

# Sekolah Siswazah (Graduate School) Universiti Utara Malaysia

# PERAKUAN KERJA KERTAS PROJEK (Certification of Project Paper)

Saya, yang bertandatangan, memperakukan bahawa (I, the undersigned, certify that)

### **SEE KOK ENG**

calon untuk Ijazah (candidate for the degree of) Master Science (Management)

telah mengemukakan kertas projek yang bertajuk: (has **presented** his/ her project paper **of** the following title)

## A STUDY ON JOB DESIGN OF NURSING CARE IN SPLECTED PRIVATE

## AND GOVERNMENT MEDICAL HEALTH CARE

seperti yang tercatat di muka surat tajuk dan kulit kertas projek (as it appears on the title page and front cover of project paper)

bahawa kertas projek **tersebut** boleh diterima **dari** segi **bentuk** serta kandungan, dan meliputi bidang ilmu **dengan** memuaskan.

(that the project paper acceptable in form and content, and that a satisfacto y knowledge of the field is covered by the project paper).

Nama Penyelia Prof. Dr. Juhary Bin Haji Ali
(Name of Supervisor)

Tandatangan (Signature)

Tarikh
(Date): look Jule 2003

GRADUATE SCHOOL

UNIVERSITI UTARA MALAYSIA

PERMISSION TO USE

In presenting this thesis in partial fulfillment of the requirements for a post graduate degree

from Universiti Utara Malaysia, I agree that the Universiti Library may make it freely

available for inspection. I further agree that permission for copying of this thesis in any

manner, in whole or in part, for scholarly purpose may be granted by my supervisor or, in

their absence, by the Dean of the Graduate School. It is understood that any copying or

publication or use of thesis or parts thereof for financial gain shall not be allowed without my

written permission. It is also understood that due recognition shall be given to me and to a

Universiti Utara Malaysia for any scholarly use which may be made of any material from my

thesis.

Request for permission to copy or to make other use of material in this thesis, in whole or in

part, should be addressed to :

**Dean of Graduate School** 

Universiti Utara Malaysia

06010 UUM Sintok

Kedah Darul Aman

### **Abstrak**

Di dalam bidang kerja kejururawatan, syif didefinasikan sebagai jadual kerja, sama ada tetap atau kekerapan iaitu di luar waktu kerja (Peter Knauth). Kerja syif contohnya kerja tetap di waktu malam, petang atau di mana waktu beketja boleh berubah mengikut jadual. Setiap syif mempunyai kebaikan, keburukan serta kesan yang berlainan dari segi kesihatan, sosial dan mutu kerja.

Tujuan utama kerja syif adalah samada diberi pilihan atau untuk tugas-tugas tertentu. Kerja syif melibatkan pilihan atau berterusan di dalam waktu 24 jam sehari setiap hari termasuk hujung minggu dan cuti am. Ia memerlukan sekurang-kurangnya empat kumpulan ( tiga kumpulan bekerja syif untuk lapan jam dan satu kumpulan direhatkan) dan ia dikenali sebagai 4x 8 kerja syif berterusan kerja syif. Syif biasa sekurang-kurangnya lapan jam di mana jadual kerja yang sama kekal untuk setiap hari dan ini boleh dikategorikan sebagai pilihan atau bergilir-gilir.

Daripada pelbagai sistem kerja yang dibahagikan kepada waktu kerja dan rehat, hanya syif kerja yang menguntungkan daripada sistem pengkajian. Tujuan utama dalam organisasi kerja adalah untuk mengekalkan produktiviti berterusan. Keperluan untuk produktiviti berterusan adalah untuk mengelakkan proses teknikal yang terlibat atau permintaan untuk perkhidmatan awam.

### **Abstract**

In nursing care, shift work is defined as work scheduled, either permanently or frequently, outside normal daytime working hours (Peter Knauth). Shift work can be e.g. permanent work at night, permanent work during the evening or work hours can have changing assignment patterns. Each type of shift system has its advantages and disadvantages, and each is associated with differing effects on well-being, health, social life and work performance.

