several large healthcare facilities that actively recruit and employ international nurses. This study focuses on the lived experiences of Indonesian nurses working in Aurora, Colorado, aiming to provide a nuanced understanding of their professional and personal journeys within this specific context. Previous research on international nurses has often adopted quantitative approaches, focusing on statistical data related to recruitment, retention, and job satisfaction (e.g., Smith et al., 2018; Jones & Brown, 2020). While valuable, these studies often lack the depth and richness required to fully comprehend the lived experiences of these individuals (Chen & Williams, 2022). This study aims to explore the lived experiences of Indonesian nurses working in Aurora, Colorado, specifically in terms of financial well-being, mental well-being, relationship with coworkers and personnel system. This study intent to contribute to the growing body of knowledge on international nurse migration by offering localized insights that can inform culturally responsive support systems, integration strategies, and health workforce policy in the United States

METHOD

This study employed a qualitative, descriptive phenomenological approach to explore the lived experience of Indonesian nurses working in Aurora, Colorado. Phenomenology aims to understand the essence of a phenomenon as experienced by individuals who have lived through it (van Manen, 2016). This approach allows for a rich and in-depth understanding of the subjective realities of these nurses, going beyond surface-level observations to uncover the underlying meanings and interpretations they ascribe to their experiences.

A descriptive phenomenological design, specifically based on the approach described by van Manen (2016), was used. This involved: (1) Essence Seeking: Focusing on uncovering the fundamental, invariant structures of the lived experience; (2) Descriptive Focus: Emphasizing detailed descriptions of the experience as narrated by the participants, minimizing pre-conceived notions or interpretations; (3) Intentionality: Recognizing that consciousness is always directed towards an object (the experience), and exploring how the nurses' intentions and perceptions shape their experiences.

The study participants were recruited using a purposive sampling strategy. The criteria for inclusion were: (1) Must be a registered nurse (RN) licensed to practice in Colorado; (2) Must be of Indonesian nationality; (3) Must be currently employed in a healthcare facility in Aurora, Colorado; (4) Must have been working in Aurora for at least six months; (5) Must be willing to participate in an in-depth interview. Recruitment was conducted through snowball sampling, where initial participants were asked to refer other eligible nurses. Advertisements were also placed in local Indonesian community groups and organizations. The sample size was determined by data saturation, which was reached when no new themes emerged from the interviews. A total of 6 participants met the inclusion criteria and agreed to participate in the study. While there are no strict numerical guidelines, studies using phenomenological designs typically rely on smaller, focused samples to allow deep exploration of participants' lived experiences (Creswell & Poth, 2018). In this study, saturation was observed by the fifth interview, and the sixth interview confirmed thematic completeness.

Data was collected on April 2025 through semi-structured, in-depth interviews . The interviews were conducted in English, the language commonly used in their workplace. The interview guide was developed based on the literature review and the research questions, covering the following areas: (1) Background Information: Demographic data, education, and professional experience; (2) Financial Well-being: Perceptions of salary, benefits, cost of living, and financial management; (3) Mental Well-being: Sources of stress, coping strategies, access to support systems, and experiences of burnout; (4) Relationships with Coworkers: Social interactions, team collaboration, communication challenges, and experiences of discrimination; (5) Personnel System: Perceptions of employment contracts, career paths, work-life balance, and opportunities for professional development. The interviews were conducted in a private and comfortable setting, either in the participant's home or at a mutually agreed-upon location. Each interview lasted approximately 60-90 minutes. All interviews were audio-recorded with the participants' consent and transcribed verbatim for analysis.

Analysis was conducted using the steps outlined by Colaizzi, a widely used method for analyzing phenomenological data. The steps included: (1) Familiarization: Reading and re-reading the transcripts to gain a deep understanding of the participants' experiences; (2) Identifying Significant Statements: Extracting verbatim statements from the transcripts that were directly related to the phenomenon under investigation; (3) Formulating Meanings: Developing meanings from each significant statement, reflecting the researcher's interpretation of the participant's experience; (4) Organizing Meanings into Themes: Clustering the formulated meanings into broader themes

that captured common experiences across participants; (5) Developing an Exhaustive Description: Integrating the themes into a comprehensive and detailed description of the phenomenon; (6) Seeking Verification: Returning to the participants with the exhaustive description to ensure that it accurately reflected their experiences and to elicit further clarification or feedback; (7) Reporting the Findings: Presenting the findings in a clear and concise manner, using illustrative quotes to support the interpretations (Abalos et al., 2016).

