

ORIGINAL ARTICLE

THE RELATIONSHIP BETWEEN JOB CHARACTERISTICS AND NURSE PERFORMANCE IN ISLAMIC HOSPITAL OF KENDAL

Muhammad Riza Setiawan^{1,2}, Hari Krishnan Tamil Selvan²

¹Occupational Medicine Dept., Faculty of Medicine, Universiti Muhammadiyah of Semarang, Central Java, Indonesia.

²Faculty of Safety and Health, University of Cyberjaya, Malaysia

ABSTRACT

Many studies have been conducted on job performance among nurses. However, limited studies have been found in Indonesia, particularly relationship between job performance and job characteristic among nurses in hospital. The objective of the study is to study the relationship between job characteristic and nurse performance in Islamic Hospital of Kendal, especially in emergency unit, intensive care unit and ward unit. Cross-sectional study design was used in this study. Total nurse at this hospital was 150 nurses, and 20 nurses became the sample. Method: Questionnaire and observation tools were used to collect the data. The result of the study is nurses performance was affected by job autonomy, job variety, job significance, job identity and feedback. The strongest factors that affected nurse's performance respectively were autonomy, feedback, task variety, task significance and task identity. Significance of the study: Expands our knowledge on the relationships between job characteristic and job performance level among nurses at emergency unit, intensive care unit and ward unit in Islamic Hospital of Kendal. As a conclusion of this study is that a significant linear relationship between job characteristic and job performance among nurses in Islamic Hospital of Kendal.

Keywords: Job Characteristics, Nurse Performance

INTRODUCTION

Nurse performance is represented as autonomous, flexible, highly connected and multidimensional healthcare employee in highly organized of healthcare organizations which are driven by policy and guidelines in order to meet patient safety standards (Giles, Parker, Mitchell, & Conway, 2017). About 40 to 60 % of total human resources in healthcare organizations are nurses in which nursing department is the largest department at the hospital. Nurses tend to be the most numerous component of medical teams and tend to have the longest and closest contact with patients (Chen et al., 2015). Every nurse is advised to be committed to professional core values, and always being patient and kind. It is because the profession of nursing is a nurturing profession that encompasses empathy for and connection with people (Gandi, Wai, Karick, & Dagona, 2011).

The demand for nurses has risen in latest years in reaction to the development of the elderly population and changes in lifestyles and behavioural therapy (Chen et al., 2015). Hospital managers and nurse managers should work to enhance autonomy and positive organizational policy perceptions to help improve the performance of nurses. Job characteristics are objective characteristics of jobs, in particular the degree to which jobs are designed to increase internal motivation and job satisfaction for incumbents (Azash, Safare, Thirupalu, & Subhan, 2012). The five core job

features, which are task significance, task variety, task identity, autonomy and feedback, are believed to positively correlate with job satisfaction and performance (Azash et al., 2012). Therefore, it would be very important to identify the relationship between job performance and job characteristic among nurses in order to improve nurse's performance and patient safety in the hospital.

METHODS

Participants

A cross-sectional study was done among twenty (n=20) hospital nurses of different age, gender, year of work and unit of work. The respondents were randomly selected to answer the questionnaires.

Instrumentation

A set of Job Characteristic questionnaire containing 25 statements was developed based on several indicators which included task significance, task variety, task identity, autonomy and feedback (Hackman & Oldham, 1980). Part A mainly contained questions specific to this particular study which described the socio-demographic of the nurses that include gender, age, marital status, duration of service, race, and working department. Part B was the main part of the questionnaire for this study in which it was developed based on the variables. Each question was specific for each variable. The questionnaire's structure was based on rating-based format. Respondents were instructed to rate their opinion or

perception for a specific statement by making a 10-point scale ranging from Strongly Disagree to Strongly Agree in rating-based format.

