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# Exploring the Impact of Workload and Division of Labor on Health Workers Job Satisfaction at Lepo-Lepo and Mokoau Community Health Centers in Kendari City

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### ABSTRACT

**Introduction:** Low job satisfaction among healthcare workers is caused by various factors, such as heavy workloads and inadequate division of labor. The purpose of this study was to Exploring the Impact of Workload and Division of Labor on Health Workers' Job Satisfaction at Lepo-Lepo and Mokoau Community Health Centers in Kendari City.

**Method:** This quantitative research used a cross-sectional study design, conducted at the Lepo-Lepo and Mokoau Community Health Centers. The population consisted of all 57 civil servant and non-civil servant nurses at the Lepo-Lepo and Mokoau Community Health Centers, and a sample of 37 nurses was obtained using a proportional random sampling technique. Data collection used a questionnaire.

**Result:** The results of the study on 37 respondents, the majority of whom were less satisfied with their jobs, as many as 22 people (59.5%). The results of the chi-square test of workload (p value 0.000,  $\phi$  0.776), division of labor (p value 0.000,  $\phi$  (0.718).

**Conclusion:** There is a strong relationship between workload and division of labor with Job Satisfaction of Health Workers at Lepo-Lepo and Mokoau Health Centers, Kendari City.

### Introduction

Human resources play the most important role in every implementation of organizational activities, the existence of human resources determines the failure or success of an organization.<sup>[1]</sup> It is currently known that the main problem that often arises in human resource management is how to find the best way to achieve

employee job satisfaction.<sup>[2]</sup> Therefore, problems related to job satisfaction need to be given attention and handled seriously.<sup>[3]</sup>

Job satisfaction is the overall outcome or level of success of a person in carrying out their duties over a certain period compared to various possibilities, such as work standards and agreed-upon targets. Employee performance is the

quantitative and qualitative expression of an employee's work.<sup>[3]</sup>

The problem of nurse job satisfaction in Community Health Centers needs to be studied because it can lead to low performance in providing services which is indicated by the low proportion of nurses leaving the organization, low absenteeism rates, increased productivity and job satisfaction will increase loyalty to the organization.<sup>[4]</sup> On the other hand, job dissatisfaction is characterized by decreased loyalty, high turnover rates, absenteeism and other negative actions of vital personnel that can be detrimental to the Health Center.<sup>[5]</sup> The causes of job dissatisfaction can be varied, such as unsatisfactory working conditions, perceived low income, and disharmonious relationships between superiors and coworkers.<sup>[6]</sup>

Phenomena in the World, shows that the level of nurse job satisfaction is still included in the fairly low category in 1,783 nurses in the United States and Canada, the average of whom are nurses who have worked in hospitals for more than 15 years, the results state that 23% are quite dissatisfied, and 9% are very dissatisfied. The aspect of nurse leadership meets the greatest dissatisfaction, namely 57% of nurses are dissatisfied with the existing leadership style.<sup>[7]</sup>

The issue of low levels of job satisfaction and motivation is common in developing countries, but recently the results of an international study on 43,000 nurses from 700 hospitals in the United States, Canada, England, Scotland, and Germany showed that the number of nurses dissatisfied with their jobs was around 17% in Germany to 41% in America. The percentage of nurses' desire to leave their work presence varied from 17% in Germany to 39% in England.<sup>[8]</sup>

Factors that influence job satisfaction of healthcare workers in Ethiopia are salary and incentives, recognition from management, opportunities for development and appreciation from patients.<sup>[9]</sup> In Indonesia, factors influencing nurse job satisfaction include competence and the work environment. The dimensions of job satisfaction are personal satisfaction, workload, professional support, and salary.<sup>[10]</sup> Meanwhile, according to Hasibuan, factors that influence employee job satisfaction are fair and appropriate compensation, placement according to expertise, the weight of the work, the work atmosphere and

environment, equipment that supports the implementation of the work, the attitude of the leader in his leadership, whether the work is monotonous or not.<sup>[11]</sup>