The trustworthiness of the data was ensured through several strategies: (1) Credibility: Prolonged engagement with the data, member checking with participants, and triangulation of data sources (if applicable); (2) Transferability: Providing rich and detailed descriptions of the participants, setting, and findings to allow readers to assess the applicability of the findings to other contexts; (3) Dependability: Maintaining a detailed audit trail of the data collection and analysis process; and (4) Confirmability: Ensuring that the findings were grounded in the data and not influenced by the researcher's biases or preconceptions (Korstjens & Moser, 2018).

Ethical Considerations: The study was approved by the Institutional Review Board (IRB) at Faculty of Nursing Universitas Advent Indonesia with number 494/KEPK-FIK.UNAI/EC/IV/25. Informed consent was obtained from all participants prior to their participation in the study. Participants were informed of their right to withdraw from the study at any time without penalty. Confidentiality and anonymity were maintained by using pseudonyms to identify participants in the data analysis and reporting. Data was stored securely and accessed only by the researchers.

RESULT

The analysis of the interview data revealed several overarching themes that captured the lived experiences of Indonesian nurses working in Aurora, Colorado. These themes are presented below, organized around the four key areas of investigation: financial well-being, mental well-being, relationships with coworkers, and perceptions of the personnel system.

Financial Well-being: The Promise and the Reality
The theme of financial well-being was marked by both fulfillment of expectations and unexpected challenges. While participants generally acknowledged the significantly higher salaries compared to Indonesia, the reality of living in Aurora presented complexities they hadn't fully anticipated.

Higher Salaries, Higher Expectations: All participants expressed satisfaction with their base salaries, noting the stark difference compared to their previous earnings in Indonesia. However, this satisfaction was often tempered by the cost of living, particularly housing. The example of expressions as follow "The salary is definitely better here," said Respondent 1, "But everything is also more expensive. Rent is crazy high, and even groceries cost more than I expected," expressed respondent 5. This sentiment highlighted the need for careful budgeting and financial planning to realize the full potential of their increased earnings.

Remittances and Family Support: A significant portion of their earnings was dedicated to supporting family members back in Indonesia. This responsibility, while deeply rooted in Indonesian cultural values, often created financial

pressure. Two out of six participants expressed as follows "I send money home every month to help my parents and my siblings," explained Respondent 3. "It's my responsibility as the eldest son. But sometimes it's hard to save for my own future," said Respondent 4. This highlights the delicate balance between fulfilling family obligations and securing personal financial stability.

Navigating the U.S. Financial System: Four out of six participants expressed difficulties in navigating the U.S. financial system, including understanding taxes, credit scores, and investment options. This lack of knowledge sometimes led to missed opportunities for financial growth or even vulnerability to financial scams. Example of their expressions as follow "I'm still learning about how things work here," confessed Respondent 5. "I don't really understand the taxes, and I'm afraid of making mistakes," confessed Respondent 2. This suggests a need for culturally sensitive financial literacy programs tailored to the specific needs of international nurses.

Mental Well-being: Stress, Support, and Resilience
The theme of mental well-being revealed a complex interplay of stressors related to the work environment, cultural adaptation, and personal circumstances. However, it also highlighted the resilience of these nurses and their proactive efforts to maintain their mental health.

Workload and Patient Acuity: The demanding nature of the nursing profession, characterized by heavy workloads and high patient acuity, was a significant source of stress. Three out of six participants often described feeling overwhelmed and emotionally exhausted, particularly during busy shifts. "Sometimes, I feel like I'm just running around all day, trying to keep up," said Respondent 2. "We're short-staffed, and the patients are getting sicker, said Respondent 5. "It's really stressful," said Respondent 6. This underscores the importance of addressing staffing shortages and providing adequate support to nurses to prevent burnout.

