JOB DESIGN AND WORK PERFORMANCE
AMONG HEALTHCARE PERSONNEL

A project paper submitted to the Faculty of Business Management
in partial fulfillment of the requirements for the degree
Master of Business Administration (MBA)
Universiti Utara Malaysia

by
Syed Munir Barakah Bin Syed Faazi Barakah

© Syed Munir Barakah, 2006. All rights reserved.
SYED MUNIR BARAKBAH SYEEO FAOZI BARAKBAH

calon untuk ijazah (candidate for the degree of)

SARJANA PENTADBIRAN PERNIAGAAN
telah mengemukakan kertas projek yang bertajuk (has presented his/her project paper of the following title)

JOB DESIGN AND WORK PERFORMANCE AMONG HEALTHCARE PERSONNEL

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

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

Nama Penyelia (Name of Supervisor) PROF. MADAIA DR. REYNALDO G. SEGUMPAN @
RIZAL ZUHAIRI ABDULLAH
Tandatangan (Signature) 25 May 2006
Tarikh (Date)
PERMISSION TO USE

In presenting this project paper in partial fulfillment of the requirements for a postgraduate degree of Master of Business Administration (MBA) from Universiti Utara Malaysia, I agree that the University may make it freely available for inspection. I further agree that permission for copying of this project paper in any manner, in whole or in part, for scholarly purposes may be granted by my supervisor or, in his absence, by the Dean of Faculty of Business Management. It is understood that any copying or publication or use of this project paper 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 Universiti Utara Malaysia for any scholarly use which may be made of any material from my project paper.

Requests for permission to copy or to make other uses of material in this project paper, in whole or in part, should be addressed to:

Dean
Faculty of Business Management
Universiti Utara Malaysia
06010 Sintok, Kedah Darul Aman
Malaysia
ABSTRACT (ENGLISH)

The main purpose of this study was to determine the relationships between job design and work performance among 240 randomly selected healthcare personnel in Alor Setar Hospital, Kedah.

The study also examined statistically significant differences in the respondents' work performance when grouped by gender, age, marital status, tenure, number of years working in the current hospital, number of years working in other hospitals, and place of residence.

In assessing job design, the Multimethod Job Design Questionnaire (Cronbach Alpha=0.9064) developed by Campion (1988) was adopted, pilot-tested, and used in the research. In describing work performance, job evaluation records from the Human Resource Office in Alor Setar Hospital were taken for the purpose of this study. Statistical tools used were frequency counts, percentages, means, t-test, One-Way ANOVA, Post-Hoc Test, Pearson's r, and Multiple Regression Analysis. Analyses were set at 0.05 level of significance using the SPSS (Version 12.0) computer software.

Overall, the respondents “agreed” on the job design in the hospital. Across the sub-dimensions of job design, the respondents “agreed” on Motivational Approach, Biological Approach, and Perceptual-Motor Approach. However, respondents were “not sure” on Mechanistic Approach. The respondents experienced “high” level of work performance.

There were statistically significant differences between work performance and (a) age, (b) marital status, (c) tenure, (d) number of years working in the current hospital, and (e) number of years working in other hospitals.
ABSTRAK (BAHASA MALAYSIA)

Tujuan utama kajian ini adalah untuk menentukan perhubungan di antara rangka kerja dan prestasi kerja di kalangan 240 kakitangan kesihatan yang dipilih secara rawak di Hospital Alor Setar, Kedah.

Kajian ini juga menjelaskan perbezaan statistikal yang signifikan di dalam prestasi kerja para responden setelah digabungkan oleh jantina, umur, status perkahwinan, tempoh perkhidmatan, bilangan tahun bekerja di hospital ini, bilangan tahun bekerja di lain-lain hospital, dan tempat kediaman.

Di dalam menilai rangka kerja, Soal Selidik Kaedah Pelbagai Rangka Kerja (Cronbach Alpha=0.9064) yang dihasilkan oleh Campion (1988), kajian rintis dan digunakan dalam kajian ini. Dalam menjelaskan prestasi kerja, rekod penilaian kerja daripada Pejabat Sumber dan Manusia di Hospital Alor Setar telah diambil bagi kajian ini. Alat statistik yang digunakan adalah pengiraan frekuensi, peratusan, purata, ujian-t, ANOVA sehala, ujian Post-Hoc, kolerasi Pearson dan Analisis Regresi Berganda. Analisis ditetapkan pada aras kebolehpercayaan 0.05 dengan menggunakan SPSS (Versi 12.0).