A nurse's workload can impact job satisfaction. Nurses are expected to provide excellent service, which can sometimes result in a perceived heavy workload. Indirect nursing activities are those that are primarily performed in the patient's room.<sup>[12]</sup> Job satisfaction is also influenced by a comfortable work environment, the presence of disturbances or uncomfortable conditions that affect worker job satisfaction will decrease.<sup>[13]</sup> Good work discipline also reflects a person's strong sense of responsibility for assigned tasks. This fosters work enthusiasm and passion, ultimately building a strong organization, company, and employees.<sup>[14]</sup>

Job satisfaction is an important factor within every nurse, as it can influence nurse performance. Job satisfaction reflects the employee's attitude toward their work.<sup>[15]</sup> In carrying out their duties, hospital management is of course faced with problems related to the job satisfaction of their nurses.<sup>[16]</sup>

This study focused on nurses' job satisfaction with the consideration that nurses are an integral part of the health care team and often interact directly with patients more often than other health professionals.<sup>[17]</sup> Therefore, nurse job satisfaction can have a direct impact on patient experience and the quality of care provided. The nursing profession is often associated with high levels of stress and heavy workloads, especially in community health centers where resources may be limited. Therefore, it is important to understand nurses' job satisfaction levels and the factors that influence them to improve their well-being and prevent burnout.<sup>[18]</sup>

Nurse job satisfaction can have a direct impact on the quality of healthcare provided to patients. Nurses who are satisfied with their jobs tend to provide better, more attentive, and more effective care to patients.<sup>[19]</sup> Understanding nurse job satisfaction can provide valuable insights for policy makers, designing more effective human resource management strategies to retain and improve the well-being of healthcare staff.<sup>[20]</sup> By understanding nurses' job satisfaction, strategies can be identified to improve their well-being,

enhance the quality of health care, and ensure the sustainability of the health system as a whole.<sup>[21]</sup>

Based on the results of a preliminary survey on 10 health workers at the Lepo-Lepo and Mokoau Community Health Centers, it was found that the workload of health workers was 70% in the heavy category, the rest was light at 30%, then the division of work obtained by health workers was 50% in the sufficient category and 50% less. Based on these problems, the researcher was interested in conducting a study entitled "Analysis of the Relationship between Workload and Division of Work with Job Satisfaction of Health Workers at the Lepo-Lepo and Mokoau Community Health Centers in Kendari City.

## Method

The type of research used is quantitative, with a Cross-Sectional Study research design. This research has been conducted at the Lepo-Lepo and Mokoau Community Health Centers. The population in this study were all State Civil Apparatus and non- State Civil Apparatus nurses at the Lepo-Lepo and Mokoau Community Health Centers, totaling 57 people, consisting of 43 nurses at the Lepo-Lepo Community Health Center and 14 nurses at the Mokoau Community Health Center. The sample in this study was some State Civil Apparatus and non- State Civil Apparatus nurses at the Lepo-Lepo and Mokoau Community Health Centers for the period of March 2024, totaling 37 people.

The sampling technique used proportional random sampling so that the total sample was 37 people consisting of 28 nurses from the Lepo-Lepo Community Health Center and 9 nurses from the Mokoau Community Health Center. Primary data collection in the form of identity data (age, gender, education, length of service) was obtained through interviews using questionnaires and data on health worker satisfaction, workload and division of labor.

## Result

**Table 1** shows Respondent Characteristics at the Lepo-Lepo and Mokoau Health Centers in Kendari City, it is known that the gender characteristics consist of 37 respondents, the majority of whom are female, 27 people (73.0%). Age characteristics show that of the 37 respondents, the majority are respondents aged 36-45 years, 25 people (67.6%). Education characteristics show that of the 37 samples, the majority are respondents whose education is DIII graduates, 14 people (37.8%). Length of Service Characteristics show that of the 37 respondents, the majority of whom have worked for more than 5 years, 28 people (75.7%).

**Table 2** shows that the aspect of satisfaction that is most often answered as satisfied is about security in working because the Health Center provides legal protection and the job requires me to work with my coworkers, each of which as many as 37 people (100%) stated that they are satisfied. Then all respondents (100%) felt dissatisfied with the opportunity to take part in education and training according to their field of work and were dissatisfied with the statement that this job was against their conscience. Furthermore, in the dissatisfied aspect, there were 22 respondents (59.5%) stating that their superiors always reprimand employees who make mistakes and were dissatisfied with the promotion opportunities given by their superiors as many as 22 respondents (59.5%).

