
The Correlation of Job Rotation with Nurses' Performance

Esteriani Lahagu*, Rika Endah Nurhidayah, Farida Linda Sari Siregar

Faculty of Nursing, Universitas Sumatera Utara, Medan, Indonesia

ARTICLE INFO

Article history

Received date
31 Mei 2024

Revised date
14 Aug 2024

Received date
19 Aug 2024

Keywords:

Employee;
Hospital;
Nursing room.

ABSTRACT

Job rotation is the displacement from one room to another, but it is still within the scope of the same job. Rotation is one of the methods for increasing quality service nursing, refreshing and preventing boredom, fulfilling the need for energy nursing in the room, and improving the skills of nurses. Job rotations at Martha Friska Multatuli Hospital have been held since 2020. This research aims to determine job rotation's correlation with nurses' performance at Martha Friska Multatuli Hospital. Research methods use descriptive correlation with cross-sectional design. The sample size in the study was as many as 71 respondents, and the technique of taking the sample was purposive sampling. The instrument used to collect data was adopted and modified from the existing rotation, and performance questionnaires were tested for validity and reliability. Data analysis using the coefficient test correlation Pearson. Research shows that nurses state that rotation at Martha Friska Multatuli Hospital is good enough for as many as 42 respondents (59.2%). It is also known that part big nurses' performance in categories good as many as 58 respondents (81.7%). Statistical results using the Pearson test obtained a p -value 0.004. This matter shows a correlation between positive rotation and nurses' performance at Martha Friska Multatuli Hospital. It is expected that nurses can accept the rotation decision that the hospital has determined.

Corresponding author:

Esteriani Lahagu

Faculty of Nursing, Universitas Sumatera Utara, Medan, Indonesia

Email: esterianilahagu11@gmail.com

INTRODUCTION

Nurses are a essentials human resources in reaching the hospital's objective. To increase progress and quality service, hospitals must increase nurses' performance. Gillies (1994) stated that 60% of hospital services are nursing services. Nursing services are an integral part of the health service system, so the quality of nursing services also determines the quality of health services. Nurses' performance is the success of nurses in finishing their tasks or results. Work in a way that is quality and quantity achieved by nurses moment carry out his task in accordance with not quite enough he answered (Nursalam, 2013).

Apart from education and training, job rotation is a method of development human resources (HR) who can increase the nurses' performance. It was doing to reduce exhaustion, refresh, and give nurses more skills and experience. Therefore, another nurse can carry out tasks and work if they are on paid leave or not present on the spot (Saravani & Abbasi, 2013).

According to Robbins et al. (2009), if an employee does not face difficulty in one task, they will transfer to another job with the same skills.

Roosalina & Damayanti (2013) stated that planning rotation is usually based on a minimum length of service of 1.5 to 2 years. Badan Kepegawaian Negara Regulation number 5 of 2019 strengthens confidence. This is concerning procedure implementation for civil servant rotation, which determines that rotation is short, in two years, and no later than five years (Badan Kepegawaian Negara, 2019).

Data obtained from an interview with head of nursing divison show that there are 107 nurses at Martha Friska Multatuli Hospital owns the title minimum nursing with diploma level 3. Since 2020, rotation at Martha Friska Multatuli Hospital has been done every six months and one year. However, rotation is not good working because nurses are already used to it and feel comfortable in their place. Therefore, in 2023, rotation will be done every three months for old employees and every month for new ones. Nurses rotation happen part grew up at Martha Friska Multatuli Hospital; that is, the nurse takes care of the road, and the nurse in the room takes care of the patient.

The purpose of rotation at Marta Friska Multatuli Hospital is to increase the nurses' performance in the shortage room and assess their

performance and assess the nurses' performance who commit negligence or violations to reconsider their performance. There are no policy-written regulations for the rotation nurse at Martha Friska Multatuli Hospital. Existing theory about nurse rotation is no follows skills and knowledge of them, and the time used by no follows recommended provisions.

Based on the problem above, then researcher is interested in studying connection rotation with nurses' performance at Martha Friska Multatuli Hospital.