Terdapat perbezaan statistikal yang signifikan di antara prestasi kerja dan ciri-ciri demografi: (a) umur, (b) status perkahwinan, (c) tempoh perkhidmatan, (d) bilangan tahun bekerja di hospital ini, dan (e) bilangan tahun bekerja di lain-lain hospital.
ACKNOWLEDGEMENT

IN THE NAME OF ALLAH THE MOST GRACIOUS AND THE MOST MERCIFUL.

All praise is to the Almighty Allah S.W.T for His entire blessing from the beginning until the completion of this project paper. Special thanks are extended to the following:

Associate Professor Dr. Reynaldo Gacho Segumpan, my supervisor, for his valuable ideas, commitment, invaluable help, professionalism, and kindness, which led to the completion of this project paper.

The Director of Alor Setar Hospital, Kedah for the permission to conduct the study.

Mr. Abu Hassan Bin Abd. Rahman, Dr. Mohd Radzi Bin Abu Hassan, Matron Dahaga, Matron Rohani, Sister Hamidah, Sister Rohani, Sister Fauziah, SN Zuriyah, SN Chua, and nurses that participated in this study, for their help and co-operation.

Mr. Hafidz Bin Hussein and Mrs. Marzalina Binti Mansor, for their help in translating the questionnaire on job design into Malay Language.

My special thanks also to all my friends, especially Shahrir, Atamz, Farouq, Along, Kucai, Zulhady, Teja, Boy, Din, Pak Ku, Azwan, Wandy, Saifullah, Muntazam, Chef Yusof, Iwan, Khuzainee, Shahrul, Khalid, Dahlan, Arief, Asraf, Keong, Chua, Tan, Lee, Akmar, Shera, Jazira, and Sairah who contributed directly or indirectly to this study.

Last but not least, special note of appreciation to my beloved parents and siblings, for their immense support, love, devotion, and encouragement throughout my studies.
DEDICATION

This piece of work is humbly dedicated to these people closest to my heart...

My Parents...
Yang Mulia Tuan Syed Faozi Barakbah Bin Tun Syed Sheh Barakbah
Yang Mulia Allahyarhamah Puan Che Mariam Bte Ahmad (Al-Fatihah)

My Loving Brothers and Sister...
Yang Mulia Tuan Syed Mohsin Barakbah
Yang Mulia Tuan Syed Mohar Barakbah
Yang Mulia Tuan Syed Mahdi Barakbah
Yang Mulia Puan Sharifah Maliah Barakbah

My Loving Sisters-in-Law and Brother-in-Law...
Yang Mulia Puan Sharifah Noor Kamariah Jamalulfail
Yang Mulia Puan Sharifah Fauziah Al-Attas
Yang Mulia Puan Yusarimah Puteri
Yang Mulia Tengku Muhammad Firman

- Syed Munir Barakbah
  770626025527
  May 2006
# TABLE OF CONTENTS

<table>
<thead>
<tr>
<th>Section</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>PERMISSION TO USE</td>
<td>i</td>
</tr>
<tr>
<td>ABSTRACT (ENGLISH)</td>
<td>ii</td>
</tr>
<tr>
<td>ABSTRAK (BAHASA MELAYU)</td>
<td>iii</td>
</tr>
<tr>
<td>ACKNOWLEDGEMENT</td>
<td>iv</td>
</tr>
<tr>
<td>DEDICATION</td>
<td>v</td>
</tr>
<tr>
<td>LIST OF TABLES</td>
<td>ix</td>
</tr>
<tr>
<td>LIST OF FIGURES</td>
<td>xii</td>
</tr>
</tbody>
</table>