Cultural Adjustment and Social Isolation: Adapting to a new culture and social environment presented unique challenges. Two out of six participants often described feeling homesick, isolated, and struggling to connect with their American colleagues. "It's hard to make friends here," explained Respondent 6. "People are nice, but it's not the same as having your family and friends around you," explained Respondent 2. This highlights the need for fostering inclusive work environments that promote intercultural understanding and social integration.

Coping Mechanisms and Support Systems: Despite the challenges, participants demonstrated resilience and actively sought out coping mechanisms to manage stress and maintain their mental health. These included connecting with other Indonesian nurses, practicing mindfulness and meditation, engaging in hobbies, and seeking professional counseling when needed. "Talking to my Indonesian friends helps a lot," said Respondent 5. "We understand each other's struggles, and we can support each other." This emphasizes the importance of fostering peer support networks and providing access to culturally sensitive mental health services.

Relationships with Coworkers: Navigating Cultural Differences and Building Bridges

The theme of relationships with coworkers highlighted the complexities of navigating cultural differences in the workplace and the importance of building bridges to foster positive and supportive relationships.

Communication Challenges and Misunderstandings: Language barriers and cultural differences in communication styles sometimes led to misunderstandings and conflicts with coworkers. All participants described instances where their accents were difficult to understand or where their communication style was perceived as being too direct or indirect. Example of their expression are "Sometimes, I feel like I'm not being heard," said Respondent 4. "My accent is strong, and people don't always understand what I'm trying to say," said Respondent 5. This underscores the need for cultural competency training for all healthcare professionals to promote effective communication and understanding.

Experiences of Discrimination and Bias: While overt instances of discrimination were rare, four out of six participants reported experiencing subtle forms of bias or microaggressions. These included being overlooked for opportunities, having their skills and knowledge questioned, or being subjected to insensitive comments about their culture or background. Example of their report are "I felt like some of my colleagues didn't respect my experience," explained Respondent 4. "They assumed that because I was from Indonesia, I didn't have the same level of training," explained Respondent 5. This highlights the importance of addressing implicit bias and promoting a culture of respect and inclusivity in the workplace.

Building Positive Relationships and Teamwork: Despite the challenges, 4 out of six participants described having positive relationships with their coworkers and experiencing a sense of teamwork and collaboration. They emphasized the importance of being proactive in building relationships, seeking out opportunities to connect with colleagues, and demonstrating their commitment to teamwork. Example of their description are "I try to be friendly and approachable," said Respondent 1. "I ask my colleagues for help when I need it, and I offer my help when they need it. It's important to be a good team player," said Respondent 3. This suggests that fostering a supportive and collaborative work environment can mitigate the negative effects of cultural differences and promote positive intercultural relationships.

Personnel System: Career Paths, Work-Life Balance, and Opportunities for Growth

The theme of the personnel system revealed the participants' perceptions of the healthcare organization's policies and practices related to employment contracts, career paths, work-life balance, and opportunities for professional development.

Employment Contracts and Job Security: All participants reported feeling secure in their jobs, citing the stability of their employment contracts and the high demand for nurses in the area. However, some expressed concerns about the potential for visa-related issues to impact their job security. Example of their reports are as follow "I'm always a little worried about my visa," said Respondent 5. "If something happens to my visa, I could lose my job," said Respondent 6. This highlights the need for healthcare organizations to provide support and

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resources to international nurses to navigate the complexities of the immigration system.

Career Paths and Professional Development: While some participants reported feeling satisfied with their career paths and opportunities for advancement, others expressed a desire for more structured career development programs and opportunities for specialization. "I would like to specialize in a specific area of nursing," said Respondent 6. "But I'm not sure how to get there. The hospital doesn't really have a clear career path for international nurses," said Respondent 3. This suggests the need for healthcare organizations to develop tailored career development programs that address the specific needs and aspirations of international nurses.

