

## Factors Associated with Nurses' Job Satisfaction in the Implementation of the Team Assignment Method

Anisa Ayu Rahmawati<sup>1</sup>

<sup>1</sup>Department of Nursing, Universitas Mitra Indonesia, Bandar Lampung, Indonesia

Correspondence author: Anisa Ayu Rahmawati

Email: [anisaayu1004@gmail.com](mailto:anisaayu1004@gmail.com)

Address: Jl. ZA pagar Alam No 7 Gedung Meneng Bandar Lampung, Indonesia Telp. 08971480998

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### ABSTRACT

**Introduction:** The implementation of team-based nursing assignments is increasingly recognized as a crucial factor influencing nurses' job satisfaction. However, the effectiveness of this method in enhancing job satisfaction remains insufficiently explored, especially in Indonesian hospital settings.

**Objective:** This study aimed to identify the factors related to nurses' job satisfaction in relation to the application of the team assignment method at Bhayangkara Hospital, Bandar Lampung in 2025.

**Method:** This quantitative research employed a cross-sectional design involving 55 nurses selected using purposive sampling. The population included all inpatient nurses, with sample distribution determined using stratified random sampling. Data were analyzed using statistical tests to examine the association between job satisfaction factors (responsibility, working conditions, coworker relations, and task assignment) and the implementation of the team method.

**Results:** The findings showed significant relationships between the team assignment method and all measured aspects of job satisfaction. Nurses with good responsibility, favorable working conditions, positive coworker relations, and clear task assignments were more likely to report higher job satisfaction. All variables showed statistically significant p-values ( $p < 0.05$ ), with odds ratios indicating strong associations, particularly between working conditions and satisfaction.

**Conclusion:** The study concludes that the team assignment method has a substantial influence on nurses' job satisfaction. Effective implementation of this method—through improved supervision, fair task distribution, and supportive working environments—can enhance both nurse well-being and care quality.

**Keywords:** hospital care, job satisfaction, nursing management, team assignment

## Introduction

Nursing services are a vital and integral part of healthcare delivery in hospitals. As the largest human resource group within hospital settings, nurses play a pivotal role in determining the overall quality of care. Nurses typically spend up to 24 hours with patients—far longer than other healthcare professionals—making them central to patient safety and recovery (Ministry of Health of the Republic of Indonesia, 2021). Given this close and continuous contact, nurses carry significant responsibilities related to patient outcomes. Therefore, the development and implementation of effective human resource (HR) strategies in nursing are essential to improving the quality of nursing services.

A key effort to enhance the quality of nursing care lies in strengthening HR strategies, beginning with recruitment, selection, and placement processes. These strategies directly reflect the overall management and quality of nursing human resources. Nursing care practices, as a core component of nursing management, are crucial in ensuring the continuity and quality of care provided to patients. The success of nursing care delivery greatly depends on the selection of an appropriate care delivery method. The evolution of nursing assignment methods has responded to the changing demands placed on nurses and the need to maintain high-quality service provision (Mizarra, 2018). As such, choosing a suitable allocation method for each care unit is critical.

Selecting a nursing assignment system that aligns with the characteristics and needs of each unit helps optimize service delivery. In response to the growing public demand for health services and rapid technological advancements, nursing care delivery methods must be both effective and efficient (Nursalam, 2015). The implementation of nursing care reflects a nurse's professional responsibility and plays a significant role in improving the quality of services to meet patient needs. Conversely, inadequate implementation of nursing care may negatively impact a patient's health condition, exacerbate illness, lead to complications, or even cause death (Tampubolon, 2019). Currently, six main nursing assignment methods are used: the functional method, team method, primary nursing method, modular method, case method, and client allocation method. Each of these methods has its own advantages and disadvantages, with the team method being the most widely adopted across hospitals in Indonesia.

Job satisfaction is inherently personal and is defined as an individual's positive attitude toward their job. Satisfaction levels vary based on each individual's value system. When a job aligns with a person's expectations and goals, satisfaction tends to increase. The concept of expectation indicates that individuals are motivated to act in pursuit of specific outcomes; when those expectations are met, satisfaction ensues. Thus, job satisfaction is closely tied to theories of equity, psychological contracts, and motivation (Robbins & Judge, 2009).

Herzberg's Two-Factor Theory (1959) identifies two sets of factors that influence job attitudes: motivators (factors that lead to satisfaction) and hygiene factors (factors that prevent dissatisfaction). Motivators include elements such as achievement, recognition, responsibility, advancement, and the work itself (Bangun, 2016). Among these, responsibility is often cited as a major contributor to dissatisfaction among nurses. Responsibility reflects behavioral attributes that influence daily work performance, including commitment, resource utilization, patience, honesty, fairness, courage, collaboration, and achievement (Bangun, 2016).

