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**WORKLOAD, PERCEIVED ORGANIZATIONAL SUPPORT
AND PERFORMANCE AMONG PRIVATE HOSPITAL NURSES
IN JOHOR**



UUM

BY

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Partial Fulfilment of the Requirement for the
Master of Human Resource Management**



**Pusat Pengajian Pengurusan
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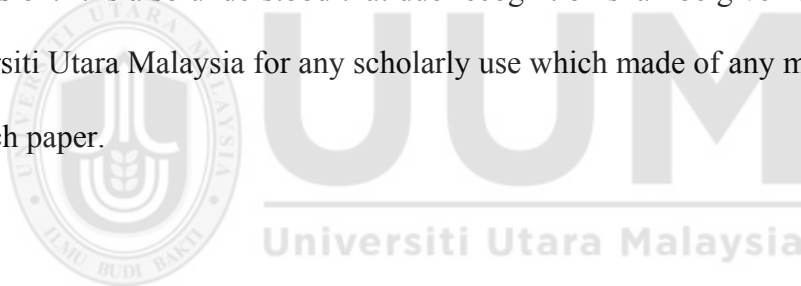
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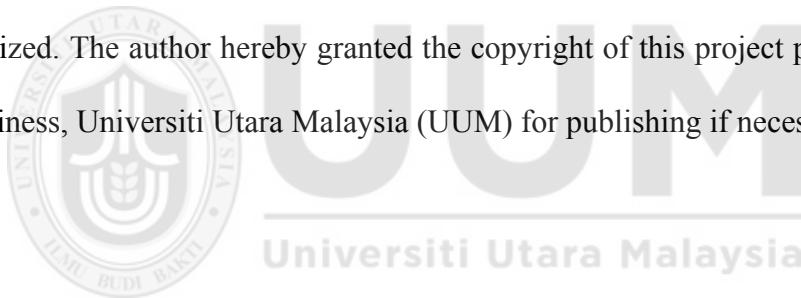
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ABSTRACT

This study is carried out to examine factors influencing employee performance among nurses at private hospitals in Johor. Two individual-related factors of workload and perceived organizational support were tested against nurses' performance, this study examine the relationship among workload, perceived organizational support with nurses' performance. A total of 291 questionnaires were distributed for further analysis. Quantitative research method was used and primary data was collected from staff registered nurses in various departments from private hospital in Johor. The data was analysed using Statistical Package for Social Science (SPSS) software version 22.0. The findings indicated that workload and perceived organizational support had significant influence on the nurses' performance but there is no significant difference in nurses' performance according to various departments. These findings will help the hospital management take necessary measures to enhance nurses' performance Malaysia in Malaysian private hospitals.

Keywords: nurses' performance, workload, perceived organizational support.



ABSTRAK

Kajian ini dijalankan untuk melihat faktor yang mempengaruhi prestasi pekerja dalam kalangan jururawat di hospital swasta di Johor. Dua faktor berkaitan dalam kajian ini terdiri daripada bebanan kerja dan persepsi sokongan organisasi digunakan untuk menguji prestasi jururawat. Terdapat faktor-faktor yang mempunyai kesan signifikan dalam prestasi kerja dan di dalam kajian ini mengkaji antara bebanan kerja, persepsi sokongan organisasi dengan prestasi jururawat. Sebanyak 291 soal selidik diedarkan untuk analisis selanjutnya. Kaedah penyelidikan kuantitatif digunakan dan data primer dikumpulkan dari jururawat di pelbagai jabatan dari beberapa hospital swasta. Data dianalisis menggunakan *Statistical Package for Social Science* (SPSS) versi 22.0. Hasil kajian menunjukkan bebanan kerja dan menerima sokongan dari organisasi mempunyai hubungan signifikan, tetapi perbezaan prestasi kerja jururawat dalam pelbagai jabatan tidak mempengaruhi. Hasil kajian ini akan membantu pihak pengurusan hospital mengambil langkah-langkah yang diperlukan untuk meningkatkan prestasi jururawat dalam kalangan hospital swasta di Malaysia.

Kata kunci: prestasi jururawat, bebanan kerja, persepsi sokongan organisasi.