The principal characteristics of shift work are its continuity, the alternation of shifts and a special work schedule. Shift work involves alternating or successive teams is said to be continuous when it is kept up 24 hours a day, everyday, including weekends and holidays. This requires a minimum of four teams of workers (three teams working 8-hours shifts and one team resting) and is usually known as 4x8 continuous shift work. A normal shift lasts 8 hours., the same work schedule is maintained for a number of days, and this determines the rhythm of alternation or rotation of the team.

Of the numerous different system of work that disrupt the alternating rhythm of waking and sleeping, only industrial shift work has benefited from systematic research. The purpose of this method of organization of work is to maintain continuous production by means of a series of team relaying one another without a break at the place of work. The need for continuity of production may stem from the continuous nature of the technical process involved or from the requirement of a public service.

## **ACKNOWLEDGEMENTS**

The success of this writing of this research has been due to the enormous contributions, help and support of many people. Firstly, I would like to express my thanks to my supervisor, my Prof. Dr. Juhary Haji Ali, Dean of Graduate School, Universiti Utara Malaysia, who has been making helpful suggestions, giving his encouragement and practical help throughout the preparation of this thesis.

I would like to extend my thanks to my family, friends, staff of the Graduate School, lecturers, administrator and staff from Putra Medical Centre and General Hospital Alor Setar, all made significant contributions to this thesis.

To everyone who contributed to this research, I thank you.

# **List Of Figures**

Figures		Page
Figure 1	The Motivation To Implement	25
Figure 2	Trajectory: A Study of Activity Structures At Working Setting	31
Figure 3	The Organizational Learning Cycle	32

# List Of Table

Table		Page
Table 1	Level Of Learning	
Table 2	Statistic of Wards, Beds & SRN In PMC	
Table 3	Statistic of Wards, Beds & SRN In GHAS	
Table 4	Percentage Of SRNs In PMC & GHAS Answered Question	
Table 5	Time Spent In Patients' Room In PMC And GHAS	
Table 6	Job Characteristics in PMC	
Table 7	Job Characteristics in GHAS	
Table 8	The Relation Between Activity Structure And Position Within	
	The Work Organization	

# **List Of Figures**

Figures		Page
Figure 1	The Motivation To Implement	
Figure 2	Trajectory: A Study of Activity Structures At Working Setting	
Figure 3	The Organizational Learning Cycle	

# **Table of Content**

		Page
Pern	mission To Use	I
Abst	strak	II
Abst	stract	Ш
Ack	knowledgements	IV
List	t Of Table	V
List	t Of Figures	VI
Cha	apter One : Introduction	1
1.1	Definition	2
1.2	The Health Service	3
1.3	Health Care System	4
	1.3.1 The Changing Health Care System	5
1.4	Objective	6
Cha	apter Two: Nurses And Nursing	8
2.1	Changes in Nursing	10
2.2	Standard Nursing Services	11
	2.2.1 Philosophy	11
2.3	Nursing Work Design	12
2.4	Nursing Policies & Procedures	12
2.5	Patient Care	13
2.6	Job Description of State Registered Nurse (SRN)	14
2.7	Job Summary of SRN	14
	2.7.1 Clinical	15
	2.7.2 Administrative	16
	2.7.3 Staff Development	17
	2.7.4 Equipment & Medical Supplies / Drugs	18
2.8	Additional Duties and Responsibilities in Specialized Units	18
	2.8.1 SRN in Intensive Care Unit	18
	2.8.2 SRN In Labour Room (Staff Midwife)	19
	2.8.2.1 Duties and Responsibilities	19
	2.8.2.2 Job Functions For Midwife	21

Chapte	er Three: The Learning Organization	22
3.1	Hospital As A Learning System	
3.2	The Case Study On Private And Government Medical Services	27
	3.2.1 Private Sector: Putra Medical Centre	27
	3.2.2 Government Sector : General Hospital Alor Setar	29
Chapte	er Four: Methodology	30
4.1	Conceptual Framework	30
4.2	Activity Structures, Rule Systems And Individual Subjectivity	32
4.3	Activity Structures And Their Learning Potential	33
4.4	Data Collection	35
Chapter Five : Analysis of Data		37
5.1	Analysis of Strategies	37
5.2	Three Case Studies In PMC And GHAS	38
	5.2.1 The Intensive Care Unit (ICU) And High-Dependency Unit (HDU)	38
	5.2.2 The Labour Room	39
	5.2.3 The Multiple-discipline Wards	40
5.3	Content Of Shift Work In Different Departments	41
	5.3.1 Comparison Between Public And Private Perspective	42
Chapte	er 6 : Discussion	45
6.1	Prospects In Medical Services	46
6.2	The Future : A Challenge For Nurses & Nursing	
6.3	Conclusion	
REFERENCES		51
APPENDIXES		56

