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INSIGHT Journal focuses on social science and humanities research. The main aim of INSIGHT Journal is to provide an intellectual forum for the publication and dissemination of original work that contributes to the understanding of the main and related disciplines of the following areas: Accounting, Business Management, Law, Information Management, Administrative Science and Policy Studies, Language Studies, Islamic Studies and Education.

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FOREWORD BY DEPUTY RECTOR OF RESEARCH, INDUSTRIAL LINKAGES & ALUMNI

Since 2018, the INSIGHT JOURNAL (IJ) from Universiti Teknologi MARA Cawangan Johor has come up with several biennial publications. Volume 1 and 2 debuted in 2018, followed by Volume 3 this year as well as Volume 4 with 19 published papers due to the great response from authors both in and out of UiTM. Through Insight Journal, lecturers have the ability to publish their research articles and opportunity to share their academic findings. Insight Journal is indexed in MyJurnal MCC and is now an international refereed journal with many international reviewers from prestigious universities appointed as its editorial review board members.

This volume 5 as well as volume 6 (which will be published in 2020) are special issues for the 6th International Accounting and Business Conference (IABC) 2019 held at Indonesia Banking School, Jakarta. The conference was jointly organized by the Universiti Teknologi MARA Cawangan Johor and the Indonesia Banking School Jakarta. Hence, the volumes focus mainly on the accounting and business research papers compiled from this conference, which was considered a huge success as over 66 full papers were presented.

Lastly, I would like to thank the Rector of UiTM Johor, Associate Professor Dr. Ahmad Naqiyuddin Bakar for his distinctive support, IJ Managing Editor for this issue Dr. Noriah Ismail, IJ Assistant Managing Editor, Fazdillah Md Kassim well as all the reviewers and editors who have contributed in the publication of this special issue.

Thank you.

ASSOCIATE PROF. DR. SAUNAH ZAINON
Deputy Rector of Research, Industrial Linkages & Alumni
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The Impact of Job Rotation towards Motivation of Nurses in Private Medical Institution in Malaysia

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Abstract

Job rotation is one of the excellent tools in on job training. This study attempts to examine the impact of job rotation towards motivation of nurses in private medical institutions. Among the three important outcomes of job rotation investigated further in this study are reducing stress, acquiring knowledge and skills as well as improving level of social interaction. Data was collected from 150 nurses in one established private medical institution in Melaka. Findings from this survey support three hypotheses: First, there is positive relationship between knowledge and skill acquired through job rotation that develops motivation of employees. Second, there is a positive relationship between increasing social interaction toward motivation of nurses. Third, there is no relationship between reducing stress towards motivation of nurses. This study is only limited to healthcare setting context. Further research should be conducted in different fields and examine different issues to investigate other impacts of job rotation on employees.

Keywords: Job rotation, motivation, employee performance.

1. Introduction

Well-being oriented HRM practices is a design to promote investment in employees (eg: training, development, and learning). Job rotation refers to a professional job cross training plan that helps employees expand their job territory while broadening their working experience and skills, stimulating their working spirit and cultivating their interpersonal relationships by shifting personnel to different departments or units of the same department (Wen, Ching, Ying & Rong, 2009). It is widely acknowledged that nurses are critical components in any healthcare organization. The workforce in the health sector including nurses has specific features that cannot be ignored, and motivation can play an integral role in many of the compelling challenges facing healthcare today (Plowman. N., 2010).

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1.1 Research Problem

A nurse's professional skills and training will contribute significantly to successful patient outcomes in a variety of care setting (Ronda, 2008). Upgrading the knowledge and skills of nurses, equipping them with the specific skills and enhancing training culture are one of the important goals to be accomplished by any healthcare organization (Ronda, 2008). This is because they deal with patients every day.

1.2 Research Objectives

The objectives of this study are:

1. To identify the impact of reducing stress towards motivation of nurses.
2. To examine how the level of knowledge, skills and ability can influence motivation of employees.
3. To investigate the impact of social interaction towards employee's motivation

2.0 Literature Review

Almost every organization spends a huge amount of money on training activities, whether for technical, managerial or personnel development, in order to enhance the motivation level of their employees. One excellent job training tool is job rotation. Job rotation is defined as systematic movement of employees from one job task to another at planned intervals (Dessler & Varkkey, 2009; Malinski, 2002). There are various impacts of the job rotation like reducing stress, increasing knowledge, ability or skill and also increasing in social interaction.

Job rotation has come to be accepted as an effective method of developing skills and providing motivation (Friedrich & Kabst, 1998). It is a job design method which can enhance motivation in order to develop views and double productivity in humanized resources and to improve organization performance and individual levels by multi-skilled workers, well applied available capacities and providing new horizons for attitude, thought, capabilities and skills of workers (Soltani, 2000). Moreover, job rotation is a planned replacement of employees among jobs in a period of time for one or more goals of earning skills and job independence; increase motivation; job performance; and productivity (Bennett, 2003).

According to Shahin and Badri (2013), job rotation is a job design method which is able to enhance motivation, to develop views and double productivity in humanized resources and to improve organization performance in organizational and individual levels by multi-skilled workers, well applied available capacities and providing new horizons for attitude, thought, capabilities and skills of workers. Working with many people at different time periods, develop human relations and support internal and external communication among departments is also the benefit of job rotation that influences motivation. Rotation gives several cues about how to establish communication with people with different behavioral characteristics (Kaymaz, 2010). This opinion has been supported by Morris (1956) who stated that employees who are closer to each other in a social context will be able to resolve any problems which may arise during technical processes more easily.