## CHAPTER I: INTRODUCTION

1.0 Overview .............................................. 1  
1.1 Background and Theoretical Framework of the Study .......... 2  
1.2 Profile of Alor Setar Hospital .......................... 6  
1.3 Problem Statement ..................................... 8  
1.4 Objectives of the Study ................................ 12  
1.5 Research Questions .................................... 13  
1.6 Significance of the Study ................................ 13  
1.7 Definition of Terms .................................... 15  
1.8 Scope of the Study ..................................... 18  
1.9 Organization of the Study ............................... 19  

## CHAPTER II: LITERATURE REVIEW

2.0 Overview .............................................. 20  
2.1 Definition of Job Design .............................. 21  
2.2 Job Design Approaches ................................ 22  
2.2.1 Motivational Approach ................................ 23  
2.2.2 Mechanistic Approach ................................ 27  
2.2.3 Biological Approach ................................ 29  
2.2.4 Perceptual-Motor Approach ............................ 30  
2.3 The Measurement of Work ................................ 31  
2.4 Definition of Work Performance ........................ 34  
2.5 Work Performance of Healthcare Personnel ............... 37  
2.6 Summary ................................................ 39  

## CHAPTER III: METHODOLOGY

3.0 Overview .............................................. 41  
3.1 Research Design ........................................ 42  
3.2 Setting and Source of Information ........................ 42  
3.2.1 Population ........................................... 42  
3.2.2 The Sampling Technique ................................ 43  

vi
CHAPTER IV: FINDINGS

4.0 Overview .......................................................... 63
4.1 The Respondents’ Profile ......................................... 64
  4.1.1 Gender .......................................................... 64
  4.1.2 Age ............................................................ 64
  4.1.3 Marital Status .................................................. 65
  4.1.4 Tenure ........................................................ 66
  4.1.5 Number of Years Working in the Current Hospital ....... 66
  4.1.6 Number of Years Working in Other Hospitals .......... 67
  4.1.7 Place of Residence .......................................... 68
4.2 Level of Selected Variables .................................... 69
  4.2.1 Level of Agreement on the Overall Job Design .......... 69
    4.2.1.1 Level of Agreement on the Job Design According to Sub-Dimension Motivational Approach ............... 72
    4.2.1.2 Level of Agreement on the Job Design According to Sub-Dimension Mechanistic Approach ............... 73
    4.2.1.3 Level of Agreement on the Job Design According to Sub-Dimension Biological Approach ................ 75
    4.2.1.4 Level of Agreement on the Job Design According to Sub-Dimension Perceptual-Motor Approach ........ 77
4.2.2 Level of Work Performance ........................................ 78
4.3 Analysis of Differences ............................................. 80
  4.3.1 Work Performance and Age ..................................... 80
  4.3.2 Work Performance and Marital Status ......................... 82
  4.3.3 Work Performance and Tenure ................................... 83
  4.3.4 Work Performance and Number of Years Working in the Current Hospital .................................................. 84
  4.3.5 Work Performance and Number of Years Working in Other Hospitals ......................................................... 86
  4.3.6 Work Performance and Place of Residence .................... 87
4.4 Analysis of Relationships ........................................... 88
4.5 Predictors of Work Performance ................................... 89
4.6 Discussion and Implications ....................................... 92

CHAPTER V: SUMMARY, CONCLUSIONS, AND RECOMMENDATIONS

5.0 Overview ........................................................................ 105
5.1 Summary of the Study ................................................... 105
5.2 Summary of the Findings .............................................. 106
5.3 Conclusions ..................................................................... 108
5.4 Limitations of the Study .............................................. 109
5.5 Recommendations ....................................................... 109

REFERENCES ........................................................................ 113
APPENDIX A: Job Design Questionnaire ................................. 120
APPENDIX B: Work Performance Evaluation Form .................. 121
APPENDIX C: Letter of Approval from Universiti Utara Malaysia ................................................................. 122
APPENDIX D: Letter of Approval from Alor Setar Hospital, Kedah ......................................................... 123
LIST OF TABLES