APPENDIXES		PAGE
Appendix 1	Activities Pattern Of 3 Shifts Work In ICU In PMC	56
Appendix 2	Activities Pattern Of 3 Shifts Work In ICU In GHAS	57
Appendix 3	Activities Pattern Of 3 Shifts Work In Labour Room In PMC	58
Appendix 4	Activities Pattern Of 3 Shifts Work In Labour Room In GHAS	59
Appendix 5	Activities Pattern Of 3 Shifts Work In Multi-discipline Wards In PMC	60
Appendix 6	Activities Pattern Of 3 Shifts Work In Multi-discipline Wards In GHAS	61
Appendix 7	Activities Structures And Learning In Multi-discipline Wards In PMC -AM Shift	62
Appendix 8	Activities Structures And Learning In Multi-discipline Wards In GHAS -AM Shift	63
Appendix 9	Activities Structures And Learning In Multi-discipline Wards In PMC -PM Shift	64
Appendix 10	Activities Structures And Learning In Multi-discipline Wards In GHAS -PM Shift	65
Appendix 11	Activities Structures And Learning In Multi-discipline Wards In PMC -Night Shift	66
Appendix 12	Activities Structures And Learning In Multi-discipline Wards In GHAS -Night Shift	67
Appendix 13	Activities Structures And Learning In Labour Room In PMC -AM Shift	68
Appendix 14	Activities Structures And Learning In Labour Room In GHAS -AM Shift	69
Appendix 15	Activities Structures And Learning In Labour Room In PMC -PM Shift	70
Appendix 16	Activities Structures And Learning In Labour Room In GHAS -PM Shift	71
Appendix 17	Activities Structures And Learning In Labour Room In PMC -Night Shift	72
Appendix 18	Activities Structures And Learning In Labour Room In GHAS -Night Shift	73

Appendix 19	Activities Structures And Learning In ICU In PMC	74
	-AM Shift	
Appendix 20	Activities Structures And Learning In ICU In GHAS	76
	-AM Shift	
Appendix 21	Activities Structures And Learning In ICU In PMC	77
	-PM Shift	
Appendix 22	Activities Structures And Learning In ICU In GHAS	<b>7</b> 9
	-PM Shift	
Appendix 23	Activities Structures And Learning In ICU In PMC	80
	-Night Shift	
Appendix 24	Activities Structures And Learning In ICU In GHAS	81
	-Night Shift	

## **CHAPTER ONE**

### INTRODUCTION

In this 21<sup>st</sup> Century we have entered the Knowledge Age, the new currency is learning Employees seem to place at least as much value on the opportunity to learn new things at work. What is "learning"? Learning, is a relatively permanent change in behavior (or behavior tendency) that occurs as a result of a person's interaction with the environment (McShane, 2000) Learning is essential for Knowledge Management.

One of the difference in the level of analysis between two theoretical perspectives is individual versus organizational learning.

Individual learning is the starting point from which most theories of learning, in general and organizational learning in particular begin. Marquart asserts that 'individual learning is needed for organizational learning since individuals from the units of groups and organizations' (Marquart, 1996:32). Similarly, Senge believes that 'organizations learn only through individual who learn. Individual learning does not guarantee organizational learning, but without it no organizational learning occurs' (Senge, 1990a :236)

Fiol and Lyles believe that 'though individual learning is important to organizations, organizational learning is not simply the sum of each member's learning' (Fiol and Lyles, 1985:804). Most commentators agree that although individuals are the agents of organizational learning the process involves more than merely the cumulative learning of those individuals. Hedberg argues that: 'as individuals develop their personalities, personal habits and beliefs over time, organizations develop world views and ideologies. Members

# The contents of the thesis is for internal user only

# The contents of the thesis is for internal user only

# References

- Barbara m. Swanson (1984) Careers in health care Dow Jones-Irwin
- Bateson, G. (1972). The Logical Categories of Learning and Communication. IG.

