

The Relationship between Job Rotation and Organizational Indifference Among Nurses

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ABSTRACT

Background: Nurses constitute the foundation of healthcare institutions, making their job motivation a critical organizational responsibility. Healthcare organizations increasingly utilize job rotation as a strategic approach to enhance nursing staff efficiency and workplace engagement. Through diverse experiences across various units and roles, job rotation can significantly improve nurses' organizational commitment and reduce workplace monotony. However, without effective rotation opportunities or adequate organizational support, nurses may exhibit organizational indifference, potentially compromising patient care quality and organizational performance.

Aim of the study: This study aimed to investigate the relationship between job rotation and organizational indifference among nurses at Belbeis General Hospital.

Subjects and Methods: Research design: A descriptive correlational design was used.

Setting: The study conducted at Belbies general hospital.

Subjects: sample 185 staff nurses were selected for the study by convenient sample.

Tools of data collection: The first tool: a socio-demographic data sheet with job rotation questionnaire,

The second tool organizational indifference questionnaire. Data were collected through self-administered questionnaires and analyzed using descriptive and inferential statistics.

Results: Among participating nurses, 51.2% demonstrated high job rotation perception levels, while 53% displayed moderate organizational indifference levels. Statistical analysis revealed a significant inverse relationship between job rotation and organizational indifference ($r = -0.246$, $p = 0.001$). Job rotation showed significant negative correlations with specific dimensions of indifference including indifference to manager ($r = -0.233$, $p = 0.001$), indifference to

organization ($r = -0.206$, $p = 0.005$), and indifference to work ($r = -0.310$, $p < 0.001$). However, no significant associations were found between job rotation and indifference to patients ($r = 0.032$, $p = 0.667$) or colleagues ($r = -0.099$, $p = 0.181$). Regression analysis identified job rotation as a significant predictor of reduced organizational indifference.

Conclusion: Job rotation serves as a crucial mechanism for reducing organizational indifference among nurses. The significant inverse relationship between job rotation and organizational indifference suggests that well-structured job rotation can effectively address nursing workforce disengagement, enhance organizational commitment and reduce organizational indifference.

Recommendation: Healthcare organizations should implement comprehensive job rotation initiatives to optimize nursing staff retention and performance in increasingly challenging healthcare environments.

Keywords: Job Rotation, Nurses, Organizational Indifference

Introduction

Nurses represent the largest healthcare workforce and serve as the foundation of successful healthcare institutions. Job rotation has emerged as a strategic approach for enhancing nursing staff efficiency and career development, with growing evidence supporting its benefits for both individual nurses and healthcare organizations. Job rotation is defined as a systematic management process involving the planned transfer of nursing personnel between different departments or units within the same healthcare facility to expose nurses to diverse experiences and expand their professional competencies (Alfuqaha et al., 2021; Halberg et al., 2019).

This approach serves multiple purposes: enhancing nurses' skills and knowledge, preventing job monotony, identifying talented personnel for appropriate placements, and facilitating cross-training opportunities (Clement, 2021; Zakirai et al., 2019). Research demonstrates that job rotation significantly impacts nurse motivation and performance, with nurses experiencing increased engagement and professional development opportunities through exposure to different clinical areas (Zakirai et al., 2019). The systematic implementation of job rotation requires careful planning and consideration of organizational needs while maintaining quality patient care standards (Clement, 2021).

Conversely, organizational indifference represents a destructive phenomenon where nurses become disengaged from organizational goals and outcomes (Baboli et al., 2020). This psychological state typically develops in environments characterized by repetitive work, limited advancement opportunities, and inadequate recognition (Malekzadeh & Golmohammadi, 2018). Organizational indifference manifests as decreased care quality, reduced innovation, and compromised patient safety, representing what researchers term a "silent crisis" within healthcare institutions (Zhang & Frenkel, 2018). Cultural intelligence among hospital managers also influences organizational indifference levels, highlighting the importance of leadership competencies in maintaining workforce engagement (Baboli et al., 2020).

The interconnectedness of these concepts suggests that well-structured job rotation programs can reduce organizational indifference (**Khan et al., 2019**). The qualitative experiences of nurses participating in job rotation programs reveal enhanced understanding of different patient populations and improved professional competencies. However, successful implementation requires organizational commitment to structured frameworks and adequate support systems (**Halberg et al., 2019**).