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LIST OF ABBREVIATIONS

WHO	World Health Organization
SRN	Staff Registered Nurse
AIS	American Institute of Stress
KPI	Key Performance Indicator
HR	Human Resource
ICU	Intensive Care Unit
NICU	Nursery Intensive Care Unit
POS	Perceived Organizational Support
IV	Independent Variable
DV	Dependent Variable
SPSS	Statistical Package of Social Sciences
OCB	Organizational Citizenship Behaviour
N	Population Size
n	Sample Size
R	Reverse Coding
COVID-19	Coronavirus Disease
S.D	Standard Deviation
P	Significant Value
R	Correlation Coefficients
UUM	Universiti Utara Malaysia

CHAPTER 1

INTRODUCTION

1.0 Introduction

Employee performance is crucial in all business organizations as employees are the assets in all organizations. Employee performance is firm or individual level that sees the human resource becoming the most determining aspects to achieve the organizational goals (Muda, Rafiki & Harahap, 2014). Al-Ahmadi (2009) stated, in the context of the healthcare industry, nurses form the largest group of healthcare professionals in hospitals. According to Al-Ahmadi (2009), nurses form the most significant human resource element, as they have a huge impact on the quality of care and patient satisfaction. Fritzen (2007) proposed that, nursing is one of the most vital occupations and has a strong effect on any healthcare industry's performance.

Nurses' performance is an essential element in the healthcare sector since nurses in private or public hospitals have the highest level of direct patient care. In order to serve the best services to patients, the human resource department should emphasize on nurses' performances in private hospitals. Most private hospitals use performance evaluation as an indicator to achieve the company's goals and objectives (Ong & Kamaludin, 2016). Today, private healthcare's major challenge is to find ways to improve their nurses' performance and increased efficiency in their healthcare interventions (Ong & Kamaludin, 2016).

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APPENDIX A –QUESTIONNAIRE



Dear Sir/ Madam,

It is with great pleasure to inform you that I am currently conducting a study on "**The elements of work stress that affect nurses performance at private hospitals.**"

This research is in fulfilment of the requirement for a Master's Degree in Human Resource Management from Universiti Utara Malaysia. Therefore, I am seeking your cooperation in completing a questionnaire that will take about 10 minutes of your time to complete it.

I would appreciate if you could spend some time to complete this survey. All information will be kept strictly confidential and will be used for academic purposes only. Please answer all questions as best as you can. There is no right or wrong answer, just answer as accurately as possible. The items in the survey require you to circle (O) the appropriate answers.

Please do not hesitate to contact me if you have any enquiries about this research. Your cooperation and support in completing this survey are highly appreciated. Thank you.

Nur Hanun Taufiqah Binti Mohd Taufik (825079)

Master of Human Resource Management

Universiti Utara Malaysia

+6019-7929496

hanuntaufiqah.taufik@gmail.com

Section A: Demographic Profile

Please answer all the questions by making tick (/) the appropriate answer.

1. Gender

Male	
Female	

2. Status

Single	
Married	
Divorce	

3. Age

21-30 years old	
31-40 years old	
41-50 years old	
Above 50 years old	

4. Length of Service

Less than 1 year	
1-5 years	
5-10 years	
More than 10 years	

5. Department

Emergency	
Multidiscipline Ward	
Operation Theatre	
Intensive Care Unit (ICU)	
Outpatient Clinic	
Others	

Section B: Employee Performance

Please answer all the questions by circling the appropriate answer based on the following scale:

Strongly Disagree	Disagree	Partially Agree	Agree	Strongly Agree
1	2	3	4	5

Please indicate the extent to which you agree or disagree with each of the following statements by circling the most appropriate response based on the following scale:

No.	Questions	Strongly Disagree	Disagree	Partially Agree	Agree	Strongly Agree
1.	I always maintain a high standard of work.	1	2	3	4	5
2.	I am capable of handling my work without much supervision.	1	2	3	4	5
3.	I am very passionate about my work.	1	2	3	4	5
4.	I know I can handle multiple work for achieving organizational goals.	1	2	3	4	5
5.	I always complete my work on time.	1	2	3	4	5
6.	My colleagues believe I am a high performer in my organization.	1	2	3	4	5
7.	I always extend help to my co-workers when asked or needed.	1	2	3	4	5
8.	I love to handle extra responsibilities.	1	2	3	4	5
9.	I extend my sympathy and empathy to my co-workers when they are in trouble.	1	2	3	4	5
10.	I actively participate in in-group discussions and work meetings.	1	2	3	4	5
11.	I use to praise my co-workers for their	1	2	3	4	5

	excellent work.					
12.	I derive a lot of satisfaction from nurturing others in organizations.	1	2	3	4	5
13.	I always share knowledge and ideas among fellow workers.	1	2	3	4	5
14.	I always guide new colleagues beyond my job purview.	1	2	3	4	5
15.	I communicate effectively with colleagues for problem solving and decision-making.	1	2	3	4	5

Section C: Workload

Please answer all the questions by circling the appropriate answer based on the following scale:

Rarely	Occasionally	Sometimes	Fairly Often	Very Often
1	2	3	4	5

Please indicate the extent to which you rarely or very often with each of the following statements by circling the most appropriate response based on the following scale:

No.	Questions	Rarely	Occasionally	Sometimes	Fairly Often	Very Often
1.	How often does your job require you to work very fast?	1	2	3	4	5
2.	How often does your job require you to work very hard?	1	2	3	4	5
3.	How often does your job leave you with little time to get things done?	1	2	3	4	5
4.	How often is there	1	2	3	4	5

	a great deal to be done?					
--	--------------------------	--	--	--	--	--

Please answer all the questions by circling the appropriate answer based on the following scale:

Hardly Any	A little	Some	A lot	A great deal
1	2	3	4	5

Please indicate the extent to which you hardly any or a great deal with each of the following statements by circling the most appropriate response based on the following scale:

No.	Questions	Hardly Any	A little	Some	A lot	A great deal
1.	How much slowdown in the workload do you experience?	1	2	3	4	5
2.	How much time do you have to think and contemplate?	1	2	3	4	5
3.	How much workload do you have?	1	2	3	4	5
4.	What quantity of work do others expect you to do?	1	2	3	4	5
5.	How much time do you have to do all your work?	1	2	3	4	5
6.	How many project or tasks do you have?	1	2	3	4	5
7.	How many lulls (temporary intervals) between heavy workload periods do you have?	1	2	3	4	5

Section D: Perceived Organizational Support (POS)

Please answer all the questions by circling the appropriate answer based on the following scale:

Strongly Disagree	Disagree	Partially Agree	Agree	Strongly Agree
1	2	3	4	5

Please indicate the extent to which you agree or disagree with each of the following statements by circling the most appropriate response based on the following scale:

No.	Questions	Strongly Disagree	Disagree	Partially Agree	Agree	Strongly Agree
1.	The organization values my contribution to its well-being.	1	2	3	4	5
2.	The organization fails to appreciate any extra effort from me.	1	2	3	4	5
3.	The organization would ignore any complaint from me.	1	2	3	4	5
4.	The organization really cares about my well-being.	1	2	3	4	5
5.	Even if I did the best job possible, the organization would fail to notice.	1	2	3	4	5
6.	The organization cares about my general satisfaction at work.	1	2	3	4	5
7.	The organization shows very little concern for me.	1	2	3	4	5
8.	The organization takes pride in my accomplishment at work.	1	2	3	4	5

APPENDIX B- LETTER OF DATA COLLECTION



OTHMAN YEOP ABDULLAH GRADUATE SCHOOL OF BUSINESS
Universiti Utara Malaysia
06010 UUM SINTOK
KEDAH DARUL AMAN
MALAYSIA



Tel.: 604-928 7101/7113/7130
Faks (Fax): 604-928 7160
Laman Web (Web): www.oagbsb.uum.edu.my

UUM/OYAGSB/R-4/4/1
16 January 2020

TO WHOM IT MAY CONCERN

Dear Sir/Madam

DATA COLLECTION

COURSE: Research Paper
COURSE CODE: BPMZ69912
LECTURER: Dr. Wan Shakizah Binti Wan Mohd Noor

This is to certify that the following is a postgraduate student from Othman Yeop Abdullah Graduate School of Business, Universiti Utara Malaysia. She is pursuing the above mentioned course which requires her to undertake an academic study and prepare an assignment. The details are as follows:

NO.	NAME	MATRIC NO.
1.	Nur Hanun Taufiqah Binti Mohd Taufik	825079

In this regard, I hope that you could kindly provide assistance and cooperation for her to successfully complete the assignment given. All the information gathered will be strictly used for academic purposes only.