  Bateson *steps to an Ecology of Mind*. Northvale, N.J.: Jason Aronson Inc.
- Braverman, H. (1974) Labour and monopoly capital: The Degradation of work in the twentieth century, Monthly Reviewed Press, New York.
- Brown, FM. (1990). Sleep-nap behaviors of three permanent shifts of hospital nurses. In shiftwork: Health, Sleep and Performance, edited by G. Costa, G. Gesana, K. Kogi, and A. Wedderburn. Frankfurt: Peter Lang
- Campbell, J., M.D. Dunnette, E.E. Lawler, III, & K.E. Weick, Jr (1970). *Managerial Behavior, Performance & Effectiveness*
- Catherine H.C. Seaman & Phyllis J. Verhonick (1982) Research Methods for Undergraduate Students In Nursing, U.S.A.
- Cherrington, David J. (1991) *The management of human resources*, Needham Heights, MA.
- Christopher Mabey, Denise Skinner and Timothy Clark (1998) *Experiencing Human Resource Management.* London
- Cordery, J., Barton, K., Mueller, W. & Parker, S. (1991) *Multiskilling: The views of public sector human resource managers*, Asia Pacific Human Resource Management, 2, 79-89.
- Cordery, J.L (1989) Multi-skilling: a discussion of proposed benefits of new approaches to labour flexibility within enterprises, Personal Review, 18(3), 13-22.

- Cumming, T. & S.A. Mohrman (1987). Self-designing organizations: Towards

  implementing quality-of-work-life innovations. In R. Woodman & W. Pasmore

  (Eds), Research in organizational charge and development, Vol 1. Greenwich,

  Conn,: JAL Press
- Cumming, T. & S.A. Mohrman (1989). Self-designing organization: Learning how to create high performance
- Daft, R.L. and Weick, K.E. 1984 'Toward a model of organizations interpretation systems'. *Academy of Management Review*, 9(2), 284-295.
- Davison, R., Johnson, P & Oates, N. (eds) (1982) *Grouping of skills: What have we learnt?* Proceedings of a symposium held at Warwick University, April 1982, Manpower Services Commission, Sheffield, UK.
- Derek Adam-Smith and Alan Peacock (1994) *Cases in Organizational Behaviour*,
  University of Portsmouth London.
- Eleanor C. Hein & M. Jean Nicholsan (1994) *Comtemporary Leadership Behavior*.

  4<sup>th</sup> edi JB. Lippincott Co, Phil-delphia
- Eleanor J. Sullivan, and Philip J. Decker (1997) *Effective Leadership & Management in Nursing* 4<sup>th</sup> Edi. Addison Wesley, CA
- Ellegord, K. (1994a). All finga det forgangliga. *Utreckling en metod for studier av cardagslivets skeenden*, Kulturgeografiska Institutionen, Goteborgs University.
- Ellegord, K (1994b). Worker generated production improvements in a Reflective

  Production System or "Kaizen" in a Reflective Production System. Paper

  presented at GERPISA Senand International Colloquium. The New Industrial

  models of Automobile Firms, Paris.

- Engestrom, Y. (1987) Learning by expending. An Activity Theoretical Approach to Development Research: Helsinki: Orienta Konsultit Oy.
- Fiol, C.M. and Lyles, M.A. (1985) 'Organizations learning', *Academy of Management Review 10*(4): 803-13.
- Friedrick, A., Kabst, R. Weber, W. & Rodehuth, M. (1998) Functional flexibility:

  Merely reacting or acting strategically? Employee Relation, 20(5), 504-23.
- Gadbois, C. (1982). Women on night shift: Interdependence of sleep and off-the