A set of Job Performance tool containing 6 indicators was developed which were functional and technical skill, communication skill, client service, problem solving and decision making, commitment to quality and collaboration and teamwork. Every indicator has several questions that can assess how good nurse performance that is being observed. Part A mainly contained questions specific to this particular study which described the sociodemographic of the nurses that included gender, age, marital status, duration of service, race, and working department. Part B was the main questions of this observation tool in which it was developed based on the indicators. Each question will be specific for each variable. The observation tools structure was based on rating-based format. Observers were instructed to rate their assessment for a specific task that the nurse did by making a 5-point scale ranging from very bad to very good in rating-based format.

Data Analysis

Analysis of data uses statistical analysis from SPSS version 23.0 to gain the required output. Descriptive methods were used to simplify and characterize the data. The researcher has chosen the Pearson's Correlation Coefficient in SPSS to analyses because it can provide the information about the magnitude of the correlation and measure the strength of a linear relationship between paired data of independent and dependent variable from hypothesis one to hypothesis five. Pearson's Correlation Coefficient is the direction of the relationship while the magnitude denoted by r is by design and constrained as $-1 < r < 1$.

RESULTS

The demographic information which includes age, gender, year of work and unit of work is presented in Table 1.

Table 1 Demographic information (n=20)

| Variables | Frequency | Percent |
|---------------------|-----------|---------|
| Age | | |
| Below 30 years old | 13 | 65 |
| Above 30 years old | 7 | 35 |
| Gender | | |
| Male | 6 | 30 |
| Female | 14 | 70 |
| Year of work | | |
| Below 5 years | 4 | 20 |
| Above 5 years | 16 | 80 |
| Unit of work | | |
| Emergency room | 5 | 25 |
| Intensive care unit | 6 | 30 |
| Ward unit | 9 | 45 |

Table 1 shows demographic characteristics in which more than 50% of the nurses have been working for more than 5 years, dominantly female and below 30 years old. This result represented that most of the nurses working in Islamic Hospital of Kendal have good experience and know about patient's safety. The number of nurses in unit of work represented the proportionate number of nurses in Islamic Hospital of Kendal.

Bivariate analysis

a. Relationship between Autonomy and Job Performance

Table 2

| Variables | r | p |
|-----------------|---------|-------|
| Autonomy | 0.741** | 0.001 |
| Job performance | 0.741** | 0.001 |

** . Correlation is significant at 0.001 level (2-tailed).

From Table 2, it is noted that Sig-t (0.001) < α (0.05). Therefore, we reject H_0 and conclude that there is a significant correlation between Autonomy and Job Performance. The correlation coefficient is positive with 0.742. According to Guilford rule of thumb, there is a positive high relationship between Autonomy and Job Performance.

This finding is similar with other research (Saragih, 2015) which found that job autonomy is one of job performance contributing factors. There is a significant relationship between job autonomy and job performance.

The other researchers said that job autonomy is the degree to that the task provides substantial freedom, independence and discretion to the individual in programing the work and determining the procedures to be employed in carrying it out. It includes three interrelated aspects centered on freedom in (a) work scheduling, (b) decision making, and (c) work methods (Morgeson & Humphrey, 2006). Job autonomy enhances performance; as a result, staff with high job autonomy can understand that he/she is trusted to perform the task. This perceive completely affects their intrinsic motivation and the effectiveness in operating (Saragih, 2015).

Another study also mentioned that Job Autonomy is related to intrinsic motivation. The structural relationship showed that job autonomy, positive psychological capital and intrinsic work motivation are considerably associated

with job performance (Suteerawut N, Vanno V, 2016).

b. Relationship between task variety and job performance

Table 3

| Variables | <i>r</i> | <i>p</i> |
|-----------------|----------|----------|
| Task Variety | 0.723** | 0.002 |
| Job performance | 0.723** | 0.002 |

** . Correlation is significant at 0.002 level (2-tailed).

From Table 3, it is noted that Sig *p* (0.002) < α (0.05). Therefore, we reject H_0 and conclude that there is a significant correlation between task variety and job performance. The correlation coefficient is positive with 0.723. According to Guildford rule of thumb, there is a positive high relationship between task variety and job performance. There were many studies that found task variety has high contribution in job performance among workers. Variety of task, task identity, autonomy and feedback were found to affect the performance of employees. Both task variety and task identity increase motivation; hence, they improve the performance of employees (Evelyne, Kilika, & Muathe, 2018). In addition to above finding, another study showed that task variety refers to the extent that the work needs the worker to draw from a variety of skills and upon a variety of data. The speculation behind providing task selection in job style is that it will scale back tedium; thereby, increasing job satisfaction and motivation (Eldoret, 2013).