Your cooperation and assistance is very much appreciated.

Thank you.

"SERVING THE NATION"
"KEDAH AMAN MAKMUR – HARAPAN BERSAMA MAKMURKAN KEDAH"
"KNOWLEDGE VIRTUE SERVICE"

Yours faithfully

ROZITA BINTI RAMLI
Assistant Registrar
for Dean
Othman Yeop Abdullah Graduate School of Business

c.c - Student's File (825079)

Universiti Pengurusan Terkemuka
The Eminent Management University



APPENDIX C – RELIABILITY ANALYSIS (PILOT TEST)

i) DV- Employee Performance

Case Processing Summary

		N	%
Cases	Valid	30	100.0
	Excluded a	0	.0
	Total	30	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.940	.946	15

ii) IV 1- Workload

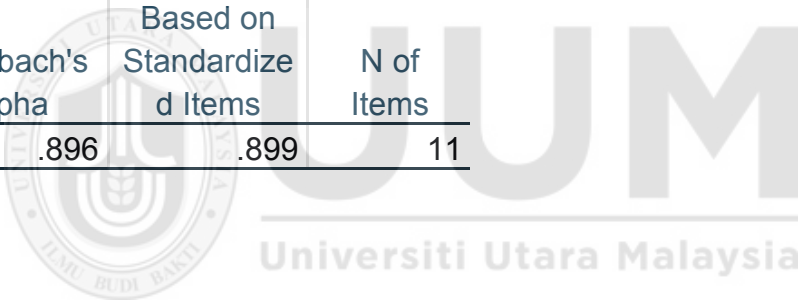
Case Processing Summary

		N	%
Cases	Valid	30	100.0
	Excluded a	0	.0
	Total	30	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.896	.899	11



iii) IV 2- POS

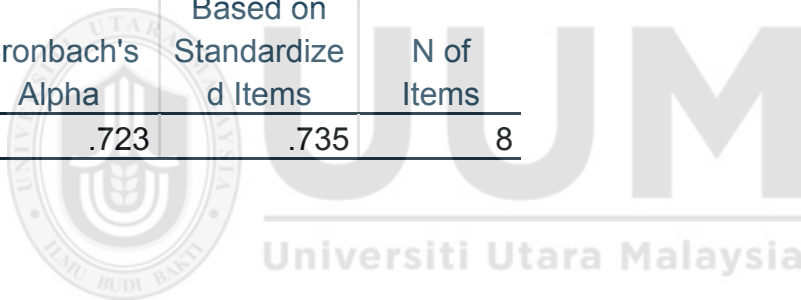
Case Processing Summary

		N	%
Cases	Valid	30	100.0
	Excluded a	0	.0
	Total	30	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.723	.735	8



APPENDIX D- RESPONDENT RATE

i) Gender

Statistics

Gender

N	Valid	291
	Missing	0

Gender

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	35	12.0	12.0	12.0
	Female	256	88.0	88.0	100.0
	Total	291	100.0	100.0	

ii) Status

Statistics

Status

N	Valid	291
	Missing	0

Status

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Single	131	45.0	45.0	45.0
	Married	154	52.9	52.9	97.9
	Divorce	6	2.1	2.1	100.0
	Total	291	100.0	100.0	

iii) Age

Statistics

Age

N	Valid	291
	Missing	0

		Age			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	21-30 years old	211	72.5	72.5	72.5
	31-40 years old	68	23.4	23.4	95.9
	41-50 years old	9	3.1	3.1	99.0
	Above 50 years old	3	1.0	1.0	100.0
	Total	291	100.0	100.0	

iv) Length of Service

Statistics

Service

N	Valid	291
	Missing	0

		Service			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Less than 1 year	56	19.2	19.2	19.2
	1-5 years	130	44.7	44.7	63.9
	5-10 years	64	22.0	22.0	85.9
	More than 10 years	41	14.1	14.1	100.0
	Total	291	100.0	100.0	