Table 1.1: Negative Performance of Public Servants during 2000-2003 ......................... 9
Table 1.2: Ratio between Patients and Nurses in Healthcare Organization in Malaysia ........................................................................................................ 10
Table 3.1: Distribution of Items According to Sub-Dimensions of Job Design ................. 46
Table 3.2: The Cronbach Alpha for Overall Reliability of 48 Items .......................... 48
Table 3.3: The Cronbach Alpha for Reliability of Items for Sub-Dimension Motivational Approach .......................................................................................... 49
Table 3.4: The Cronbach Alpha for Reliability of Items for Sub-Dimension Mechanistic Approach ......................................................................................... 50
Table 3.5: The Cronbach Alpha for Reliability of Items for Sub-Dimension Biological Approach .............................................................................................. 51
Table 3.6: The Cronbach Alpha for Reliability of Items for Sub-Dimension Perceptual-Motor Approach ................................................................................. 52
Table 3.7: Summary of Cronbach Alpha for Reliability of All Items According to Sub-Dimensions of Job Design ................................................................. 53
Table 3.8: Cronbach Alpha Reliability Coefficient of the Questionnaire Before and After Discarding 12 Items ................................................................. 54
Table 3.9: Cronbach Alpha of the Questionnaire According to Sub-Dimensions Before and After Discarding 12 Items ......................................................... 54
Table 3.10: Item-Total Correlation for All the 48 Items ........................................ 56
Table 3.11: Range of Mean Scores for Selected Variables ........................................ 57
Table 3.12: The Total and Percentage of Distributed, Returned, Usable, and Rejected Questionnaires ................................................................. 59
Table 3.13: Pearson’s r Indices of Correlation .......................................................... 62
Table 4.1: Distribution of Respondents According to Gender .................................. 64
Table 4.2: Distribution of Respondents According to Age ....................................... 65
Table 4.3: Distribution of Respondents According to Marital Status ....................... 65
Table 4.4: Distribution of Respondents According to Tenure .................................... 66
Table 4.5: Distribution of Respondents According to the Number of Years Working in the Current Hospital .......................................................... 67
Table 4.6: Distribution of Respondents According to the Number of Years Working in Other Hospitals .......................................................... 68
Table 4.7: Distribution of Respondents According to Place of Residence ................ 69
Table 4.8: Distribution of Respondents According to Level of Agreement on the Overall Job Design ................................................................. 70
Table 4.9: Means, Standard Deviations, and Verbal Description of Overall Job Design .......................................................................................................... 71
Table 4.10: Distribution of Respondents According to Level of Agreement on the Job Design in Terms of Sub-Dimension Motivational Approach ....... 72
Table 4.11: Means, Standard Deviations, and Verbal Description of Sub-Dimension Motivational Approach .............................................................. 73
# LIST OF TABLES