**Table 3** shows that in terms of workload, all respondents stated that their work was not easy to do, then 32 people (86.5%) stated that they were burdened by the variety of work that had to be completed and 29 people (78.4%) stated that their work responsibilities were too heavy.

**Table 4** shows that the aspect of division of labor mostly states that the division of labor is adjusted to experience as many as 30 people (81.1%), then 30 people (81.8%) state that the division of labor is according to experience, 28 people (75.7%) state that the division of labor is according to educational background.

**Table 5** shows that of the 37 respondents, 13 had a light workload and 24 had a heavy workload. Of the 13 with a light workload, 12 (92.3%) were satisfied with their jobs. Furthermore, of the 24 with a heavy workload, 21 (87.5%) were dissatisfied. This means that many nurses with heavy workloads feel dissatisfied with their jobs.

The results of statistical analysis using the Chi-Square test obtained a p value of  $0.000 < \alpha (0.05)$ ,  $X^2\text{Count} (19,093) > X^2\text{Table} (3.841)$  and  $\phi (0.776)$ , so the alternative hypothesis was accepted and it was concluded that there was a strong relationship between workload and job satisfaction of health workers at the Lepo-Lepo and Mokoau Health Centers in Kendari City.

**Table 6** shows that of the 37 respondents, 14 had a good division of labor and 23 had a poor division of labor. Of the 14 respondents with a good division of labor, 12 (85.7%) were satisfied with their jobs. Furthermore, of the 23 respondents

with a poor division of labor, 20 (87.0%) were dissatisfied with their jobs. This means that with a good division of labor, many respondents are satisfied with their work. The results of statistical analysis using the Chi-Square test obtained a p value of  $0.000 < \alpha (0.05)$ ,  $X^2\text{Count} (16.171) > X^2\text{Table} (3.841)$  and  $\phi (0.718)$ , so the alternative hypothesis was accepted and it was concluded that there was a strong relationship between the division of labor and job satisfaction of health workers at the Lepo-Lepo and Mokoau Health Centers, Kendari City.

**Table 1.**  
**Frequency Distribution Based on Respondent Characteristics at Lepo-Lepo and Mokoau Community Health Centers, Kendari City**

Respondent Characteristics	n	%
Gender		
Man	10	27.0
Woman	27	73.0
Age		
25-35 Years	9	24.3
36-45 Years	25	67.6
46-51 Years	3	8.1
Education		
DIII	14	37.8
S1	10	27.0
S1 + Nursing	13	35.1
Length of working		
1-5 Years	9	24.3
> 5 Years	28	75.7
Total	37	100.0

**Table 2.**  
**Distribution of Respondents Based on Question Items Regarding Job Satisfaction of Health Workers at Lepo-Lepo and Mokoau Community Health Centers in Kendari City**

No	Main Questions Job Satisfaction	Very satisfied		Satisfied		Less satisfied		Not satisfied		Very Dissatisfied		Total	
		n	%	n	%	n	%	n	%	n	%	n	%
1	Incentives outside of adequate salary based on the workload of the work unit (room) where you work	0	0	22	59.5	15	40.5	0	0	0	0	37	100.0
2	The boss always reprimands employees who make mistakes	0	0	0	0	15	40.5	22	59.5	0	0	37	100.0
3	Always get the opportunity to take part in education and training according to my field of work	0	0	0	0	37	100.0	0	0	0	0	37	100.0
4	Safe at work because the	0	0	37	100.0	0	0	0	0	0	0	37	100.0

