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## **ANALYSIS OF FACTORS THAT INFLUENCE NURSE CAREER DEVELOPMENT IN DR. SOEDJONO SELONG HOSPITAL**

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### **ABSTRACT**

Nurses are the majority of health workers in hospitals that have a significant contribution in improving the quality of health services provided to patients. Career development significantly affect the quality of nursing services. This study determine the factors that influence nurse career development. This study used a cross sectional approach with a sample of 103 nurses in inpatient ward at Dr. R. Soedjono Selong Hospital, and chosen with proportionate stratified random sampling. Data was collected using a questionnaire. Data analysis was performed in univariate, bivariate (*chi-square*) and multivariate (multiple logistic regressions). Factors related to career development were: rotation ( $p = 0.003$ ), opportunity to grow and develop ( $p=0.001$ ), and organizational policy ( $p=0.032$ ). The most dominant factor related to career development was rotation (OR =10,820). Hospitals must pay attention to aspects of rotation, opportunities to grow and develop and organizational policies.

Keywords: career development, rotation, nursing career, organizational policies

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### **ABSTRAK**

Perawat merupakan tenaga kesehatan mayoritas di rumah sakit yang memiliki kontribusi yang sangat besar dalam meningkatkan mutu pelayanan kesehatan yang diberikan kepada pasien. Berdasarkan penelitian, didapatkan hasil bahwa pengembangan karier merupakan variabel yang berpengaruh secara signifikan terhadap mutu pelayanan keperawatan. Tujuan riset ini untuk mengetahui faktor-faktor yang mempengaruhi pengembangan karier perawat. Penelitian ini menggunakan pendekatan *cross sectional* dengan jumlah sampel 103 perawat pelaksana diruang rawat inap RSUD D. R. Soedjono Selong dengan *Proportionate Stratified Random Sampling*. Data dikumpulkan dengan menggunakan kuesioner. Analisis data dilakukan secara univariat, bivariat (*chi-square*) dan multivariat (regresi logistik ganda). Faktor yang berhubungan dengan pengembangan karier adalah: perpindahan/rotasi ( $p=0,003$ ), kesempatan untuk tumbuh dan berkembang ( $p=0,001$ ), dan kebijakan organisasi ( $p=0,032$ ). Faktor perpindahan/rotasi paling dominan berhubungan dengan pengembangan karier (OR=10,820). Dalam pengembangan karier perawat, rumah sakit harus memperhatikan aspek perpindahan/rotasi, peluang untuk tumbuh dan berkembang serta kebijakan organisasi.

Kata Kunci: karier perawat, kebijakan organisasi, pengembangan karier, perpindahan/rotasi

**INTRODUCTION**

Hospital is one of health service providers that must be able to provide various types of quality health services. It is also a health service institution that is complex, professional, expert and capital intensive (Ilyas, 2000). Nursing human resources is one of the strategic factors in determining the quality of health services in hospitals so that its management must be done well (Altman, Butler, & Shern, 2016; Hasibuan & Hasibuan, 2016; Hilda & Sudirman). The lack of nurses' career management in the hospital have impact on the level of nurse satisfaction and work motivation (Altman et al., 2016; Hayes, Bonner, & Pryor, 2010; Hunt, 2009; Leiter & Maslach, 2009). In interviews with five nurses who worked in inpatient wards at Dr. R. Soedjono Selong Hospital, it is obtained that nurse career development at the moment is only for the civil servants through functional office. While the non civil servants has no career level and a clear career path. The implementation of the nurse career has not been fully carried out. Therefore it can be concluded that the nurse's career development at Dr. R. Soedjono Selong Hospital was not professional by competency.

Nurse's career development can improve work performance and motivate employees to develop their talents and skills (Mosadeghrad, Ferlie, & Rosenberg, 2008; Sulistiyani, 2003). Hospitals should facilitate nurse career development.

According to Benner's theory, the nurse's skills or competency have to be rewarded. This theory also said the nurse career development planning can be used to assign nurses at the appropriate level based on their skills and provide a better chance for them to develop based on their ability and potentials (Alligood, 2014).

Based on the conditions above, it is necessary to conduct a study to analyze the factors that influence nurse career development. This study is expected to identify which factor influence nurse career development the most. Hence, it can be used to place nurses at levels that appropriate to their expertise and provide better opportunities to develop accordance with their abilities and potentials.

**METHOD**

This study used a descriptive correlation design with a cross sectional approach. The independent variables in this study were the factors that influence nurse career development, while the dependent variable in this study was the development of a nurse's career (Hidayat, 2009; Sugiyono, 2006).