<table>
<thead>
<tr>
<th>Table</th>
<th>Description</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>Table 4.12</td>
<td>Distribution of Respondents According to Level of Agreement on the Job Design in Terms of Sub-Dimension Mechanistic Approach</td>
<td>74</td>
</tr>
<tr>
<td>Table 4.13</td>
<td>Means, Standard Deviations, and Verbal Description of Sub-Dimension Mechanistic Approach</td>
<td>74</td>
</tr>
<tr>
<td>Table 4.14</td>
<td>Distribution of Respondents According to Level of Agreement on the Job Design in Terms of Sub-Dimension Biological Approach</td>
<td>75</td>
</tr>
<tr>
<td>Table 4.15</td>
<td>Means, Standard Deviations, and Verbal Description of Sub-Dimension Biological Approach</td>
<td>76</td>
</tr>
<tr>
<td>Table 4.16</td>
<td>Distribution of Respondents According to Level of Agreement on the Job Design in Terms of Sub-Dimension Perceptual-Motor Approach</td>
<td>77</td>
</tr>
<tr>
<td>Table 4.17</td>
<td>Means, Standard Deviations, and Verbal Description of Sub-Dimension Perceptual-Motor Approach</td>
<td>78</td>
</tr>
<tr>
<td>Table 4.18</td>
<td>Distribution of Respondents According to Level of Work Performance</td>
<td>79</td>
</tr>
<tr>
<td>Table 4.19</td>
<td>Means, Standard Deviations, and Verbal Description of Work Performance</td>
<td>79</td>
</tr>
<tr>
<td>Table 4.20</td>
<td>One-Way ANOVA in the Work Performance of Respondents Grouped by Age</td>
<td>81</td>
</tr>
<tr>
<td>Table 4.21</td>
<td>Scheffe Post Hoc Test of Differences in the Work Performance of Respondents Grouped by Age</td>
<td>82</td>
</tr>
<tr>
<td>Table 4.22</td>
<td>Differences in the Work Performance of Respondents Grouped by Marital Status</td>
<td>82</td>
</tr>
<tr>
<td>Table 4.23</td>
<td>One-Way ANOVA in the Work Performance of Respondents Grouped by Tenure</td>
<td>83</td>
</tr>
<tr>
<td>Table 4.24</td>
<td>Scheffe Post Hoc Test of Differences in the Work Performance of Respondents Grouped by Tenure</td>
<td>84</td>
</tr>
<tr>
<td>Table 4.25</td>
<td>One-Way ANOVA in the Work Performance of Respondents Grouped by Number of Years Working in the Current Hospital</td>
<td>84</td>
</tr>
<tr>
<td>Table 4.26</td>
<td>Scheffe Post Hoc Test of Differences in the Work Performance of Respondents Grouped by Number of Years Working in the Current Hospital</td>
<td>85</td>
</tr>
<tr>
<td>Table 4.27</td>
<td>One-Way ANOVA in the Work Performance of Respondents Grouped by Number of Years Working in Other Hospitals</td>
<td>86</td>
</tr>
<tr>
<td>Table 4.28</td>
<td>Scheffe Post Hoc Test of Differences in the Work Performance of Respondents Grouped by Number of Years Working in Other Hospitals</td>
<td>87</td>
</tr>
<tr>
<td>Table 4.29</td>
<td>Differences in the Work Performance of Respondents Grouped by Place of Residence</td>
<td>87</td>
</tr>
<tr>
<td>Table 4.30</td>
<td>Pearson's r Correlation between the Overall Job Design and Work Performance</td>
<td>88</td>
</tr>
<tr>
<td>Table 4.31</td>
<td>Pearson's r Correlation between Job Design and across Sub-Dimensions and Work Performance</td>
<td>89</td>
</tr>
</tbody>
</table>
LIST OF TABLES

Table 4.32: Multiple Regression Analysis of Work Performance ....................... 91
LIST OF FIGURES

<table>
<thead>
<tr>
<th>Figure</th>
<th>Description</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>Figure 1.1</td>
<td>Research Framework</td>
<td>6</td>
</tr>
<tr>
<td>Figure 2.1</td>
<td>A Continuum of Job-Design Strategies</td>
<td>22</td>
</tr>
<tr>
<td>Figure 2.2</td>
<td>Job-Design Implications for Job Characteristic Theory</td>
<td>25</td>
</tr>
<tr>
<td>Figure 2.3</td>
<td>Essential of the Locke and Latham Goal-Setting Framework</td>
<td>35</td>
</tr>
</tbody>
</table>
CHAPTER I

INTRODUCTION

1.0 Overview

Chapter I includes nine parts: (1) Background and Theoretical Framework of the Study, (2) Profile of Alor Setar Hospital, (3) Problem Statement, (4) Objectives of the Study, (5) Research Questions, (6) Significance of the Study, (7) Definition of Terms, (8) Scope of the Study, and (9) Organization of the Study.

Part One, Background and Theoretical Framework of the Study, discusses the rationale for choosing the research as well the theoretical framework of the study. Part Two, Profile of Alor Setar Hospital, presents a brief background of the hospital. Part Three, Problem Statement, identifies issues requiring solution for the study. Part Four, Objectives of the Study, describes the aims of the study. Part Five, Research Questions, provides the questions to be answered for the purpose of the research. Part Six, Significance of the Study, presents the benefits that can be derived from the findings of the study. Part Seven, Definition of Terms, defines the important terms used in the research. Part Eight, Scope of the Study, defines the scope and coverage of the study. Part Nine, Organization of the Study, shows the structure of the study.
The contents of the thesis is for internal user only
REFERENCES


Planning and Development Division (Information and Documentation System Unit) *Ministry of Health Malaysia* (2006).