METHOD

This study is descriptive with a cross-sectional approach. This study was carried out at Martha Friska Multatuli Hospital, Medan, Sumatera Utara. Population in this study are nurses who working at Martha Friska Multatuli Hospital. Samples were taken based on criteria inclusion, among other things, minimum nursing with diploma level 3, the previous nurse rotating, the nurse still actively working, the nurse already become employee, and nurse who compliant to be respondent. A total of 71 respondents were selected with the use of total sampling. Instruments used for collecting data have been adopted and modified from questionnaire rotation and performance, and they have already been tested to mark their validity and reliability. A total of 35 people were compliant. For the pilot study, statement items whose r table was >0.334 were used for the study. Cronbach's alpha reliability test results ($0.856-0.962 > 0.7$) were interpreted as reliable or consistent.

The variable independent is rotation, and the variable dependent in the study is nurses' performance. Questionnaire rotation is measured with 15 statement items, and questionnaire performance is measured with 18 statement items using a Likert scale.

This study has an ethical clearance from the health ethics committee from Faculty of Nursing, Univesitas Sumatera Utara with letter number 79/KEPK/USU/2024. The researcher requests permission from respondents who will explain the study's objective through interviews and will request to participate as a way volunteer in the study. If they are compliant, respondents will give informed consent in google forms. The data analysis method uses analysis Pearson test.

RESULTS

Table 1. Distribution Frequency Demographic Data

Characteristics respondent	f	%
Age Respondent		
<30 Years	29	40.8
30-40 Years	38	53.5
>40 Years	4	5.6
Gender		
Man	12	16.9
Woman	59	83.1
Level of education		
Diploma 3	43	60.6
Ners	28	39.4
Years of service		
<5 Years	63	88.7
5-10 Years	1	1.4
>10 Years	7	9.9
How many times rotated		
<3 Times	24	33.8
3-6 Times	43	60.6
>6 Times	4	5.6
Position before rotated		
Nurse executor	57	80.3
Chairman team/ Coordinator	8	11.3
Headroom	6	8.5
Position after rotated		
Nurse executor	49	69.0
Chairman team/ Coordinator	15	21.1
Headroom	7	9.9
Possessed skills respondents		
Not any skill special	40	56.3
BTCLS	24	33.8
Maintenance wound	5	7.0
NICU/PICU training	1	1.4
ICU training	1	1.4
Room		
Polyclinic	7	9.9
Emergency room	6	8.5
Inpatient room 3 D	9	12.7
Inpatient room 4 A	9	12.7
Inpatient room 4 B	7	9.9
Inpatient room 4 C	7	9.9
Inpatient room p 4 D	11	15.5
Inpatient room 5 A	5	7.0
Operatie kamer	2	2.8
Verlos kamer	5	7.0
Intensive Care Unit	3	4.2

Table 1 shows the demographic data of 71 respondents at Martha Friska Multatuli Hospital, a majority aged 30-40 years as many as 38 respondents (53.5%), women as many as 59 respondents (83.1%), have a bachelor's degree in education Diploma 3 as many as 43 respondents (60.6%), with years of services <5 years as many as 63 respondents (88.7%). Respondents were

rotated 3-6 times as many as 43 respondents (60.6%), position before being rotated as nurse executor as many as 57 respondents (80.3%), position respondents after being rotated as nurse executor as many as 49 respondents (69.0%), as well respondents no own skill special as many as 40 respondents (56.3%), and the largest number worked in the 4D inpatient room, namely 11 respondents (15.5%).

Table 2. Distribution frequency nurses' rotation

Rotation	f	%
Good rotation	21	29.6
Sufficient rotation	47	66.2
Low rotation	3	4.2

Table 2 shows that of the 71 respondents at Martha Friska Multatuli Hospital, the majority were rotation respondents, with sufficient rotation category, as many as 47 respondents (59.2%).

Table 3. Distribution frequency of nurses' performance

Performance	f	%
Good performance	58	81.7
Sufficient performance	13	18.3
Low performance	0	00.0

Table 3 shows that of the 71 respondents at Martha Friska Multatuli Hospital, the majority were performance respondents, that is, performance with good category, as many as 58 respondents (81.7%).

Table 4. Correlation results in rotation with nurses' performance

Rotation	Performance						Total n	p-value
	Good		Sufficient		Low			
	f	%	f	%	f	%		
Good	20	28.2	1	1.4	0	0.0	21	29.6
Sufficient	36	50.7	11	15.5	0	0.0	47	66.2
Low	2	2.8	1	1.4	0	0.0	3	4.2
Total	58	82.7	13	18.3	0	0.0	71	100

Table 4 shows the correlation between rotation with nurses' performance with Pearson test at Martha Friska Hospital Multatuli obtained ρ -value 0.004.

