

Research Article

The Effect of Work Rotation and Work Culture on Work Satisfaction and Work Skill and its Impact on Employee Performance of Dr. Zainoel Abidin Regency Hospital, Banda Aceh, Indonesia

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Abstract: The aim of research is to investigate the influence of work rotation, and work culture on the employee performance of Dr. Zainoel Abidin Hospital either directly or indirectly through work satisfaction and work skill. The population of this study covers all civil servants at the hospital numbering 989 people. The sampling techniques used in this survey are stratified probability sampling and minimum sample calculation using Slovin formula (Sekaran, 2010: 74), of which are 169 officers. The data analysis technique used is the Structural Equation Modeling (SEM) with AMOS 22 as a data-processing tool. The outcome of research indicated that since all 8 verificative hypotheses tested in this study have CR value above 1.96 or P value smaller than 0.05, all researched independent variables that consist of work rotation and work culture have a significant influence on work satisfaction and work skill as well as on employee performance. But the intervening variables of on work satisfaction and work skill do not have a significant effect on employee performance of the hospital.

Keywords: Work Rotation, Work Culture, Work Satisfaction, Work Skills, Employee Performance, Regional General Hospital.

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INTRODUCTION

As a public organization, hospitals are expected to provide quality health services to the community. Therefore, the management of the existing human resources is absolutely necessary because these resources are increasingly important for the success of the organization and are the actors of all activities and real activities. Regional General Hospital dr. Zainoel Abidin is one of the General Hospital in Banda Aceh that strives to provide optimal, professional, and continuous healthcare services. Therefore, the Regional General Hospital dr. Zainoel Abidin should always improve performance in order to increase public confidence in the service of Regional General Hospital of Dr. Zainoel Abidin. The human resources in the hospital are divided into 3 (three) professional groups, managerial groups and groups of pekarya. Professional groups are on duty to seek the healing of treated patients. Which belongs to this group are doctors, nurses, pharmacists, nutritionists and others. The managerial group is tasked to help smooth the way the hospital's health services are structural officials, accountants and others. The pekarya group are washing mason, janitor, porter, and messenger (Mangkunegara, A.A. Anwar Prabu, 2006). Performance of employees is

an outcome achieved by the employee in his job according to certain criteria that apply to a particular job. Ideally, the employee's performance can be reflected by several things such as: employee work quantity, employee quality, employee efficiency, employee quality standard, employee effort, employee professional standard, employee work ability, employee's ability to use common sense, employee accuracy, employee creativity (Latib, L., Fathoni, A., & Minarsih, 2016).

The research attempt to find out the effect of work rotation, and work culture on the employee performance of Dr. Zainoel Abidin general hospital both directly or indirectly through the intervening variables of work satisfaction and work skill.

LITERATURE REVIEW

Employee Performance

Performance (performance) is an organizational behavior that is directly related to the production of goods or service delivery. Performance is often thought of as the accomplishment of tasks, in which the term self-task is derived from the thought of activity required by the worker (Gibson *et al.*, 2006: 149). Miner (1990)

in Sutrisno (2010: 170), performance is how a person is expected to function and behave in accordance with the tasks that have been charged to him.

Work satisfaction

Robbins (2008: 170) states that job satisfaction is a general attitude of a person to his work that shows the conformity of one's expectations that arise in return provided by his work. Osborn (1982: 40) expresses satisfaction as a positive or negative degree of one's feelings about the aspects of his job duties, work challenges and relationships among workers. Koesmono (2005) argues that job satisfaction is an assessment, feelings or attitudes of a person or employee to his work and related to the work environment, type of work, compensation, relationships among co-workers, social relations at work and so on.

Work Skill

According to the theory of job characteristics, a job can give birth to three psychological states in an employee that is experiencing the meaning of work, assume responsibility for the work, and knowledge of the work. Finally, these three psychological conditions will affect internal work motivation, performance quality, job satisfaction, absenteeism and employee turnover. According to Munandar (2001: 357) there are five intrinsic characteristics of the work that show its relation to job satisfaction for various jobs.

Work Rotation

Mourdukoutas (2004) states that job rotation is one of the options for the organization so that its employees can adjust to changes in working conditions. Pulich (2000) adds that job rotation means employees do work that they do not usually do. Job rotation encourages the addition of abilities and behaviors of old employees and for the orientation and placement of new employees. In addition, Jackson and Mathis (2009: 362) define a job rotation is the process of moving employees from one job to another.

Work Culture

Work culture is a philosophy based on the view of life as values that become the nature, habits and driving forces, entrenched in the life of a group of people or organizations that is reflected from the attitude to be behaviors, beliefs, ideals, opinions and actions that manifest as "Work or work".

The work culture is the work of everyday quality and always underlies meaningful values, so it becomes motivation, inspiration, to always work better, and satisfy for the society served (KepmenpanNo.No.5 / KEP / M.PAN / 04 / 2002).