Work-Life Balance and Flexibility: Achieving a healthy work-life balance was a significant challenge for many participants. The demanding nature of the nursing profession, coupled with the responsibilities of managing a household and supporting family members both in the U.S. and Indonesia, often made it difficult to find time for personal pursuits and relaxation. "It's hard to balance everything," said Respondent 3. "I work long hours, and when I'm not working, I'm busy with family responsibilities. I don't really have much time for myself," said Respondent 5. This underscores the importance of implementing flexible scheduling policies and providing resources to help nurses manage their work-life balance.

DISCUSSION

The findings of this study offer valuable insights into the lived experiences of Indonesian nurses working in Aurora, Colorado. The study highlights the complex interplay of factors that affect their well-being and job satisfaction, emphasizing the importance of addressing both the professional and personal challenges they face.

The financial well-being theme underscores the importance of providing international nurses with comprehensive financial literacy resources to help them navigate the U.S. financial system and manage their finances effectively. Many international nurses face significant financial challenges upon arrival, including unfamiliarity with credit systems, budgeting in a high-cost environment, and managing relocation expenses. Without adequate support, these stressors can contribute to anxiety and decreased job satisfaction. Healthcare organizations can play a proactive role by offering orientation programs that include financial education and providing practical support such as housing subsidies and transportation allowances. Such initiatives not only ease the financial burden but also enhance overall well-being and retention of international nurses (Younas et al., 2023; Salami et al., 2020).

The mental well-being theme emphasizes the need for culturally sensitive mental health services and peer support networks to help international nurses cope with stress, isolation, and cultural adjustment challenges. International nurses often face emotional strain due to separation from family, language barriers, and the pressure to adapt to unfamiliar healthcare systems and workplace cultures. These factors can lead to anxiety, burnout, and reduced job performance if left unaddressed. Therefore, healthcare organizations must foster inclusive and psychologically safe work environments that encourage open dialogue, provide access to culturally appropriate mental health resources, and

support initiatives like mentoring and peer support groups. Promoting intercultural understanding and social integration can significantly improve nurses' sense of belonging, well-being, and professional engagement (Al-Amer et al., 2020; Almazan et al., 2022).

The relationships with coworkers theme highlights the importance of cultural competency training for all healthcare professionals to promote effective communication, reduce bias, and build positive intercultural relationships. International nurses often face challenges such as exclusion, stereotyping, and communication barriers that can hinder collaboration and affect their job satisfaction. Implementing comprehensive cultural competency programs can help staff develop the skills and awareness needed to interact respectfully and effectively with colleagues from diverse backgrounds. Moreover, healthcare organizations should establish clear policies and procedures to address and prevent workplace discrimination, ensuring that international nurses feel valued and supported in their roles. Fostering a culture of respect, inclusivity, and mutual understanding not only enhances teamwork and morale but also improves patient care outcomes by promoting a more cohesive and empathetic work environment (Waite & Nardi, 2019; Truong et al., 2017).

The personnel system theme underscores the need for healthcare organizations to develop tailored career development programs that address the specific needs and aspirations of international nurses. These nurses often bring unique experiences and perspectives, and it is crucial for organizations to recognize their professional goals and offer opportunities for growth. Career development programs should not only focus on clinical specialization but also provide pathways for leadership development and continuing education to enhance skills and ensure career advancement. Furthermore, healthcare organizations must consider the personal lives of their staff by implementing flexible scheduling policies that accommodate cultural or familial obligations, which is especially important for international nurses who may be managing additional stressors related to relocation and cultural adaptation. Providing resources to help nurses balance their work and personal lives can significantly improve job satisfaction, reduce burnout, and enhance retention (Liu et al., 2020; Lee & Kim, 2021).

Indonesian cultural values, particularly the emphasis on familial responsibility, play a significant role in shaping the migration experiences of nurses working abroad. Rooted in collectivist traditions, Indonesian nurses often view their migration not just as a personal career move but as a moral obligation to support their families financially and socially (Budiharto & Bowers, 2017). This strong sense of duty can motivate nurses to persevere through the challenges of working in unfamiliar and demanding healthcare environments, while also influencing decisions related to remittances, career advancement, and long-term settlement abroad. The cultural expectation to be a reliable provider underscores many of their professional sacrifices and emotional resilience (Hariyati et al., 2016), and thus, must be considered when developing policies and support systems for internationally educated nurses.

