

## **Job Performance among Nurses at Mawar Renal Medical Centre**

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### **Abstract**

*The paper shares the findings from a study on the influencing factors of job performance among career women at Mawar Renal Medical Centre. Data was collected using a survey questionnaire in a cross-sectional study. A questionnaire survey was distributed to 100 respondents among the staff nurses at Mawar Renal Medical Centre. Data from Pearson correlation and regression show that the three factors, namely job satisfaction, working environment and job discrimination are positively significant in regards to job performance. The working environment is the most influencing factor to the job performance at Mawar Renal Medical Centre. The results would help the hospital administration in developing a suitable policy particularly for their women nurses in enhancing job performance.*

*Keywords: Job performance, nurses, private hospital*

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### **Introduction**

In this era of globalization, it is important for women to have a good job performance to sustain their position as well as to be in the same league as man in workforce. However, questions often arise on the job performance of women in the workplace. Annual Review chapters on personnel selection by Landy *et al.*, (1994) and Borman *et al.*, (1997) give some treatment to performance evaluation issues. These reviews focus on how job performance act as the carriage variable in determining job selection and promotion. Waldman and Spangler (1989) also developed an integrated model of job performance focusing on characteristics of the individual (experience, ability), outcomes (feedback, job security), and immediate work environment. Gender inequality, discrimination, and violence are anathema to human existence, healthy relationships, and development (Helen, 2010).

Women are frequently attributed to have less aptitude as compared to men in various management and administrative positions. As a result of this, women habitually acquire less job promotions and career advancement opportunities as compared to men due to various stereotypes narrated with job promotion of the female employees (Morrison *et al.*, 1990; Reskin and Ross, 1990). Poor job performance by nurses which resulted from occupational stress and decreased satisfaction is considered a risk factor for the safety of patients (Huda *et al.*, 2014).

In Malaysia, the increasing number of female employees shows a positive impact either in professional careers such as lawyers, doctors, lecturers and engineers (Ministry of Women, Family and Community Development Malaysia, 2010). However, the number of Malaysian women who make it to the international market is still small (Rafidah, 2005). They are urged to change their mind set in line with the changing of times in the business world

and are advised to start producing quality products which are capable in penetrating into the global market (Azlan, 2005).

According to Ministry of Health Malaysia (2016), there are 139 public hospitals in Malaysia and that makes the government the majority proprietor of health care in Malaysia. However, private hospitals also have an equally important role in providing best services as their public counterpart. As medical practitioners, the burdens faced by nurses are more or less equal with their doctors. Apart from pregnancy, other issues such as discrimination among female employees and the working environment itself can be seen an impediment in evaluating their job performance.

Studies on the factors affecting performance of female employees in their job are limited in scope, as any existing research most often focuses on individual characters and motives as performance predictors. In order to measure job performance, there are several factors that need to be identified in evaluating the job performance of an employee in the organization.

### **Job Performance among Female Employees**

In general, job performance is behaviors employees engaged in while at work (Jex 2002, p.88). Job performance can exist in the form of observable behaviors that make people do their job that are relevant to the goals of the organization (Campbel *et al.*, 1990). Commonly, it can be said on how well someone performs their work. Campbell *et al.*, (1993) explain that performance is not the consequence of behaviors but rather the behavior themselves.

The relation between job performance and gender in organization have been observed as sex is the carrier variable for differences in experience and personal history that determines the differences in job performance (Campbell, 1993). Gutek (1994) explains women's absence from senior positions in most professions as due to their lack of requisite characteristics or qualification. Clark (1996) found that only 32.7 percent out of 2501 female employees were satisfied with promotional scheme by the labour economy. It is because most of female employees live in an underprivileged environment. Thus, it affects the female working performance and more professional posts that need qualification cannot be promoted to more females. Heilman, Martell and Simon (1998) found that when clear information regarding female performance at workplace is available, their competence increases and more likely to succeed in their career just like their male counterparts.

According to Boles *et al.*, (2004) when the employees are physically and emotionally desired to work, their job performance will increase. Women have to endure the wide-ranging predicaments related to gender biased discriminatory factors in private sector organizations (Neathey, 2003). Unfortunately, there was a superlative segregation among occupational opportunities on the basis of gender role where female employees acquire less occupational advantages as compared to their male colleagues (Mathipa and Tsoka, 2001). Clark (1996) also suggested that promotion is significantly positive related with job satisfaction. However due to gender discrimination and miscellaneous occupational pressures, the female employees are less satisfied with their future job attainment as compared to male employees of the organization (Lyness and Judiesch, 1999; Blau and Ferber, 1992).

