

**JOB DESIGN AND WORK PERFORMANCE:  
A STUDY OF HEALTH CARE PERSONNEL IN TRIPOLI MEDICAL  
CENTRE (TMC)**

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**UNIVERSITI UTARA MALAYSIA**

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**JOB DESIGN AND WORK PERFORMANCE:  
A STUDY OF HEALTH CARE PERSONNEL IN TRIPOLI MEDICAL  
CENTRE (TMC)**

**A Thesis Submitted to the Graduate School in Partial Fulfilment of  
Master of Human Resource Management  
Universiti Utara Malaysia**

**By  
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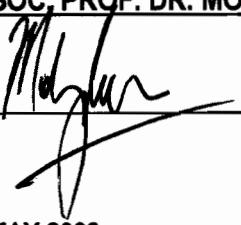
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## **ABSTRACT (ENGLISH)**

The main purpose of this study was to determine the relationships between job design and work performance among 156 randomly selected healthcare personnel in Tripoli Medical Centre, Libya

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 Tripoli Medical Centre were taken for the purpose of this study. Statistical tools used were frequency counts, percentages, means, t-test, One-Way ANOVA, Pearson's r, and Multiple Regression Analysis. Analyses were set at 0.05 level of significance using the SPSS (Version 14.0) 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 156 kakitangan kesihatan yang dipilih secara rawak di Pusat Perubatanl Tripoli di Negara Libya

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 pusat perubatan tersebut telah diambil bagi kajian ini. Alat statistik yang digunakan adalah pengiraan frekuensi, peratusan, purata, ujian-t, ANOVA sehala, kolerasi Pearson dan Analisis Regresi Berganda. Analisis ditetapkan pada aras kebolehpercayaan 0.05 dengan menggunakan SPSS (Versi 14.0).

Keseluruhan responden “bersetuju” dengan rangka kerja di hospital. Bagi sub-dimensi rangka kerja, para responden “bersetuju” dengan Pendekatan Motivacional, Pendekatan Biologikal, dan Pendekatan Persepsi-Motor. Namun, para responden “tidak pasti” dengan Pendekatan Mekanistik. Para responden mengalami paras yang “tinggi” dalam prestasi kerja.

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.

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## **CHAPTER I**

### **1.1 Introduction**

One of the major challenges facing the healthcare industry is to identify contributors to work performance and to use those factors to implement an effective plan for the healthcare personnel retention. This task is crucial in order to end the vicious cycle of high turnover rates, which create a dwindling workforce resulting in more being expected from the exhausted remaining them.

The healthcare personnel form an integral part of patient care. From the time of Florence Nightingale who formalized the healthcare personnel during the Crime War, they have played a major role in the healing process and have been held in high regard in the community. The healthcare personnel in Libya were trained abroad till mid-twentieth century when local institutions of learning took over (Abraham, 2002).

Morrison (2000) described the healthcare personnel job as one that is driven by the needs of the patients, the needs of the patient's family members, the needs of healthcare system as well as the needs of the society. The care of the patient now involves the coming together of a group of healthcare specialists in the clinical and support services. The healthcare personnel coordinate these activities among the various groups to ensure the

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