

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

ZEYAD MOHAMED BIN OTMAN

UNIVERSITI UTARA MALAYSIA

MAY 2009

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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

Zeyad Mohamed Bin Otman

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KOLEJ PERNIAGAAN
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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 Champion (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 Perubatan 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 Champion (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 Motivasional, 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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TABLE OF CONTENTS

	Pages
PERMISSION TO USE	III
ABSTRACT (ENGLISH)	IV
ABSTRAK (BAHASA MELAYU)	V
ACKNOWLEDGEMENT	VI
TABLE OF CONTENTS	VIII
LIST OF TABLES	XI
LIST OF FIGURES	XII

CHAPTER I: INTRODUCTION

1.1 Introduction	1
1.2 Profile of Tripoli Medical Centre (TMC)	5
1.3 Problem Statement	7
1.4 Objectives of the Study	11
1.5 Research Questions	12
1.6 Significance of the Study	12
1.7 Definition of Terms	14
1.8 Scope of the Study	17
1.9 Organization of the Chapters	17

CHAPTER II: LITERATURE REVIEW

2.1 Introduction	19
2.2 Definition of Job Design	19
2.3 Job Design Approaches	21
2.3.1 Motivational Approach	21
2.3.2 Mechanistic Approach	26
2.3.3 Biological Approach	28

2.3.4	Perceptual-Motor Approach	29
2.4	The Measurement of Work	30
2.5	Definition of Work Performance	33
2.6	Work Performance of Healthcare Personnel	36
2.7	Summary	38

CHAPTER III: METHODOLOGY

3.1	Introduction	40
3.2	Research Design	41
3.3	Setting and Source of Information	41
3.3.1	Population	41
3.3.2	The Sampling Technique	42
3.4	The Instrument	43
3.5	Reliability and Validity of the Questionnaire	46
3.6	Interpretation of Mean Scores	46
3.6.1	Level of Selected Variables	46
3.7	Data Collection and Administration	47
3.8	Data Analysis Technique	48
3.8.1	Descriptive Statistics	48
3.8.2	Inferential Statistics	48
3.8.3	Criteria Used	50

CHAPTER IV: FINDINGS

4.1	Introduction	51
4.2	The Respondents' Profile	52
4.2.1	Gender	52
4.2.2	Age	52
4.2.3	Marital Status	53
4.2.4	Tenure	53

4.2.5	Number of Years Working in the Current Hospital	54
4.2.6	Number of Years Working in Other Hospitals	55
4.2.7	Place of Residence	56
4.2.8	Education Level	56
4.3	Level of Selected Variables	57
4.3.1	Level of Agreement on the Overall Job Design	57
4.3.2	Level of Work Performance	59
4.4	Analysis of Differences	60
4.4.1	Work Performance and Age	60
4.4.2	Work Performance and Marital Status	61
4.4.3	Work Performance and Tenure	62
4.4.4	Work Performance and Number of Years Working in the Current Hospital	62
4.4.5	Work Performance and Number of Years Working in Other Hospitals	63
4.4.6	Work Performance and Place of Residence	63
4.5	Analysis of Relationships	64
4.6	Predictors of Work Performance	65
4.7	Discussion and Implications	67

CHAPTER V: SUMMARY, CONCLUSIONS, AND RECOMMENDATIONS

5.1	Introduction	80
5.2	Summary of the Study	80
5.3	Summary of the Findings	81
5.4	Conclusions	82
5.5	Limitations of the Study	83
5.6	Recommendations	83

REFERENCES	87
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APPENDIX	94
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LIST OF TABLES

	Pages
Table 1.1: Negative Performance of Public Servants during 2000-2003	8
Table 1.2: Ratio between Patients and Nurses in Healthcare Organization in Libya	9
Table 3.1: Distribution of Items According to Sub-Dimensions of Job Design	45
Table 3.11: Range of Mean Scores for Selected Variables	47
Table 3.13: Pearson's r Indices of Correlation	50
Table 4.1: Distribution of Respondents According to Gender	52
Table 4.2: Distribution of Respondents According to Age	53
Table 4.3: Distribution of Respondents According to Marital Status	53
Table 4.4: Distribution of Respondents According to Tenure	54
Table 4.5: Distribution of Respondents According to the Number of Years Working in the Current Hospital	55
Table 4.6: Distribution of Respondents According to the Number of Years Working in Other Hospitals	55
Table 4.7: Distribution of Respondents According to Place of Residence	56
Table 4.8: Distribution of Respondents According to their education level	56
Table 4.9: Distribution of Respondents According to Level of Agreement on the Job Design in Terms of Sub-Dimension Motivational Approach	57
Table 4.10: Means, Standard Deviations, and Verbal Description of Sub-Dimension Motivational Approach	58
Table 4.11: Distribution of Respondents According to Level of Work Performance	59
Table 4.12: Means, Standard Deviations, and Verbal Description of Work Performance	60
Table 4.13: One-Way ANOVA in the Work Performance of Respondents Grouped by Age	61
Table 4.14: Differences in the Work Performance of Respondents Grouped by Marital Status	61
Table 4.15: One-Way ANOVA in the Work Performance of Respondents Grouped by Tenure	62
Table 4.16: One-Way ANOVA in the Work Performance of Respondents Grouped by Number of Years Working in the Current Hospital	62
Table 4.17: One-Way ANOVA in the Work Performance of Respondents Grouped by Number of Years Working in Other Hospitals	63
Table 4.18: Differences in the Work Performance of Respondents Grouped by Place of Residence	63
Table 4.19: Pearson's r Correlation between the Overall Job Design and Work Performance	64
Table 4.20: Pearson's r Correlation between Job Design and across Sub-Dimensions and Work Performance	65
Table 4.21: Multiple Regression Analysis of Work Performance	66

LIST OF FIGURES

	Pages
Figure 1.1: Research Framework	5
Figure 2.1: A Continuum of Job-Design Strategies	21
Figure 2.2: Job-Design Implications for Job Characteristic Theory	24
Figure 2.3: Essential of the Locke and Latham Goal-Setting Framework	34

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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