This literature foundation supports investigating the relationship between job rotation and organizational indifference among nursing professionals, particularly given current healthcare workforce pressures and the critical need for strategies to enhance nurse retention and organizational commitment in increasingly demanding healthcare environments.

Aim of the study:

The aim of the study was: To investigate the relationship between job rotation and organizational indifference among nurses at Belbeis General Hospital.

Research questions:

- What is the perception level of Job rotation among nurses at Belbeis general hospital?
- What is the level of organizational indifference among nurses at Belbeis general hospital?
- Is there relation between job rotation and organizational indifference among nurses at Belbeis general hospital?

Subjects and Methods:

Research design: To conduct this study, a descriptive correlational research design was utilized.

Study setting: The current study was carried out in Belbeis general hospital at Sharquia governorate, Egypt, affiliated to ministry of health that included five building and has capacity approximately 169 beds.

Study subjects: A convenient sample of 185 staff nurses that constitute the whole population of the nursing force working at Belbeis general hospital at the time of data collection, agree to participate in the present study and according to the following inclusion criteria: the available three categories of nurses included (Diploma, Technical institute, Bachelors), both male and female and had at least one year of experience.

Tools of data collection: Two tools were utilized to collect data for this study

1.Tool I: Job Rotation Questionnaire: It was developed by **Campion, et al., (1994)** and **Elewa (2017)** to measure the perception level of job rotation among nurses. It consists of 2 sections. First section socio-demographic and practice details, this part aims to identify the characteristics of the sample in terms of age, marital status, educational level, numbers of supervisors during the last five years, years of experience and number of movements in the organization during the service period. Second section It consists of 23 items which measure two dimensions: job rotation attitude (5 items) and advantages of job rotation (18 items).

Scoring system: The response to each item is on a five-point Likert scale ranging from (1= strongly disagree, 2 = disagree, 3=Neutral, 4=agree, 5= strongly agree)

2. Tool II: Organizational Indifference Questionnaire: It was developed by Danaeefard (2010) to measure the level of organizational indifference among nurses. It consists of 33 items which measure five dimensions: indifference towards manager (10 items), indifference towards the organization (6 items), indifference to patients (6 items), indifference towards colleagues (4 items), and indifference towards work (7 items).

Scoring system: The response to each item is on a five-point Likert scale ranging from (1= strongly disagree, 2 = disagree, 3=neutral, 4=agree, 5= strongly agree).

Content Validity and Reliability:

Validity:

The questionnaire was translated into Arabic; and then content and face validity were established by a panel of six experts at the faculty of nursing, Zagazig University. Experts were requested to express their opinions and comments on the tool and provide any suggestions for any additions or omissions of items. According to their opinions all recommended modifications were performed by the researcher.

Reliability:

The reliability of the questionnaire was measured through Cronbach's Alpha coefficient for assessing its internal consistency and it was 0.97 for the job rotation questionnaire, 0.96 for the quality of nursing work life scale, 0.746 for the career development questionnaire and 0.926 for the organizational indifference scale.

Pilot study:

A pilot study was carried out on 10 % of study subjects (18 nurses) to test applicability, feasibility, practicability of the tools. In addition, to estimate the time required for filling in the questionnaire sheets. Staff nurses were selected randomly and excluded from the main study sample and the necessary modifications were done according to the results of the pilot study.

Field work:

The data collection phase of the study took three months from the middle of January to the middle of April 2024. The final forms of the questionnaire sheets were handled to staff nurses in their work setting by the researcher to elicit their opinions. The researcher met staff nurses in each unit in the morning, afternoon, and night shifts after finishing their work to distribute the questionnaires after clarifying the purpose of the study. Staff nurses completed the questionnaires at the same time of distribution and took about 20-30 minutes. The researcher checked each questionnaire sheet after they had been completed to ensure the completion of all information.

Ethical Considerations

Informal oral consent was obtained from participating nurses following a verbal explanation of the study's nature and aims to each subject. Participants were informed of their right to refuse participation or withdraw at any time without providing justification and without facing negative consequences. Confidentiality was assured by explaining that all collected information would be used exclusively for research purposes and treated confidentially, with questionnaire forms remaining anonymous throughout the study.