v) Departments

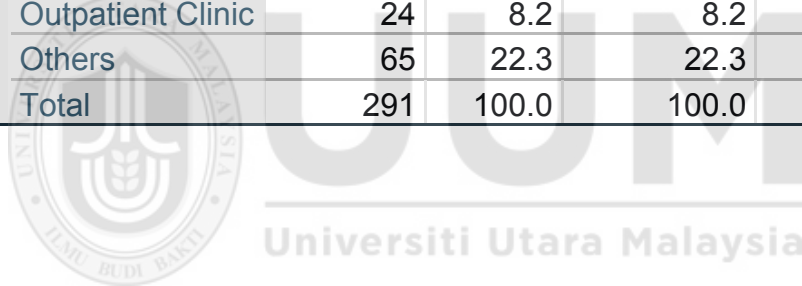
Statistics

Departments

N	Valid	291
	Missing	0

Departments

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Emergency	13	4.5	4.5	4.5
	Ward	86	29.6	29.6	34.0
	Operation Theatre	54	18.6	18.6	52.6
	ICU	49	16.8	16.8	69.4
	Outpatient Clinic	24	8.2	8.2	77.7
	Others	65	22.3	22.3	100.0
	Total	291	100.0	100.0	



APPENDIX E – DESCRIPTIVE ANALYSIS

i) DV- Employee Performance

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
Employee Performance	291	1	5	3.83	.732
Valid N (listwise)	291				

ii) IV 1- Workload

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
Workload	291	1	5	3.53	.652
Valid N (listwise)	291				

iii) IV 2- POS

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
POS	291	1	4	2.84	.403
Valid N (listwise)	291				

APPENDIX F – REALIBILITY ANALYSIS

i) DV- Employee Performance

Case Processing Summary

		N	%
Cases	Valid	291	100.0
	Excluded a	0	.0
	Total	291	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.968	.968	15

ii) IV 1- Workload

Case Processing Summary

		N	%
Cases	Valid	291	100.0
	Excluded a	0	.0
	Total	291	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.905	.905	11

iii) IV 2- POS

Case Processing Summary

		N	%
Cases	Valid	291	100.0
	Excluded a	0	.0
	Total	291	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

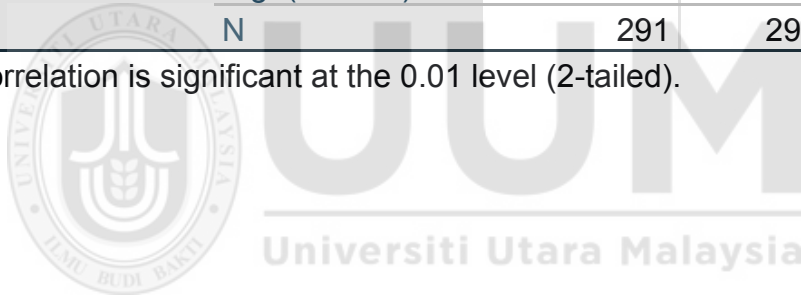
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.644	.633	8

APPENDIX G – PEARSON CORRELATION ANALYSIS

Correlations

		EmployeeP erformance	Workloa d	POS
EmployeePerforma nce	Pearson Correlation	1	.393**	.330**
	Sig. (2-tailed)		.000	.000
	N	291	291	291
Workload	Pearson Correlation	.393**	1	.190**
	Sig. (2-tailed)	.000		.001
	N	291	291	291
POS	Pearson Correlation	.330**	.190**	1
	Sig. (2-tailed)	.000	.001	
	N	291	291	291

** . Correlation is significant at the 0.01 level (2-tailed).



APPENDIX H- MULTIPLE REGRESSION ANALYSIS

Variables Entered/Removed^a

Model	Variables Entered	Variables Removed	Method
1	POS, Workload ^b	.	Enter

a. Dependent Variable:
EmployeePerformance

b. All requested variables entered.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	Change Statistics			Sig. F Change
						F Change	df1	df2	
1	.471 ^a	.222	.216	.648	.222	41.039	2	288	.000

a. Predictors: (Constant), POS, Workload

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	34.454	2	17.227	41.039	.000 ^b
	Residual	120.893	288	.420		
	Total	155.347	290			