DISCUSSION

The characteristics of the majority of respondents, aged 30 – 40, as many as 53.5%. The researchers assume that young nurses are capable of producing good performance compared to senior nurses because of the demands from the hospital to give good service to the patients, yes, learning, and the desire to know young nurses at nurse-patient so that young nurses can coordinate more work easily and quickly. Another results show that majority nurse are woman as many as 83.1%. Type of sex can influence the nurses' performance in carrying out care nursing with the category fragile relationship; nurse women do better than nurse men and women also have a difference in a way natural and deep characteristic personality. Nurse women are more painstaking, neat, diligent, clean, patient, thorough, and attentive in handling patients.

Most respondents had a level of education of Diploma 3, with the researcher assuming that a level of education in Diploma 3 nursing does not make performance different from that of a nurse with higher education. That matters because level

education nurses do not ensure performance at hospital. A nurse with Diploma level 3 will still do they job at a maximum so that the performance will more increasing or still awake, aside from that at Martha Friska Multatuli Hospital level education no become evaluation election position. This matter is in line with research conducted by Tua & Mardiyah (2022), who state that the level of education is not influential on the nurses' performance at Padangsidempuan Regional Hospital with a level significant $0.721 > 0.05$. This is also in line with nurse's working period < 5 years as many as 63 respondents (88.7%). Research results in line with research by Tua & Mardiyah (2022) at the Padangsimpuan Regional General Hospital, state that working experience is significant to nurses performance and Silaen et al. (2020) stated the length of service own influence significant with performance at South Minahasa Hospital, nurses who have worked ≥ 1 year already own good skills and experience.

Results shows the majority nurses' rotation that are sufficient, as many as 59.2%. This research is in line with research conducted by Wijayanti (2022), which shows that majority job rotation nurse are sufficient for as many as 40 people (53.3%). The study is also supported by research conducted by Raihan (2011), who stated that the perception of nurses' existing rotation still needs to be good enough because implementation does need to follow procedure.

Results shows that the nurses' performance at Martha Friska Multatuli Hospital is good, with a proportion of 58 respondents (81.7%). It can also be interpreted that there are majority nurses at Martha Friska Multatuli Hospital have a good performance. However, there is also some nurse who has sufficient performance. Research results in line with research conducted by Budhiana et al. (2022) show nurses with good performance as many as 13 people (38.2%), sufficient performance as many as 11 people (32.4%) and low performance as many as 10 people (29.4%). It was supported by research conducted by Pristiawati (2022) showed that nurses' performance in the room take care Premier Hospital Surabaya stay with good performance as many as 49 people (96.1%), sufficient as many as 2 people (3.9%) and there is no nurse with low performance. Conducted by Oxyandi & Suherwin (2018) regarding performance nurse in giving care nursing at the installation take care stay disclose that effort increase quality service care provided in form nurses' performance based high ability so that performance support implementation task in service nursing.

Result shows there is a correlation between rotation and nurses' performance at Martha Friska Multatuli Hospital. Research results in line with

research conducted by Atmaja et al. (2020) show correlation between variable job rotation (x2) and effectiveness work (Y) is researched through analysis correlation yields $R=0.369$, which is between 0.20 and 0.39 (low), indicating positive and low relationships between rotation variables work (X2) and effectiveness work (Y). This is also in line with research conducted by Cherotich et al. (2021) found that there is a correlation currently between job rotation and the performance of employees ($R=0.506$, $\beta=0.406$, $R^2=0.256$, $p<0.05$). The researcher assumes that job rotation can provide a new atmosphere, new co-workers, and even new knowledge so that nurses' performance becomes more challenged and improves.

CONCLUSION

Job rotation at Martha Friska Multatuli Hospital have significant correlation with nurses' performance. It is expected that nurses can accept the rotation decision that has been determined by the hospital. If all nurses receive the rotation process evenly, this can increase their knowledge and experience in handling patients with various characteristics and conditions.