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3.0 Methodology

3.1 Sample and Procedure

The data for this study were drawn from a survey conducted in one of the private medical institutions in Melaka, Malaysia. This institution was chosen since it is an establish one with a large number of nurses. Data were randomly collected from 150 nurses. The questionnaire designed by the research team had gone through a pilot test to ensure validity and reliability. All 150 questionnaires were successfully returned and were analyzed using SPSS 20.

4.0 Findings and Analysis

4.1 Reducing Stress

Table 4.1 Coefficients

Model	(Unstandardized Coefficient) *B*	Std.Error	(Standardized Coefficients) Beta	t	Sig.
1 (Constant)	3.172	.531		5.977	.000
Mean_IV1	.242	.140	.232	1.723	.091

a. Dependent Variable: Mean_DV

Table 1 indicates the level between reducing stress and motivation of employees. As indicated in the table, the p-value of variables was more than $p<0.05$. This directly reflected that reducing stress has no influence on employee motivations. Hence, it clearly shows a lower relationship with employee's motivation.

4.2 Examine Level between Increasing Knowledge, Skills and Ability

Table 4.2 ANOVA[a]

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	2.457	1	2.457	15.175	.000[b]
Residual	8.418	52	.162		
Total	10.874	53			

a. Dependent Variable: Mean_DV
b. Predictors: (Constant), Mean_IV2

Table 4.2 depicts that the F value in ANOVA model indicated the F-statistics and p-values was ($F = 15.175$, $p = .000_b$) and not more than alpha value of 0.05. From the analysis, researcher can conclude that, increasing knowledge, skills and ability significantly contributed towards employee motivation among the nurses. Due to that, this variable would influence the motivation of employees in performing job rotation.

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4.3 Coefficients for Increasing Knowledge, Skills and Ability

Table 4.3 Coefficients

Model		(Unstandardized Coefficient) *B*	Std.Error	(Standardized Coefficients) Beta	t	Sig.
1	**(Constant)**	2.260	.471		4.802	.000
	Mean_IV2	.443	.114	.475	3.895	.000

a. Dependent Variable: Mean_DV

Based on table 4.3, there is correlation between increasing knowledge, skills and ability toward motivation of employees. As indicated in the table, the p-value of variables was not more than $p<0.05$. Therefore, it clearly shows a strong positive influence. This is because applying job rotation in their work motivated the employees and improved their work performance.

4.4 Level of Social Interaction towards Employee Motivation

Table 4.4 Coefficients

Model		(Unstandardized Coefficient) *B*	Std.Error	(Standardized Coefficients) Beta	t	Sig.
1	**(Constant)**	1.614	.406		3.972	.000
	Mean_IV3	.621	.102	.647	6.112	.000

a. Dependent Variable: Mean_DV

Based on table 4.4, there is some influence between increasing social interaction and motivation of employees. As indicated in the table, the p-value of variables was not more than $p<0.05$. This directly reflected that increasing social interaction have significant relations to employee motivations. Therefore, it clearly shows a positive level of influences. Thus, it can be concluded that most of the employees will increase their interaction with others while performing job rotation.

5.0 Conclusion and Recommendations

5.1 Conclusion

Based on the results of the study, it can be explained the impact of job rotations towards motivation among nurses at UTM's Health Centre was based on three independent variables that are being discussed which include reducing stress, increasing knowledge, skill and ability and the last independent variable is increasing social interaction. The study documented a weak and positive impact of job rotation on employee commitment. Majority of the respondents agreed that by applying job rotation in their work, it can increase their knowledge, skills and ability.

While majority of the respondents in this study provided positive feedback towards increasing knowledge, skills, ability and interaction, most of them agreed that job rotation did not help them in reducing stress level. The reason for this negative relationship might be the excessive work pressure. The additional task that they need to perform might affect their performance. Job rotation involves periodic shifting of employees from one task to

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another where each of tasks requires different skills and responsibilities (Faizan Mohsan, Muhammad Musarrat Nawaz & Khan, 2012). Thus, it can be concluded that there is no relationship between reducing stress and motivation of employees.

In order to reduce the level of stress among employees, they need to ensure the time management that they are practicing is good. Apart from that, setting clear objectives can minimize the effects of ambiguity and conflict. Only two independent variables have a positive influence towards employee's motivation. However, for the third independent variable which is reducing stress, clearly did not influence the employees' motivation level.

5.2 Recommendations

The organization should provide optimum training so that it can help the employees build upon the skills learned at each step of a job rotation. Other than that, top management of the organization should ensure that the steps in a job rotation should be measurable and made open to each other. For example, written documentation about various aspects of each job is helpful to reduce the employees' learning curve in job rotation. To boost motivation of employees, the organization should make some additional compensation as employees learn new or more difficult jobs in a job rotation.

Based on the findings of this research, it is recommended for future researchers to increase the number of respondents. As the number of respondents is increased, it can help the researcher to have more reliable of the data analysis. Apart from that, it may be more efficient to determine the respondents by calling each department before selecting them. This can help the researcher to obtain a more accurate result.

Although the questionnaire in this study showed adequate reliability, future researchers can apply different measurements to ensure that it can easily detect the expected effect. Therefore, future research may consider the development of more reliable measures for examining such as interview and observation. The researcher also recommends future researchers to do more research in the private sector. This is because, it can give different result as the number of respondents will be slightly different.

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