Despite lack of moral support and wage discrimination, a role conflict is also a factor that influences job performance among female employees. They are unable to cope with the environment within the organization. Laser and Rosen (1990) concluded that men and women are assigned to diverse job categories. This is due to the stereotypical behavior and differential occupational opportunities in the labour market causing women who have the same aptitude level as men to earn less, particularly in various types of managerial jobs.

## Methodology

In this research, the quantitative method was used to derive the understanding of the job performance among women staff through a questionnaire. Quantitative research emphasizes the measurement and analysis of causal relationships between variables (McMillan, 1997) and aims at drawing representative sample for the population, so that the results of studying the sample can then be generalized back to the population (Sekaran and Bougie, 2013).

The population of this study are among the nurses that work at Mawar Rental Hospital, Seremban, Negeri Sembilan, Malaysia. A letter was sent to the hospital administration to ensure permission received and to inform the participants about the objectives of the research. The purpose of this study was well explained to the participants and permission was granted by the hospital authority before the questionnaires were distributed to the sample. Time factor was the reason researchers decided to use sampling technique in determining the respondents. 100 respondents were selected for this study using purposive sampling technique among female nurses only. The values for internal consistency for all scales used are .7 and .8 on alpha value to denote reliability. Statistical Package for Social Science (SPSS v20) was used to analyze the data. In order to analyze the data, Pearson Correlation Analysis was used to determine the relationship between job satisfaction, working environment and job discrimination and job performance. Regression Analysis was used to determine the accuracy of the relationship between variables and the main determinants of job performance.

## Findings

**Table 1**

*Profile of Respondents (n=100)*

No of question	Demographic profile	Frequency	Percentage (%)
Age	20-29	82	82.0
	30-39	12	12.0
	40-49	-	-
	50 and above	6	6.0
Marital Status	Single	62	62.0
	Married	36	36.0
	Divorced	2	2.0

Level of education	SPM	7	7.0
	STPM	-	-
	Certificate	-	-
	Diploma	6	6.0
	Degree	85	85.0
	Master	2	2.0
Length of working (years)	0-2	37	37.0
	3-5	51	51.0
	6 and above	12	12.0
Monthly income (RM)	500-900	6	6.0
	901-1500	34	34.0
	1501-2000	41	41.0
	2001-3000	12	12.0
	3001-4000	3	3.0
	4001-5000	3	3.0
	5000 and above	3	3.0
Department	Anesthesiology	16	16.0
	Emergency	21	21.0
	Dermatology	21	21.0
	Medical	13	13.0
	Others	29	29.0

Table 1 explains about profile of respondent. The respondent age around 20-29 years old are represented by 82%, followed by age range 30-39 which is represented by 12% and the last 6% represents the age range of 50 years old and above. In terms of marital status, majority of respondent is single with 62%, married respondents are 36% and another 2% are divorced respondent. Furthermore, for level of education for respondents who are degree certificate holders is 85%, followed by SPM 7%, Diploma 6% and Master 2%. Other than that, the majority of the respondents have worked for 3-5 years, which represents 51% and the remaining 37%, represents 0-2 years and those who have worked more than 6 years is 12%. Next, 41% of the respondents obtains a monthly income of RM1501-2000 while an income of RM3000-RM4000 and RM5000 and above have lowest percentage of 3% respectively. Lastly, for the department of the respondents, 29% represents the other departments followed by 21% respectively by department of emergency and dermatology and 16% represent department of anaesthesiology and another 13% represents department of medical.

## Test of Normality

Test of normality are used to determine whether a data set well-modelled by a normal distribution or not, or to compute how likely an underlying random variable is to be normally distributed.

**Table 2**  
*Normality Test*

Variables	Skewness	Kurtosis
Job satisfaction (Dependent Variable)	.145	.346
Working environment	-.124	-.607
Job discrimination	-.643	.280
Job performance	.119	.277

Table 2 provides the statistical value for Skewness and Kurtosis which is relevant to prove the normal univariate distribution. The Skewness and Kurtosis values for all the variables are within the acceptable values, which are +2 and -2 respectively. Job satisfaction Skewness and Kurtosis is .14 and .34 respectively, for working environment is -.12 and .60 respectively while for job discrimination is -.64 and -.28 respectively and lastly for job performance is .11 and .277. From the statistical value, it is acceptable that the data is normal to run a parametric test as the values for asymmetry and kurtosis between +2 and -2 are considered acceptable in order to prove normal univariate distribution (George and Mallery, 2010).