The population (N=139) in this study was all nurses who worked in inpatient ward at Dr. R. Soedjono Selong Hospital. The sample size that corresponds to the inclusion criteria was 103 nurses and chosen with proportionate stratified random sampling. Formulation of minimum sample size of this study uses Slovin formula with a 95% significance.

$$n = \frac{N}{1 + Ne^2}$$

$$n = \frac{139}{(1 + 139 \cdot (0,05)^2)} = 103 \text{ person}$$

Inclusion criteria on this study included willingness to be respondent, hold nursing diploma at the minimum, and is not currently on leave or absent. The instrument used in this study was a questionnaire that was developed independently by researchers using a Likert scale. The instrument used a closed statement to find out the factors that influence the development of career. The results of validity and reliability tests by comparing r count and r table 0.361 on df 28, all items are valid. Valid items have good reliability levels with Cronbach alpha 0.941. Before validity and reliability test, questionnaire had had the content valid by three experts with the result test 0.83. Data analysis in this study used Multivariate Test (Multiple Logistic Regression) with significance value  $p < 0.05$  (Dahlan, 2011; Hastono, 2007; Sopiudin Dahlan, 2013).

**RESULT**

**1. Characteristics of Nurses**

Table 1. Frequency Distribution Characteristics of Nurses (n=103)

| No. | Characteristic | f | % |
|-----|----------------|---|---|
| 1.  | Age            |   |   |

| No. | Characteristic    | f  | %    |
|-----|-------------------|----|------|
|     | < 33 years old    | 53 | 51.5 |
|     | > 33 years old    | 50 | 48.5 |
| 2.  | Sex               |    |      |
|     | Male              | 33 | 32   |
|     | Female            | 70 | 68   |
| 3.  | Education         |    |      |
|     | DIII (diploma)    | 51 | 49.5 |
|     | DIV (diploma)     | 2  | 1.9  |
|     | Bachelor          | 50 | 48.5 |
| 4.  | Employment status |    |      |
|     | Civil servant     | 55 | 53.4 |
|     | Contract          | 48 | 46.6 |

| No. | Characteristic | f  | %    |
|-----|----------------|----|------|
| 5.  | Working period |    |      |
|     | <10 years      | 55 | 53.4 |
|     | >10 years      | 48 | 46.6 |

The results of the analysis of nurse characteristics showed that nurses above and under 33 years old were almost the same number, female (68%), educated diploma three Nursing (49.5%), civil servant employment status (53.4%) and working period < 10 years (53.4%).

## 2. Nurse Career Development

Table 2. The results of the regression logistics analysis of preliminary model variable factors that influence nurse career development In Dr. Soedjono Selong Hospital 2017 (n=103)

| Variables                         | Coefficient | P Value | OR    | CI 95% |       |
|-----------------------------------|-------------|---------|-------|--------|-------|
|                                   |             |         |       | Min    | Max   |
| Self assesment                    | 0.28        | 0.788   | 1.32  | 0.17   | 10.30 |
| Mapping career                    | 1.19        | 0.152   | 3.30  | 0.64   | 16.97 |
| Self development                  | 0.95        | 0.339   | 2.58  | 0.36   | 18.14 |
| Career education                  | 1.12        | 0.261   | 3.09  | 0.43   | 22.11 |
| Career information                | -0.32       | 0.745   | 0.72  | 0.10   | 5.07  |
| Counseling career                 | 0.12        | 0.893   | 1.13  | 0.17   | 7.52  |
| Work performance rotation         | -0.41       | 0.686   | 0.65  | 0.08   | 4.96  |
|                                   | 2.54        | 0.009   | 12.79 | 1.87   | 87.32 |
| Opportunities to grow and develop | 2.09        | 0.013   | 8.10  | 1.55   | 42.41 |
| Organizational policy             | 1.48        | 0.109   | 4.42  | 0.72   | 27.22 |

From the analysis, there are 8 variables with *p value* > 0.05. Furthermore, variables with *p value* > 0.05 are excluded

from the model, so that the multivariate analysis model at the final stage is shown in table 3.

Table 3. The results of the modeling regression logistics analysis of variable factors that influence nurse career development in Dr. Soedjono Selong Hospital 2017 (n=103)

| Variables                         | Coefficient | P Value | OR     | CI 95% |        |
|-----------------------------------|-------------|---------|--------|--------|--------|
|                                   |             |         |        | Min    | Max    |
| Rotation                          | 2.381       | 0.003   | 10.820 | 2.239  | 52.296 |
| Opportunities to grow and develop | 2.373       | 0.001   | 10.732 | 2.639  | 43.637 |
| Organizational policy             | 1.571       | 0.032   | 4.812  | 1.145  | 20.221 |
| rotation                          | 2.381       | 0.003   | 10.820 | 2.239  | 52.296 |
| Opportunities to grow and develop | 2.373       | 0.001   | 10.732 | 2.639  | 43.637 |
| Organizational policy             | 1.571       | 0.032   | 4.812  | 1.145  | 20.221 |
| rotation                          | 2.381       | 0.003   | 10.820 | 2.239  | 52.296 |
| Opportunities to grow and develop | 2.373       | 0.001   | 10.732 | 2.639  | 43.637 |
| Organizational policy             | 1.571       | 0.032   | 4.812  | 1.145  | 20.221 |
| rotation                          | 2.381       | 0.003   | 10.820 | 2.239  | 52.296 |

Based on Table 3, the most influential variable on nurse career development was the rotation with OR value of 10.820 *p value* < 0.05.