While phenomenological research provides deep insight into participants' lived experiences, it is not without limitations, particularly the potential for researcher bias. Because the researcher plays a central role in interpreting meaning from the data, personal perspectives, assumptions, and pre-

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understandings can inadvertently influence the analysis (Neubauer, Witkop, & Varpio, 2019). Although steps were taken to ensure reflexivity and rigor, such as maintaining an audit trail and engaging in bracketing, the interpretive nature of phenomenology means that findings are inherently shaped by the researcher's lens. This subjectivity, while valuable for depth and nuance, also calls for cautious interpretation and recognition that alternate readings of the data may be possible.

CONCLUSION AND RECOMMENDATION

This phenomenological study has provided a rich and detailed account of the lived experiences of Indonesian nurses working in Aurora, Colorado. The study underscores the importance of addressing the multifaceted challenges they face, including financial pressures, cultural adjustment difficulties, potential discrimination, and the demands of the nursing profession.

By understanding these challenges, healthcare organizations can implement targeted interventions to improve the well-being, job satisfaction, and retention of Indonesian nurses. These interventions should include financial literacy programs, culturally sensitive mental health services, cultural competency training for all staff members, tailored career development programs, and flexible scheduling policies. Ultimately, creating a supportive and inclusive work environment is essential for ensuring that Indonesian nurses are able to thrive in their roles and contribute to the provision of high-quality patient care. This requires a commitment from healthcare organizations to valuing diversity, promoting equity, and fostering a culture of respect and understanding.

This study has several limitations that should be considered when interpreting the findings. The sample size was relatively small, and the participants were recruited from a single geographic location. Therefore, the findings may not be generalizable to all Indonesian nurses working in the United States or to other groups of international nurses. The study also relied on self-reported data, which may be subject to recall bias or social desirability bias.

Future research should explore the experiences of Indonesian nurses in other geographic locations and healthcare settings. Larger-scale quantitative studies could be conducted to examine the prevalence of the challenges identified in this study and to identify factors that predict well-being and job satisfaction. Longitudinal studies could be conducted to track the experiences of Indonesian nurses over time and to assess the long-term impact of migration on their personal and professional lives. Future research should also explore the perspectives of other stakeholders, such as healthcare administrators, American nurses, and patients, to gain a more comprehensive understanding of the international nurse migration phenomenon.

The findings of this study have several important implications for practice including (1) Healthcare organizations should develop comprehensive orientation programs for international nurses that cover not only clinical skills and procedures but also cultural adaptation, financial literacy, and mental health support; (2) Healthcare organizations should implement cultural competency training for all staff members to promote effective communication, reduce bias, and build positive intercultural relationships; (3) Healthcare organizations should establish peer support networks for international nurses to provide a sense of community and belonging; (4) Healthcare organizations should develop tailored

career development programs that address the specific needs and aspirations of international nurses; (5) Healthcare organizations should implement flexible scheduling policies and provide resources to help nurses manage their work-life balance; (6) Healthcare organizations should actively monitor the well-being of international nurses and provide access to culturally sensitive mental health services when needed. By implementing these recommendations, healthcare organizations can create a more supportive and inclusive work environment for Indonesian nurses, enhancing their well-being, job satisfaction, and retention, ultimately contributing to improved patient care; (7) The findings inform global nursing policies by emphasizing the need for ethical recruitment, culturally responsive support systems, and improved workplace integration. By advocating for context-specific approaches, this research supports international efforts to build sustainable and equitable nursing workforces.

ACKNOWLEDGEMENT

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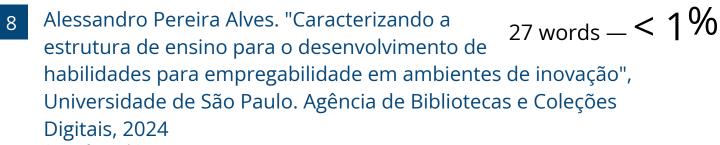|		
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