In addition to responsibility, working conditions also significantly influence job satisfaction among nurses. Working conditions refer to the compatibility of the work

environment with the tasks performed. A supportive work environment is crucial, as it enhances motivation and work enthusiasm. A safe and conducive workplace enables nurses to perform their duties more effectively (Mangkunegara, 2017).

Bhayangkara Level III Hospital, affiliated with the POLDA Lampung, is a type C general hospital located at Jl. Pramuka No. 88, Bandar Lampung. For the past five years, the hospital has implemented the team method for nurse assignments. A pre-survey conducted on January 23, 2025, revealed that the hospital employs 64 nurses distributed across five care units: Class 1, VIP and VVIP (11 nurses), Class 2 (12 nurses), Class 3 (17 nurses), and Perina & Pediatric (13 nurses). Although the team method has been applied hospital-wide and has shown some success, its implementation remains suboptimal. Interviews with 15 nursing staff at Bhayangkara Hospital revealed that 7 nurses reported only carrying out tasks specific to their areas of responsibility, 5 stated they followed team leader instructions related to their assigned patients, and 3 noted that they still depended on specific instructions from the team leader, particularly for tasks such as wound care.

### **Objective**

This study aimed to identify the factors related to nurses' job satisfaction in relation to the application of the team assignment method at Bhayangkara Hospital, Bandar Lampung in 2025.

### **Method**

Type of quantitative research with a Cross Sectional approach. The population in this study were all nurses in the inpatient room at Bahyangkara Hospital. The sample in this study based on the calculation of the Slovin formula 5% obtained a sample of 55 people. To determine the calculation of each installation sample using the Stratified Random Sampling formula. The sampling technique used is using Non-Probability sampling using Purposive sampling technique that uses inclusion and exclusion criteria.

### **Result**

The analysis presented in Table 1 demonstrates a statistically significant relationship between nurse job satisfaction and four major influencing factors: responsibility, working conditions, coworker support, and assignment using the team method at Bhayangkara Hospital Bandar Lampung in 2025.

Regarding responsibility, 28 out of 55 nurses (50.9%) who were satisfied with their job also had good responsibility, while none of those with poor responsibility were satisfied. The chi-square test yielded a p-value of 0.000 ( $p < 0.05$ ), indicating a significant association. The Odds Ratio (OR) of 2.700 implies that nurses with a high sense of responsibility are 2.7 times more likely to experience job satisfaction than those with lower responsibility levels.

In terms of working conditions, 27 nurses (49.1%) reported being satisfied and also working in good conditions. In contrast, 25 nurses (45.5%) who worked in poor conditions were dissatisfied. The statistical analysis revealed a p-value of 0.000 and an OR of 337.500, suggesting that favorable working environments are a strong determinant of job satisfaction, with nurses being 337.5 times more likely to be satisfied when working in supportive conditions.

When analyzing coworker support, all 28 nurses (50.9%) who were satisfied had good relationships with coworkers, while none of the dissatisfied nurses reported good coworker

support. Meanwhile, 17 nurses (30.9%) who were dissatisfied also had poor coworker relationships. The result was significant with a p-value of 0.000 and an OR of 2.700, indicating that nurses with strong coworker relationships are 2.7 times more likely to report job satisfaction than those with weaker support.

Lastly, for the assignment method, particularly the use of the team method, all 28 satisfied nurses (50.9%) were assigned using effective team-based management, whereas none of the respondents with poor assignment methods reported satisfaction. The OR value was 3.375 with a p-value of 0.000, showing that nurses with good team-based assignment systems are 3.3 times more likely to be satisfied than those with poor assignment structures.

In conclusion, these results clearly indicate that the factors of responsibility, working conditions, coworker collaboration, and the implementation of the team assignment method significantly affect nurse job satisfaction. Efforts to improve these areas can lead to better work experiences and overall healthcare service quality.

Table 1. Relationship Between Nurse Job Satisfaction and Influencing Factors

Factor	Satisfaction	Good	%	Poor	%	Total	%	P-value	OR
Responsibility	Satisfied	28	50.9%	0	0.0%	28	50.9%	0.000	2.700
	Dissatisfied	10	18.2%	17	30.9%	27	49.1%		
Working Conditions	Satisfied	27	49.1%	1	1.8%	28	50.9%	0.000	337.500
	Dissatisfied	2	3.6%	25	45.5%	27	49.1%		
Coworkers	Satisfied	28	50.9%	0	0.0%	28	50.9%	0.000	2.700
	Dissatisfied	10	18.2%	17	30.9%	27	49.1%		
Assignment Method	Satisfied	28	50.9%	0	0.0%	28	50.9%	0.000	3.375
	Dissatisfied	8	14.5%	19	34.5%	27	49.1%		