## DISCUSSION

### 1. The Relationship between rotation and Nurse Career Development

Based on the results of multivariate analysis, there was a significant

relationship between rotation and career development of nurses in Dr. R. Soedjono Selong hospital with *OR value* of 10,820 and a *p value* of 0.003.

Ward rotation was a periodic change of employees from one ward to another with the aim of reducing boredom and increasing motivation through diversifying employee activities. <sup>(21)</sup> Rotation is related to staffing and the development of employee's career path. The ward rotation enhances nurse's knowledge and skills. The advantages of ward rotation are to expand the scope of work and to become a mean for career development. This means that employees are encouraged to work better to achieve a higher career. From the organizational aspect, ward rotation is aimed to stimulate employees to explore their potentials (Axley, 2008; Ilyas, 2000; Robbins & Judge, 2007).

Based on the results of this study, it was found that 85% of nurses wanted the rotation system in the hospital to provide opportunities for nurses to get career development, where nurses could request rotation to another ward or division as a career strategy. Work rotation can be done at the request of the employees and Productive Task Transfer (ATP), which rotation is requested by the company leader to increase productivity by placing the relevant employees into positions that match their skills (Hasibuan & Hasibuan, 2016; Tania & Hidayati, 2019).

## 2. The Relationship between Opportunities to Grow with Nurse Career Development

Based on the results of multivariate analysis, there was a significant relationship between opportunities to grow with career development for nurses in Dr. R. Soedjono Selong Hospital with *OR value* of 10.732 and *p value* of 0.001.

By seeing the results of the questionnaire, almost all (98%) of nurses wanted to take advantage from various opportunities in education and training programs so they could grow and develop within the organization (Armstrong & Laschinger, 2006).

The opportunity to grow is an opportunity to improve their skills through

training, courses and continuing education. Career development can be accomplished through self-assessment and work environment, work analysis, education and training, job search and acquisition, and self-work experience (Labbase, 2010).

Nurses can take advantage from coaching program organized by the hospital that can develop their knowledge and skills. Nurses can benefit also from educational programs organized by the nursing education institutions. This is consistent with previous research, which argued that coaching has a positive and significant impact on career development. The better the coaching that employees get the better chance they have for career development (Kristola & Adnyani, 2014; Labbase, 2010).

## 3. Relationship between Organizational Policy and Nurse Career Development

Based on the results of multivariate analysis, there was a significant relationship between opportunities to grow with career development for nurses in Dr. R. Soedjono Selong Hospital with *OR value* of 4.812 and *p value* of 0.032.

The results showed that 78% of nurses wanted hospital management determine the direction and pathway for developing nurse careers (Marquis & Huston, 2012). In managing nurses' career, hospital management should be able to identify the qualification of each career level (Mosadeghrad et al., 2008). A researcher in Taiwan argued that hospitals should pay more attention to the needs of nurses on their career paths. If the hospital is able to plan a nurse career development program properly and fulfill the needs for their career, it will have a positive impact on the hospital (Chang, Chou, & Cheng, 2007).

The clinical career path allows reward system in the form of level promotion and income increase as a result of the fulfillment of the expected competencies (No; Swansburg, 2000). This information can be taken into account by the management of Dr. R. Soedjono Selong Hospital when implementing nurse career path. The hospital should also

prepare an incentive policy that can meet the principle of justice by considering the nurses' workload and competencies (Sulung & Sunartini, 2013).

## CONCLUSION AND RECOMMENDATION

### Conclusion

Characteristics of nurses in this study are the majority of nurses aged under 33 years, female, graduated from Diploma III Nursing, with a working period of less than 10 years.

Based on the results of multivariate analysis, there are three variables that most influence the career development of nurses, namely ward rotation, career development opportunity, and organizational policy. The most powerful variable was ward rotation with a value of OR 10.820. It means that a poor ward rotation system results in 10.820 times worse career development compare to a good ward rotation system.

### Recommendation

It is expected that the rotation system be created in accordance with the nurse's career path. Ward rotation must refer to the efforts to expand nurses' skill. A less effective job rotation results in poor work performance.

The hospital can make nurse's career development system systematically and well planned by the nursing management and the Director's Decree on the nurse's career development system which contains: nurse career paths, nurse career areas and career path systems based on nurse's competency.

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