Statistical Analysis:

All data were collected, tabulated and statistically analyzed using IBM Corp. Released 2015. IBM SPSS Statistics for Windows, Version 23.0. Armonk, NY: IBM Corp. Quantitative data were expressed as the mean \pm SD & median (range), and qualitative data were expressed as number & (percentage). Percent of categorical variables were compared using Chi-square test. Pearson's correlation coefficient was calculated to assess relationship between normally distributed study variables. Spearman's correlation coefficient was calculated to assess relationship between not normally distributed study variables, (+) sign indicate direct correlation & (-) sign indicate inverse correlation, also values near to 1 indicate strong correlation & values near 0 indicate weak correlation. Multiple linear regression is a predictive analysis. Multiple linear regression is used to describe data and to explain the relationship between one dependent continuous variable and one or more independent variables. All tests were two sided. p-value < 0.05 was considered statistically significant, p-value ≥ 0.05 was considered statistically insignificant.

Results

Figure (1): Pie chart Distribution Percent of studied nurses' regard job rotation perception level among studied nurses, it was found that slightly more than half of studied nurses had a high perception level of job rotation (51.2 %). However, 40.5% of them had moderate level, while 8.1% of them had low level, with all over (mean \pm SD) (85.55 \pm 18.11) and range from 23 score to 114.

Figure (2): Bar chart distribution percent of level indifference establishes that, more than half of studied nurses had a moderate level of indifference (53%) and (37.8%) of studied nurses had low level, while (9.2) of them had high level, with all over (Mean \pm SD) score (86.66 \pm 19.15) and range from 53 to 140.

Table (1) shows that there is significant direct association between total job rotation, and age at p-value=0,002, experience at p-value=0,001, and number of movements in the organization during the service period at p-value=0,0001. While there is significant and inverse association between total job rotation, with education at p-value=0,019.

This table showed that there is significant and inverse association between indifference and years of experience at p-value=0,009.

Table (2): Shows that there is significant and inverse association between total job rotation, with indifference at p-value=0,001 and indifference to manager at p-value=0,001, indifference to the organization at p-value=0,005 and indifference to work at p-value=0,0001.

DISCUSSION

Regarding Frequency distribution of job rotation perception, the finding of the current study cleared that slightly more than half of studied nurses had a high level of job rotation perception. However, two fifth of them had moderate level, while minority of them had low level. The high level of job rotation perception found in this study reflects a positive trend. From the researcher's point of view, the reason for this result could be personal experience. Many nurses learn by rotating as they organically move between areas in response to staffing needs or career development. Academic background is probably also reason because nursing education frequently covers professional development and workforce flexibility, which may boost recognition. To avoid boredom or to increase their clinical experience, some nurses prefer to rotate through different department.

This result supported by **Alfuqaha et al., (2021)** who conducted study about “Job Rotation Approach among Nurses: A comparative Study” and indicated that nurses who experienced job rotation had significantly higher perceived levels of job rotation. The scores of job rotation are 2.95, 2.89 and 2.67 for public, private and university sectors, respectively, indicating a high level of job rotation in all hospital sectors. On the same line with this result the finding reported by **Chatterjee, et al., (2023)** indicated that the nursing staff members generally viewed job rotation positively, recognizing it as a means to gain diverse experiences and reduce monotony.

As regard distribution percent of Frequency of studied nurses' regard indifference, present study established that, more than half of studied nurses had a moderate level of indifference, and more than one quarter of studied nurses had low level. From the researcher point of view, this moderate level due to the nurses' lack of recognition, their partial participation in decision-making, workload imbalances, ambiguity, or their slow progress.

This finding in the same line with **Amazgor, et al. (2024)** who studied “Studying the Prevalence of Organizational Indifference in Bamyán University” reported the prevalence of organizational indifference is lower than average level (Q2=3) and higher than low level(Q1=2) with mean (2.37) and standard deviation (0.64), indicating a moderate level of organizational indifference.

However, other studies have reported either high or low levels of organizational indifference as **Nasabi & Bastani, (2018)** they studied “The effect of quality of work life and job control on organizational indifference and turnover intention of nurses: A cross-sectional questionnaire survey” and reported that organizational Indifference was at a low level. In contrast, **Tutar et al. (2017)** found high levels of organizational indifference among nurses in public hospitals, attributing it to bureaucratic constraints, poor communication with managers, and insufficient rewards. These mixed results may be due to differences in healthcare settings, management styles, workload intensity, or the availability of career development opportunities across organizations and countries.