REFERENCES

- Atmaja, W., Agung, S., & Firdaus, M. A. (2020). Pengaruh Job Specialization Dan Job Rotation Terhadap Efektifitas Kerja. *Manager: Jurnal Ilmu Manajemen*, 3(1), 48. <https://doi.org/10.32832/manager.v3i1.3833>
- Badan Kepegawaian Negara. (2019). *Peraturan Badan Kepegawaian Negara Republik Indonesia Nomor 5 Tahun 2019 tentang Tata Cara Pelaksanaan Mutasi*. Jakarta.
- Budhiana, J., Affandi, T. N. R., & Ede, A. R. La. (2022). Hubungan Kepuasan Kerja Dengan Kinerja Perawat Pelaksana Di Rumah Sakit Umum Daerah Al – Mulk Kota Sukabumi. *Journal of Nursing Practice and Education*, 2(02), 69-79. <https://doi.org/10.34305/jnpe.v2i2.452>
- Cherotich, S., Rop, D. W., & Bett, D. A. (2021). The Relationship between Job Rotation and Employee Performance in Level-Four Hospitals within the South-Rift region in Kenya. *International Journal of Scientific and Research Publications (IJSRP)*, 11(9), 139-145. <https://doi.org/10.29322/ijsrp.11.09.2021.p11718>
- Gillies, D. A. (1994). *Nursing Manajemen A Systems Approach*. Philadelphia: W. B Saunders Company.
- Nursalam. (2013). *Manajemen Keperawatan. Aplikasi dalam praktik keperawatan professional*, edisi 3. Jakarta: Salemba Medika.
- Oxyandi M, Suherwin. (2018). Analisis Kinerja Perawat Pelaksana dalam Pemberian Asuhan Keperawatan di Instalasi Rawat Inap tahun 2018. *Jurnal'Aisyiyah Medika*, 2(1). <https://doi.org/10.36729/jam.v2i1.80>
- Pristiawati, A. I. (2022). Hubungan Antara Beban Kerja dan Pengalaman Kerja Dengan Kinerja Perawat si Ruang Rawat Inap RS Premier Surabaya. [*Undergraduated thesis*]. Sekolah Tinggi Ilmu Kesehatan Hang Tuah Surabaya.
- Raihan. (2011). Persepsi dan pengalaman perawat pelaksana terhadap pelaksanaan rotasi kerja di Rumah Sakit Umum Daerah Dokter Soedarso Pontianak. [*Tesis*]. Fakultas Ilmu Keperawatan. Universitas Indonesia

- Robbins, Stephen P. & Timothy A. Judge. (2009). *Organizational Behavior Edisi 12*. Salemba Empat. Jakarta.
- Roosalina, A., Damayanti, N.A. (2013). Rekomendasi Sistem Rotasi Kerja Tenaga Keperawatan di RS Delta Surya Sidoarjo. *Jurnal Administrasi dan Kebijakan Kesehatan*, 11(1). <http://journal.unair.ac.id/filerPDF/akk012477b2292full.pdf>
- Saravani, S. R., & Abbasi, B. (2013). Investigating the influence of job rotation on performance by considering skill variation and job satisfaction of bank employees. *Tehnicki Vjesnik/Technical Gazette*, 20(3). <https://hrcak.srce.hr/clanak/153018>
- Silaen, I. K., Kristanto, E., & Lapian, J. (2021). Faktor-Faktor yang mempengaruhi Retensi Perawat di Rumah Sakit Hermana Lembean Kabupaten Minahasa Utara. *Indonesian Journal of Public Health and Community Medicine*, 1(4), 96-103. <https://ejournal.unsrat.ac.id/index.php/ijphcm/article/view/35363>
- Tua, D. W. M., & Mardhiyah, A. (2022). Pengaruh tingkat pendidikan dan pengalaman kerja terhadap kinerja karyawan bagian keperawatan rumah sakit umum daerah padangsampung. *Jurnal Akuntansi, Manajemen dan Ilmu Ekonomi (Jasmien)*, 2(3), 121-127. <https://doi.org/10.54209/jasmien.v2i3.170>
- Wijayanti, D. (2022). Hubungan rotasi kerja dengan kejenuhan kerja pada perawat di rumah sakit paru jember. [Undergraduated thesis]. Jember: Fakultas Ilmu Kesehatan Universitas Muhammadiyah Jember.