Based on critically review of previous research, it can be formulated the research framework as follows:

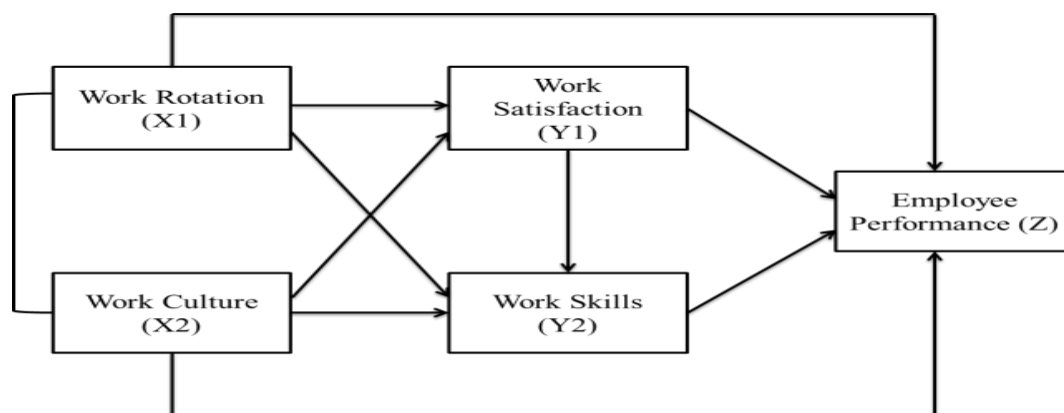


Figure 1. Research Framework

Based on the research framework that has been described earlier, the hypothesis proposed in this study are Work Rotation and Work Culture have an effect on Employee Performance of Dr. Zainoel Abidin Regional General Hospital, Banda Aceh either directly or indirectly through the intervening variables of work satisfaction and work skill

RESEARCH METHOD

Location and Object Research

This research was conducted at the dr. Zainoel Abidin Regional General Hospital considering the fact that it is one of the leading hospitals in the province and as a reference for medical care for all for districts in the

province. The object of research is Work Rotation, Work Culture, Work Satisfaction, Work Skills and Employee Performance.

Sampling

Population is the whole elements that has a certain benchmark that interest by researchers (Anggakara, 2010). Population in this research is all civil servants at the dr. Zainoel Abidin Regional General Hospital, numbering 989 persons. The sampling technique used in this study is stratified probability sampling and minimum sample calculation using Slovin formula (Sekaran, 2010: 74). The sample covers 169 persons.

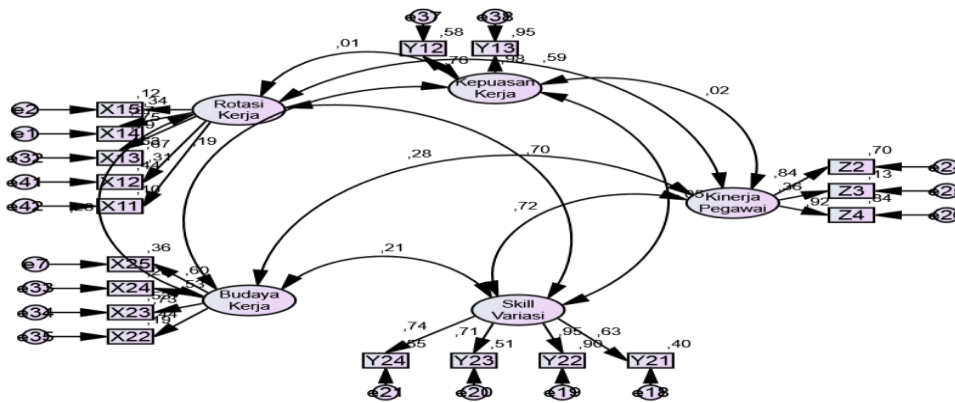
Data analysis method

Data analysis technique used in this research is the Structural Equation Modeling (SEM) of statistical software package of AMOS 18.0 for hypothesis testing. The SEM equation model is a set of statistical techniques that enable the testing of a series of "complex" relationships simultaneously (Ferdinand, 2006; 181).

RESULTS AND DISCUSSIONS

Test of Measurement Model

The following figure shows the relationship of indicators and unobserved variables (latent variables) in the Measurement Model.



Source: Data Processing Output, 2017

Figure 2. Measurement Model with Loading Factor

The following tables show the indicator relationship with each construct. Loading factor used to measure the contribution of each indicator when the value is above 0.5 then it is said that the indicator is representative enough to explain the unobserved variable. This indicator should therefore be included in

subsequent data processing. In the figure above shows that there are indicators that are eliminated, because the score is not up to 0.5 threshold valid or not an indicator. The following table shows the indicators and dimensions that are eliminated from the model in the form.