Concerning relation between job rotation level of studied nurses and their demographic characters, the current study illustrated that there is statistically relation between job rotation level and nurses 'age, education and number of movements in the organization during the service period. It noticeable that with old age nurses had diploma education also nurse's involvement for (4-6) movements in the organization during the service period had high-efficient job rotation.

These findings align with study by **Alfuqaha et al. (2021)** and reported that gender, experience, and educational level were significantly associated with the perceived level of job rotation among nurses who had job rotation experience in Jordan. Job rotation was not found to be associated with marital status.

On the other hand, this finding disagrees with the study by **Chatterjee et al. (2023)** depicted that there was no difference in the perception towards the effect of job rotation with respect to gender and age group. However, with respect to job rotation not interrupting the employees' work life and having no effect on personal life, there was a statistically significant difference with respect to the years of experience of the nursing staff, as the p-value was less than 0.05. While, the finding of the current study inconsistent with study by **Platis et al., (2021)** it was found that the age, gender and years of work of nurses are not the factors that affect job rotation.

Concerning relation between indifference level of studied nurses and their demographic characters, the present study illustrated that there is significant lower indifference level among nurses with longer

experience years $p=0.04$. In a similar line, **Sepahvand et al., (2017)** reported that there was a significant correlation between the continuance commitment and work experience ($p=0.001$). According to another study by **Wang et al. (2024)**, organizational indifference is often lower among less experienced nursing interns during internship phases than it is among more experienced groups. This suggests that experience enhances empathic ability and probably decreases indifference.

Regarding the correlation matrix between job rotation, organizational indifference, the present study showed that there is a significant and inverse association between total job rotation, with indifference and indifference to manager, indifference to the organization, education. This result contrasts with **Shiri et al., (2012)** who studied "Relationship between Job Rotation and Organizational Indifference in Incorporated Governmental Organizations in City of Kerman, Iran" and concluded that there is no significant relation between job rotation and organizational indifference in Kerman's incorporated governmental organizations. However, there is a positive significant relationship between two dimensions of organizational indifference and job rotation including indifference towards manager and indifference towards job with job rotation in these organizations. The difference in findings may be attributed to variations in organizational culture, work environment, or the specific nature of healthcare settings compared to general governmental organizations.

Conclusion

In conclusion, slightly more than half of studied nurses had a high perception level of job rotation, and more than half of studied nurses had a moderate level of organizational indifference. There was a significant and inverse association between job rotation and organizational indifference, indicating that nurses with higher job rotation experiences demonstrated lower levels of organizational indifference. The correlation analysis revealed that job rotation serves as an effective strategy for reducing workplace indifference and enhancing organizational engagement among nursing staff. Additionally, job rotation emerged as a significant predictor for reducing organizational indifference levels among the study participants.

Recommendation:

The nurse manager and authorities should:

- Ensure that job rotation is well-structured and supported by adequate training.
- Use the job rotation system combined with effective communication.
- Support to improve the acceptance of nurses to job rotation
- Prioritize interventions that enhance engagement, recognition, and empowerment.
- clarify laws and regulations and highlight the future vision of the organization.
- Set up well-defined career pathways that define advancement opportunities.
- Strength the relationship between nurses and their managers.

The staff nurses should :

- Develop their capabilities, develop themselves professionally ,
- Be empathetic to patient, managers, organization and colleagues.
- Be speed and concentrate in the work.
- Be active presence in the meetings and honesty in the work.

Author's Contributions

The study's idea and design, data gathering, data analysis, and paper writing were all done by A.G.S. E.I.A.; assisted in designing the strategy, managed and supervised the project, and edited the manuscript. M.A.G. conducted the overall supervision, reviewed the manuscript, and took part in every stage of research. Every author contributed, edited, and approved the final manuscript.

Acknowledgment

For their assistance and collaboration, the author would like to thank all of the nurses who participated in this study.

Declaration of conflicting interests

No potential conflicts of interest were revealed by the author with regard to the research, writing, and/or publication of this work.

Funding source

The author received no financial support for the research, authorship, and/or publication of this article.