## Discussion

The analysis conducted by the researcher indicates that the implementation of an effective, equitable, and transparent team-based assignment method significantly contributes to enhancing nurses' sense of responsibility in performing their duties (Bangun, 2016). Increased job satisfaction is positively correlated with a higher sense of responsibility, suggesting that nurses who feel satisfied with their work are more likely to take ownership of their tasks (Robbins & Judge, 2009). Therefore, the development and implementation of an assignment system that aligns with the competencies and roles of nurses is a key strategy to improve the quality of healthcare services (Nursalam, 2015). An optimized assignment system not only enhances organizational efficiency but also supports the well-being of nursing personnel and improves the overall quality of patient care (Tampubolon, 2019). Further evaluations are recommended to identify challenges in the implementation of the team-based assignment method and to develop adaptive strategies that improve the system's effectiveness.

Furthermore, the findings demonstrate a strong relationship between nurses' job satisfaction and their perceptions of working conditions within the team-based assignment method. A significantly high odds ratio (OR = 337.5) indicates that nurses who are satisfied with the team-based system are much more likely to perceive their working conditions as favorable (Mangkunegara, 2017). In contrast, those who are dissatisfied tend to view the work environment as inadequate. This illustrates that job satisfaction within a team system is a critical factor influencing how nurses perceive and adapt to their workplace environment.

Based on these insights, the researcher recommends three main strategies to improve the implementation of the team-based work system: (1) enhancing supervisory oversight, (2) strengthening managerial support, and (3) increasing welfare and satisfaction programs for nurses. The analysis conducted by the researcher indicates that the implementation of an effective, equitable, and transparent team-based assignment method significantly contributes to enhancing nurses' sense of responsibility in performing their duties (Bangun, 2016). Increased job satisfaction is positively correlated with a higher sense of responsibility, suggesting that nurses who feel satisfied with their work are more likely to take ownership of their tasks (Robbins & Judge, 2009). Therefore, the development and implementation of an assignment system that aligns with the competencies and roles of nurses is a key strategy to improve the quality of healthcare services (Nursalam, 2015). An optimized assignment system not only enhances organizational efficiency but also supports the well-being of nursing personnel and improves the overall quality of patient care (Tampubolon, 2019). Further evaluations are recommended to identify challenges in the implementation of the team-based assignment method and to develop adaptive strategies that improve the system's effectiveness.

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The study also shows that nurse job satisfaction within the team-based method significantly affects the quality of interpersonal relationships among colleagues. Satisfied nurses are more likely to experience positive work relationships, higher motivation, and better productivity (Bangun, 2016). Conversely, dissatisfaction with the teamwork system often correlates with poor work relationships and decreased enthusiasm. This implies that fostering job satisfaction through improved communication, supervision, and equitable task distribution within teams may strengthen collaboration and ultimately enhance the quality of nursing care (Robbins & Judge, 2009).

In addition, the research reveals a strong association between job satisfaction and nurses' perceptions of the assignment system itself. Satisfied nurses tend to assess the assignment structure as fair and effective, highlighting aspects such as clear role distribution, efficient communication, and coordinated workflow (Mizarra, 2018). In contrast, dissatisfied nurses often report issues such as task ambiguity, unequal workload distribution, and poor team coordination. These findings reinforce the need for continuous refinement of the teamwork system to elevate nurses' job satisfaction and ensure efficient healthcare delivery.

## Conclusion

The findings indicate a significant relationship between job satisfaction and several key factors within the team-based work system, including responsibility, working conditions, co-worker relationships, and task assignments. Nurses who were satisfied tended to demonstrate

stronger responsibility, perceive their work environment more positively, engage in better teamwork, and evaluate their assignments more favorably. This highlights the importance of a well-structured team method in improving not only satisfaction but also performance and quality of care. The study suggests that enhancing the effectiveness of the team-based system—through clear communication, equitable task distribution, and strong managerial support—can significantly boost nurse satisfaction and healthcare service quality. Further research is encouraged to explore additional factors such as leadership, workload, and work-life balance, and to develop more adaptive models for team-based nursing practices.

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### **Authors' contribution**

Each author contributed equally in all the parts of the research. All authors have critically reviewed and approved the final draft and are responsible for the content and similarity index of the manuscript.

### **Conflict of interest**

The researchers stated that there is no conflict of interest related to the implementation and publication of the results of this research. The entire research process, from planning, data collection, analysis, to report preparation, was carried out independently without any influence or pressure from any third party. A commitment to research ethics is upheld throughout the research process, ensuring transparency, accuracy and honesty in reporting results. Respondents' participation was voluntary with informed consent, and their confidentiality and privacy were maintained in accordance with applicable research ethics standards. With this statement, researchers hope that the research results can be trusted and used as a valid reference for the development of science and health practices related to ethnomedicine and reproductive health.

### **Ethical consideration**

Not applicable.

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