No	Main Questions Job Satisfaction	Very satisfied		Satisfied		Less satisfied		Not satisfied		Very Dissatisfied		Total	
		n	%	n	%	n	%	n	%	n	%	n	%
	Community Health Center provides legal protection to me												
5	This job requires me to work closely with my coworkers.	0	0	37	100.0	0	0	0	0	0	0	37	100.0
6	Given the opportunity to make decisions in accordance with my duties and authority.	0	0	15	40.5	0	0	22	59.5	0	0	37	100.0
7	I can work well because the workload given is in accordance with my abilities.	0	0	0	0	8	21.6	7	18.9	22	59.5	37	100.0
8	This job does not go against my conscience.	0	0	0	0	37	100	0	0	0	0	37	100.0
9	Health insurance/health insurance for employees and their families Which has determined by the hospital	0	0	34	91.9	3	8.1	0	0	0	0	37	100.0
10	Promotion opportunities given by superiors	0	0	0	0	12	32.4	3	8.1	22	59.5	37	100.0

**Table 3.**  
**Distribution of Respondents Based on Question Items on the Workload of Health Workers at the Lepo-Lepo and Mokoau Community Health Centers in Kendari City**

No	Workload Questions	Yes		No		Total	
		n	%	n	%	n	%
1	Burdened with the amount of work I have to complete.	13	35.1	24	64.9	37	100.0
2	Burdened with the variety of work that I have to complete.	32	86.5	5	13.5	37	100.0
3	Bored of working continuously during working hours	11	29.7	26	70.3	37	100.0
4	It is difficult to complete work on time, because the ratio of the number of employees to work is not balanced.	1	2.7	36	97.3	37	100.0
5	My job responsibilities are too heavy	29	78.4	8	21.6	37	100.0
6	Burdened with the quality of work that is the leader's expectation	20	54.1	17	45.9	37	100.0
7	Difficulty in making the right decisions.	1	2.7	36	97.3	37	100.0
8	My work never ends every week	2	5.4	35	94.6	37	100.0
9	My job is not an easy job to do	37	100	0	0	37	100.0
10	The work that is my responsibility is completed well	20	54.1	17	45.9	37	100.0

**Table 4.**  
**Distribution of Respondents Based on Question Items on the Division of Health Workforce Work at the Lepo-Lepo and Mokoau Community Health Centers in Kendari City**

No	Main Questions of Division of Labor	Yes		No		Total	
		n	%	n	%	n	%
1	The division of tasks is carried out in a balanced manner	22	59.5	15	40.5	37	100.0
2	Division of work according to educational background	28	75.7	9	24.3	37	100.0
3	Division of work is adjusted to experience	30	81.1	7	18.9	37	100.0
4	The tasks given are adjusted to competency or expertise	18	48.6	19	51.4	37	100.0
5	The job given is accompanied by a Job Description	14	37.8	23	62.2	37	100.0
6	The Community Health Center does not provide dual positions to health workers	17	45.9	20	54.1	37	100.0
7	Work carried out in accordance with SOP	0	0	37	100	37	100.0
8	Tasks given according to skills	3	8.1	34	91.9	37	100.0
9	Completion of work can be done by asking for help from coworkers	0	0	37	100	37	100.0
10	The health center divides the work schedule evenly among the nurses.	20	54.1	17	45.9	37	100.0

**Table 5.**  
**Distribution of workload based on job satisfaction of health workers at Lepo-Lepo and Mokoau Community Health Centers, Kendari City**

Workload	Job satisfaction				Total		Statistical Analysis
	Satisfied		Less satisfied				
	n	%	n	%	n	%	
Light	12	92.3	1	7.7	13	100.0	p value $\alpha = 0.000$ $X^2$ Count = 19,093 $\phi = 0.776$
Heavy	3	12.5	21	87.5	24	100.0	
Total	15	40.5	22	59.5	37	100.0	

**Table 6.**  
**Distribution of workload based on the division of work of health workers at Lepo-Lepo and Mokoau Community Health Centers in Kendari City**

Division of work	Job satisfaction				Total		Statistical Analysis
	Satisfied		Less satisfied				
	n	%	n	%	n	%	
Good	12	85.7	2	14.3	14	100.0	p value $\alpha = 0.000$ $X^2$ Count = 16.171 $\phi = 0.718$
Not enough	3	13.0	20	87.0	23	100.0	
Total	15	40.5	22	59.5	37	100.0	

## Discussion

### **The relationship between workload and job satisfaction of health workers**

This study shows that out of 37 respondents, there are 13 people whose workload is light and 24 people whose workload is heavy. Based on the results of the questionnaire recapitulation shows that the workload aspect, all respondents stated that their work is not easy to do, then respondents also stated that they were burdened by the variety of work that must be completed and stated that their work responsibilities were too heavy. This study also shows that of the 13 people whose workload is light, the majority (92.3%) felt satisfied with their work. Furthermore, of the 24 people whose workload is heavy, the majority (87.5%) were dissatisfied. This means that nurses with heavy workloads, many feel dissatisfied with their work. The results of the Chi-Square test concluded that there is a strong relationship between workload and job satisfaction of health workers at the Lepo-Lepo and Mokoau Health Centers in Kendari City.