Figure (1): Pie chart Distribution Percent of studied' nurses' regard job rotation perception level among studied nurses

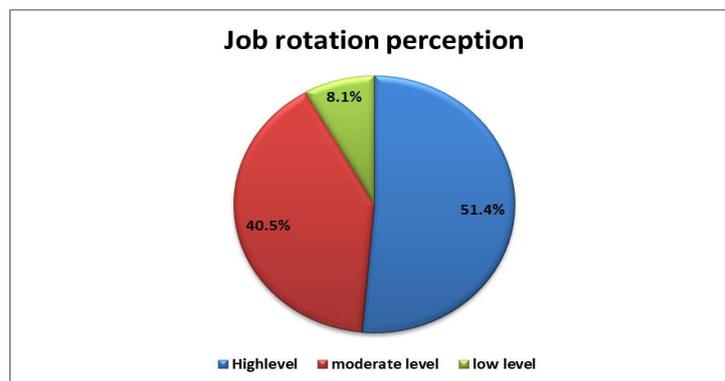


Figure (2): Bar chart distribution percent of level indifference:

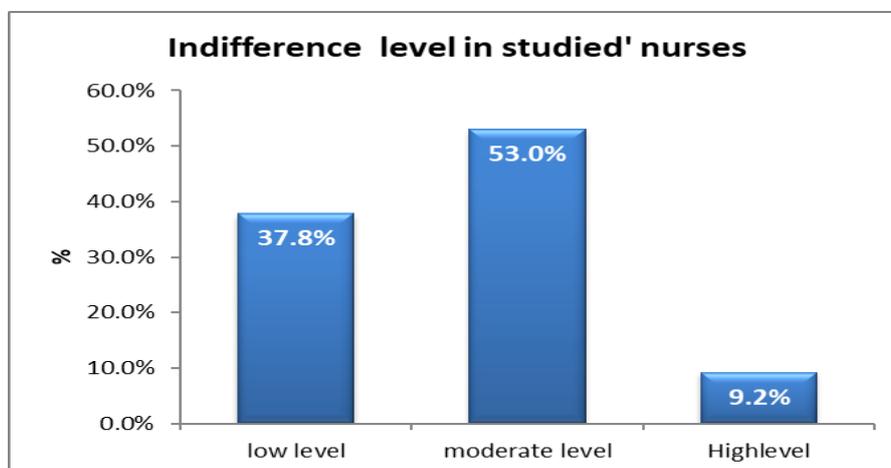


Table (1): Correlation matrix between total job rotation and organizational indifference with sociodemographic characters of nurses.

| | Total Job rotation | | Organizational Indifference | |
|---|--------------------|--------|-----------------------------|-------|
| | r | P | r | P |
| ■ Age per years | 0.231** | 0.002 | -0.092 | 0.213 |
| ■ Education ^s | -0.172* | 0.019 | 0.007 | 0.921 |
| ■ Numbers of head nurses during the last five years | -0.081 | 0.273 | 0.001 | 0.992 |
| ■ Experience | 0.245** | 0.001 | -0.193* | 0.009 |
| ■ Number of movements in the organization during the service period | 0.257** | 0.0001 | -0.136 | 0.064 |

Table (2): Correlation matrix between Total Job rotation and its dimension, and indifference and its dimension.

| Variables | Total Job rotation | | Indifference | |
|------------------------------------|--------------------|--------|--------------|--------|
| | R | P | r | p |
| ■ Total Job rotation | 1 | | | |
| ■ Job rotation attitude | | | -0.355-** | 0.0001 |
| ■ Job rotation advantage | | | -0.194-** | 0.008 |
| ■ Indifference | -0.246-** | 0.001 | 1 | |
| ■ indifference to manger | -0.233-** | 0.001 | | |
| ■ indifference to the organization | -0.206-** | 0.005 | | |
| ■ indifference to the patient | 0.032 | 0.667 | | |
| ■ indifference to the colleague | -0.099- | 0.181 | | |
| ■ Indifference to work | -0.310-** | 0.0001 | | |

Pearson' correlation coefficient(r), Spearman' correlation coefficient(r) ** Correlation is significant at the 0.01 level (2-tailed). * Correlation is significant at the <0.05 level (2-tailed).

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