### Relationship between Factors

**H<sub>1</sub>: There is positive significant relationship between factors and job performance**

**Table 3**  
*Pearson Correlation (n=100)*

Variables	1
Job performance (Dependant variable)	-
Job satisfaction	.266**
Working environment	.545**
Job discrimination	.222**

\*\*  $p < .001$

Table 3 shows the correlation statistics whereby there is a positive significant relationship between job satisfaction, working environment and job discrimination toward job performance among nurses. Thus, the hypothesis is accepted.

### Regression Analysis

**Table 4**  
*The Regression Method (n=100)*

Variables	B	Sig.
Job satisfaction	0.69	.322
Working environment	.661	.000
Job discrimination	.128	.252

*Dependent variable: Job Performance*

Based on Table 4, the working environment is significant or the most influential in relation to the job performance among career women in Mawar Renal Medical Centre by indication of  $r=0.000$ ,  $p<0.05$ . Meanwhile, job discrimination shows that there is no significant relationship with the job performance.

## Evaluation of Findings

From the findings, there is a relationship between job satisfactions and job performance among nurses at Mawar Renal Medical Centre. It is agreed that job satisfaction can create greater performance among the employees, even though there is a complex analysis on which elements of job satisfaction that are really significant to job performance which is parallel to the evidence based on research conducted by Soolberg *et al.*, (2012). The finding is supported by study conducted by Clark (1996) which the regression analysis provided that female employees is more significantly to mention good relationship with managers, the actual works itself and the length of time that they need to serve the organization. The result also aligns with the research done by Locke (1976) which found the significant relationship between job performance and job satisfaction among the employees in the labour force.

A proper attention need to be given to the relationship between working environment and job performance among career woman. In a study done by the Nina and Sadegi (2013), workplace environment could affect the job performance. To strengthen the judgment, Chandrasekar (2011) found that the working environment is highly significant to job performance. Based on a study done by Andrea (2001), a strong relationship is vital between the work environment and professional satisfaction of professional nurse as cited in Murray (2007). They understand their role and responsibilities and how an ethical environment supports their identification of ethical issues and concerns. The statistics also helps in understanding job discrimination and job performance. According to Catalyst (2004), a series of recent studies revealed that many women in high-level positions in corporations and firms believe that social exclusion, not just overt discrimination, acts as a barrier to women's career advancement. Working environment is the most significant factor as supported by the previous research done by Roelofsen (2002) he stated that working environment is perhaps a key root causing employee engagement or disengagement and indicates that improving the working environment reduces complaints and absenteeism while increasing productivity. Wells (2000) stated that workplace satisfaction has been associated with job satisfaction. Crosby (1984) demonstrated that by and large, women are not acknowledged the ways gender discrimination may have affected their own career experiences. In recent years, employee's comforts in a particular job that is determined by workplace conditions and environment have been recognized as an important factor for measuring their productivity.

## Conclusion

In conclusion, this study has used a survey among female nurses to identify the factors that influence job performance at Mawar Renal Medical Centre. It was discovered that job satisfaction, working environment and job discrimination are the factors that affect job performance at Mawar Renal Medical Centre. The first finding is from correlation analysis reported that there is significant positive relationship between job satisfaction, working environment, job discrimination and job performance among nurses. Next finding is from regression analysis found that working environment is the most influential factors for job performance. Working environment as the main determinant of job performance does not mean that the healthcare industry oppressed the women employees, but rather that, perhaps

because the nurses found that their job's environment have been so much worse than the men thus they have higher expectation for better working environment from the organizations.

These findings are important for the organization that associated with healthcare because it helps the management on the primary issue that should be emphasized to ensure fair and equal treatment among the employees regardless of their gender. As working environment plays important determinant for higher job performance, it is vital for the management to re-look on the current policies that had been practised in the organization. If there is inequality issue between the employees, the top management should do the necessary rectification to ensure team work is not jeopardizing due to dissatisfaction among the men and women employees.

This is very important as for the organization that is associated with healthcare businesses; lack of team work among the staff can tarnish the good name of the organization. A good environment will lead to a higher degree of job performance. Hence, and the organization may want to look into this issue seriously as at the end of the day, the intangible factors affect the performance rather than the tangibles ones.

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