This research is in line with the research of Siregar & Hermiati which found that workload partially has a fairly large influence on employee performance, low levels of satisfaction so that it does not have a significant influence on performance.<sup>[3]</sup>

This research aligns with Kuntoto's research, which found that excessive workload is a contributing factor to dissatisfaction. Job satisfaction factors are interrelated with a nurse's workload, which can influence job satisfaction. Nurses are expected to provide excellent service, which can sometimes result in a perceived heavy workload. Indirect nursing activities are activities that are mostly carried out in the patient's room.<sup>[22]</sup>

Workload is the amount of work or tasks a person must complete within a given time period. Workload involves not only the amount of work, but also its complexity, level of responsibility, and time constraints.<sup>[23]</sup> Workload essentially shows how much pressure and work expectations are placed on a person. The level of workload is determined by human capabilities and available resources.<sup>[24]</sup> Too much work can lead to stress, fatigue and negatively impact employee well-being, while too little work may not fully utilize individual resources.<sup>[25]</sup>

### **The relationship between division of labor and job satisfaction of health workers**

The results of the study showed that out of 37 respondents, there were 14 people whose division of labor was good and 23 people who were less. The results of the questionnaire recapitulation found that the sample mostly stated that the division of labor was adjusted to experience, the division of labor according to experience and educational background. Then, of the 14 people whose division of labor was good, most (85.7%) were satisfied with their jobs. Furthermore, of the 23 people whose division of labor was less, there were (87.0%) who were dissatisfied with their jobs. This means that a good division of labor, many feel satisfied with their work. The results of the Chi-Square test concluded that there is a strong relationship between the division of labor and job satisfaction of health workers at the Lepo-Lepo and Mokoau Health Centers in Kendari City.

This research aligns with Tiorida study, which found that the division of labor variable was in the adequate category and the job satisfaction variable was in the good category. The results of this study indicate a positive and significant effect of division of labor on job satisfaction of Public Bus Bandung Public Housing Complex employees, with an influence value of 24.4%.<sup>[26]</sup>

This research is in line with research Suardana et al. was to determine the effect of the distribution of national health insurance services and motivation on employee job satisfaction and performance. The study concluded that the distribution of national health insurance services and motivation had a positive effect on job satisfaction, and that motivation and job satisfaction had a positive effect on employee performance.<sup>[27]</sup>

This research is reinforced by the theory that the division of labor is defined as the breakdown of work tasks so that each individual in the organization can be responsible for carrying out a limited set of activities.<sup>[28]</sup> Division of labor is a series of activities carried out to determine what needs to be done, what tasks are to be performed, and who should do them. In this context, employees are part of an organization's human resources, and each employee is expected to

produce results, both in terms of quality and quantity, in carrying out their work.<sup>[29]</sup> The division of labor is defined as activities that are divided according to the workload within an organizational unit. The division of labor is a form of information that outlines the duties and responsibilities, working conditions and relationships, and aspects of the work within a specific position within the organization.<sup>[30]</sup>

## Conclusion

There is a strong correlation between workload and division of labor and job satisfaction among health workers at the Lepo-Lepo and Mokoau Community Health Centers in Kendari City. Therefore, it is necessary to implement an equitable division of labor based on the nurses' educational qualifications and work experience, and establish a balanced work schedule, including adequate rest periods, to avoid fatigue and burnout.

For healthcare workers, it is necessary to follow continuous training by attending training and seminars to continue developing clinical and non-clinical skills, arrange daily task priorities well to avoid fatigue and ensure all important tasks are completed.

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