Table1. Loading Factor Measurement Model

| Indikator | Variabel | Estimate |
|-----------|----------------------|----------|
| X14 | Work Rotation | ,867 |
| X15 | Work Rotation | ,540 |
| X25 | Work Culiture | ,598 |
| Y21 | Work Skill | ,630 |
| Y22 | Work Skill | ,950 |
| Y23 | Work Skill | ,715 |
| Y24 | Work Skill | ,745 |
| Z2 | Employee Performance | ,837 |
| Z3 | Employee Performance | ,564 |
| Z4 | Employee Performance | ,917 |
| X13 | Work Ration | ,794 |
| X24 | Work Culture | ,532 |
| X23 | Work Culture | ,729 |
| X22 | Work Culture | ,438 |
| Y12 | Work Satisfaction | ,762 |
| Y13 | Work Satisfaction | ,977 |
| X12 | Work Rotation | ,665 |
| X11 | Work Rotation | ,514 |

Source: Data Processing Output, 2017

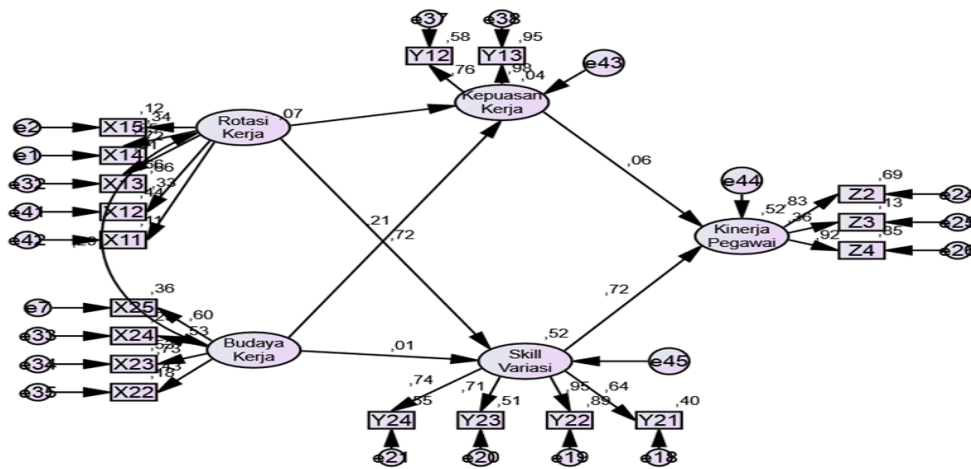
From the table 1 above, it indicated that there are 2 indicators that do not meet the requirements

because the scores are far below 0.5 that is X31 dan X32.

Structural Equation Modeling Analysis

The study employs is the analysis of Structural Equation Model (SEM) as data analytical tool of which it is intended to test the model and hypothesis developed in this research. Testing model in Structural

Equation Model conducted through two tests, that is conformity test model and significance test of causality through regression coefficient test. Results of data processing for SEM analysis can be seen in the Figure 3 below:



Source: Data Processing Output, 2017
Figure 3. Structural Equation Model

Hypothesis Testing

After the testing phases are done, the next step is to test the research hypothesis proposed in Chapter II. Hypothesis testing is based on data processing research

by using SEM analysis, by analyzing the regression value (Regression Weights Analysis of Structural Equation Modeling). Table 2 shows that the summary of hypothesis testing as follow:

Table 2. Relationship Between Construction

| | | | Estimate | S.E. | C.R. | P |
|----------------------|-----|-------------------|----------|------|-------|------|
| Work Satisfaction | <-- | Work Culture | ,106 | ,135 | 2,782 | ,034 |
| Work Skills | <-- | Work Culture | ,009 | ,085 | 2,103 | ,018 |
| Work Satisfaction | <-- | Work Culture | ,484 | ,237 | 2,042 | ,041 |
| Work Skills | <-- | Work Rotation | ,502 | ,075 | 6,715 | *** |
| Employee Performance | <-- | Work Satisfaction | ,037 | ,042 | 3,882 | ,038 |

Source: Data Processing Output, 2017

Since the CR value is above 1.96 and the value of P <0.05, Ho is rejected, and H1 is accepted, which means that there is a significant (significant) relationship between the constructs tested.

Direct and Indirect Effect

While the direct influence of variables in this research is the effect work rotation and work culture on the employee performance; the indirect influence is the effect of those two above independent variables on employee performance through work satisfaction and work skills.

The direct influence of Work Rotation variables on Employee Performance is 0.12. While the effect of Working Rotation on Employee Performance when through Job Satisfaction variable is 0.0018. This means that if you want to improve Employee Performance of the hospital in the Province, it would be better if the office manager directly improve the variable Work Rotation by developing various indicators attached to this variable.

Table 3. Direct and Indirect Effect

| No | | Direct | Indirect | Remark |
|----|---|--------|-----------------------|-----------------|
| 1 | Effect of work rotation on employee performance through work satisfaction | 0,12 | 0,09 x 0,02 = 0,0018 | Direct>Indirect |
| 2 | Effect of work culture on organization performance through employee performance | 0,181 | 0,008x 0,88 = 0,00704 | Direct>Indirect |

Source: Data Processing Output, 2017

CONCLUSIONS

1. The work rotation of work culture, job satisfaction, job skill and employee performance of Dr. Zainoel Abidin Regional General Hospital Banda Aceh has gone well.
2. Work rotation and work culture have a significant influence on employee performance either directly or indirectly through work satisfaction and work skill as well as performance.
3. There is an indirect effect of work rotation, work culture on the performance of employees of the Regional General Hospital. Zainoel Abidin Banda Aceh through job satisfaction and employee work skills.

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