a. Dependent Variable: EmployeePerformance

b. Predictors: (Constant), POS, Workload

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients Beta	t	Sig.
		B	Std. Error			
1	(Constant)	1.109	.313		3.544	.000
	Workload	.384	.059	.342	6.465	.000
	POS	.481	.096	.265	5.005	.000

a. Dependent Variable: EmployeePerformance



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APPENDIX I – ONE WAY ANOVA

Descriptives

EmployeePerformance

	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum	Between-Component Variance
					Lower Bound	Upper Bound			
Emergency	13	3.79	.653	.181	3.40	4.18	3	5	
Ward	86	3.81	.693	.075	3.66	3.96	1	5	
Operation Theatre	54	3.88	.646	.088	3.71	4.06	1	5	
ICU	49	3.90	.800	.114	3.67	4.12	2	5	
Outpatient Clinic	24	3.78	.704	.144	3.48	4.07	1	5	
Others	65	3.78	.835	.104	3.58	3.99	1	5	
Total	291	3.83	.732	.043	3.74	3.91	1	5	
Model	Fixed Effects		.737	.043	3.74	3.91			
	Random Effects			.043 ^a	3.72 ^a	3.94 ^a			-.009

a. Warning: Between-component variance is negative. It was replaced by 0.0 in computing this random effects measure.

Test of Homogeneity of Variances

		Levene Statistic	df1	df2	Sig.
EmployeePerformance	Based on Mean	1.240	5	285	.290
	Based on Median	1.008	5	285	.413
	Based on Median and with adjusted df	1.008	5	270.396	.414
	Based on trimmed mean	1.143	5	285	.338

ANOVA

EmployeePerformance

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	.621	5	.124	.229	.950
Within Groups	154.726	285	.543		
Total	155.347	290			

Multiple Comparisons

Dependent Variable: EmployeePerformance

Tukey HSD

(I) Departments	(J) Departments	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
					Lower Bound	Upper Bound
Emergency	Ward	-.020	.219	1.000	-.65	.61
	Operation Theatre	-.093	.228	.999	-.75	.56
	ICU	-.105	.230	.997	-.77	.55
	Outpatient Clinic	.012	.254	1.000	-.72	.74
	Others	.006	.224	1.000	-.64	.65
Ward	Emergency	.020	.219	1.000	-.61	.65
	Operation Theatre	-.073	.128	.993	-.44	.29
	ICU	-.086	.132	.987	-.46	.29
	Outpatient Clinic	.032	.170	1.000	-.46	.52
	Others	.026	.121	1.000	-.32	.37
Operation Theatre	Emergency	.093	.228	.999	-.56	.75
	Ward	.073	.128	.993	-.29	.44
	ICU	-.013	.145	1.000	-.43	.40
	Outpatient Clinic	.105	.181	.992	-.41	.62
	Others	.099	.136	.978	-.29	.49
ICU	Emergency	.105	.230	.997	-.55	.77
	Ward	.086	.132	.987	-.29	.46

	Operation Theatre	.013	.145	1.000	-.40	.43
	Outpatient Clinic	.117	.184	.988	-.41	.64
	Others	.112	.139	.967	-.29	.51
Outpatient Clinic	Emergency	-.012	.254	1.000	-.74	.72
	Ward	-.032	.170	1.000	-.52	.46
	Operation Theatre	-.105	.181	.992	-.62	.41
	ICU	-.117	.184	.988	-.64	.41
	Others	-.006	.176	1.000	-.51	.50
Others	Emergency	-.006	.224	1.000	-.65	.64
	Ward	-.026	.121	1.000	-.37	.32
	Operation Theatre	-.099	.136	.978	-.49	.29
	ICU	-.112	.139	.967	-.51	.29
	Outpatient Clinic	.006	.176	1.000	-.50	.51

Employee Performance

Tukey HSD^{a,b}

Departments	N	Subset for alpha = 0.05 1
Outpatient Clinic	24	3.78
Others	65	3.78
Emergency	13	3.79
Ward	86	3.81
Operation Theatre	54	3.88
ICU	49	3.90
Sig.		.988

Means for groups in homogeneous subsets are displayed.

a. Uses Harmonic Mean Sample Size = 32.515.

b. The group sizes are unequal. The harmonic mean of the group sizes is used. Type I error levels are not guaranteed.