  -job-activities. In night and shiftwork: Biological and Social Aspects, edited
  by A Reinberg, W. Vieux, and P. Andlaver. Oxford: Pergamon Press
- Garvin, D. (1993) "Building a learning organization.' Harvard Business Review, July/ Aug, 78-91
- Grace L. Deloughery (1991), Issues and trends in nursing, United States of America.
- Hagerstrand, T. (1974). Tidsgeografisk beskrivning. Syfte och postulat. *Svensk Geografisk Arcbokarg*. 50, Lund.
- Hagerstrand, T. (1075). Space, Time and Human Conditions. In: A. Karlqvist, L. lundqvist and F. Snickars (Ed). *Dynamic allocation of Urban Space*Famborough. Saxon How
- Hedberg, B-(1981). 'How organizations learn and unlearn' in P. Nystrom and W. Starbuck (eds), Handbook of Organizational Design. New York: Oxford University Press.
- Hoff, A and U. Ebbing, (1991). Menschengechte Umsetzung Von

  Arbeitszeitberkurzungen. *Dortmund, Forschungsanwendung* Fa 25:

  Bundesanstalt für Arbeitsschutz.

- Ian Beardwell & Len Holden (1997) *Human Resource Management : A*Contemporary perspective, 2<sup>nd</sup> Edi, Great Britain.
- Joe Tidd, John Bessant & Keith Pavitt (2001) Managing Innovation: Intergrating

  Technological, Market and Organizational Change, 2<sup>nd</sup> edi. England
- Juhary Ali and See Kok Eng, Universiti Utara Malaysia, Malaysia, Human Resource

  Management: A Study of Activity Pattern of Nursing Care, 7<sup>th</sup> International

  Conference on Global Business & Economic Development, Bangkok, January 8

  –11, 2003.
- Justin Keen (1994) *Information Management in Health Services*, Buckingham, Philadelphia.
- Leonard-Barton, d (1995) Wellsprings of knowledge: Building and sustaining the sources of innovation. Harvard Business School Press, Boston, Mass, pp335
- Marquardt, M.J. and Reynolds, A. (1994) *The Global Learning Organization:*Gaining Competitive Advantage through Continuous Learning, Burr Ridge –

  Irwin.
- Michael Poole & Malcolm Warner (1998) *The IEBM Handbook of Human Resource Management*. London. U.K.
- Normann, R. 1985 "Developing capabilities for organizational learning', in J.M.

  Pennings et al. (eds), *Organisational Strategy and Chang.* San Francisco:

  Jossey-Bass)
- Oxford Advanced Learner's Dictionary of Current English –4<sup>th</sup> Edition. AS. Hornby Paul Chance (1994) *Learning & Behaviour* 3<sup>rd</sup> edi. United states of America
- Revans R.w. (1980) Action Learning: New Techniques for Management,
  Blond & Briggs Ltd, London

- Ribeaus, P. and Proppleton S.E. (1978) *Psychology and Work An Introduction*London: Macmillan
- Riley, d.W. (1994) *Integrated health care systems: Emerging Models* Bursing Economics 12(4), 201-206
- Se nge, P (1990) The Fifth Discipline, Doubleday, New York
- Senge, P.M. (1990a) The Fifth Discipline: The Art and Practice of the Learning Organization, New York; Doubleday
- Sheila Ritchie & Peter Martin (1999) Motivation Management, England
- Shortell, S.M. (1993) *Creating organized delivery systems: The barriers & Facilities.* Hospital & Health Services Administration, 38(4), 46-47.
- Smith, P.a. & Brown, D.E. (1992) Organizational Change: A successful award restructuring for 1500 water and sewerage workers using action research approach, British Psychological Society Occupational Psychology Conference, Liverpool, January.
- Sovie, M.d. (1995) *Tailoring Hospitals for managed care and integrated health* systems. Nursing Economics, 13(2), 72-83
- Steven L. McShane, Mary ann Von Glinow (2000): *Organizational Behaviour*,

  McGraw-Hill
- Travaqlione, Anthony & Marshall V. (2000): *Human Resources Strategies: An Applied approach.* McGraw-Hill, Australia
- William T. Martin (1938) *Motivation and Productivity in Public Sector Human*Service Organizations. Greenwood Press, INC