c. Relationship between task significance and job performance

Table 4

| Variables | <i>r</i> | <i>p</i> |
|-------------------|----------|----------|
| Task significance | 0.553** | 0.000 |
| Job performance | 0.553** | 0.000 |

** . Correlation is significant at 0.000 level (2-tailed).

From Table 4, it is noted that Sig *p* (0.000) < α (0.05). Therefore, we reject H_0 and conclude that there is a significant correlation between task significance and job performance. The correlation

coefficient is positive with 0.553. According to Guildford rule of thumb, there is a positive moderate relationship between task significance and job performance.

There were some studies that found similar result to this finding. Grant (2008) found that task significance increases job dedication and helps behaviour of lifeguards, and these effects were mediated by the increase in perceptions of social impact and social worth. Allan, Duffy and Collisson (2018) also described that self-reported performance was significantly related to both meaningful work and task significance. Moreover, meaningful work fully mediated the relation between task significance and two measures of self-reported job performance.

Although job design and social information processing theories proposed that task significance increases job performance, extant research has not revealed whether, if so, how and when task significance has a causal effect on performance (Grant, 2008). Task significance reflects the degree to which a job influences the lives or work of others, whether inside or outside the organization. People in jobs that have a significant effect on the physical or psychological well-being of others are likely to experience greater meaningfulness in the work (Hackman & Oldham, 1980).

d. Relationship between task identity and job performance

Table 5

| Variables | <i>R</i> | <i>p</i> |
|-----------------|----------|----------|
| Task identity | 0.553** | 0.002 |
| Job performance | 0.553** | 0.002 |

** . Correlation is significant at 0.002 level (2-tailed).

From Table 5, it is noted that Sig *p* (0.002) > α (0.05). Therefore, we reject H_0 and conclude that there is a significant correlation between task identity and job performance. Furthermore, it is noted that the correlation coefficient is 0.553. According to Guildford rule of thumb, there is a positive moderate relationship between task significance and job performance.

There were some studies that found similar result to this finding. Task identity was found to be the most important predictor of job satisfaction. The finding is quite justifiable as task identity is the extent to which employees do an entire piece of

work (instead of small parts) and can clearly identify the results of their effort (Azash et al., 2012).

This finding is harmonious with that of a recent study by Carayon (2004) who found job characteristic model as a significant model predicting job satisfaction with task identity explaining the largest amount of variance in job satisfaction. Task identity refers to serving the workers perceive on the relation between their job and the organization. Once some workers are not conscious of the relation between their job and alternative structure activities at the completion of their task, they do not feel they need to achieve the goal of the work. On the other hand, if they feel the relation between their job and other structure activities, they are going to resolve that what they are doing is vital in action of organization's goals and that they will try to enhance and improve their line information (Khayat & Gheitani, 2015).

e. Relationship between Feedback and Job Performance

Table 6

| Variables | <i>R</i> | <i>P</i> |
|-----------------|----------|----------|
| Feedback | 0.742** | 0.001 |
| Job performance | 0.742** | 0.001 |

** . Correlation is significant at 0.001 level (2-tailed).

From Table 6, it is noted that Sig-t (0.001) < a (0.05). Therefore, we reject H_0 and conclude that there is a significant correlation between feedback and Job Performance. The correlation coefficient is positive with 0.742. According to Guildford rule of thumb, there is a positive high relationship between Feedback and Job Performance. This result is similar with other research.

From the research result by Sen (2017), it showed that feedback changes the locus of attention at the level of control like task learning, task motivation and meta-task, which then increases the performance of recipients. Because feedback can be impacted by cultural diversity within the workforce, the locus of attention might be affected by the national culture of employees.

This finding is harmonious with that of a recent study by Azash et al. (2012) that feedback may be conceived as interference of boss in one's job responsibilities or it may have been conceived in terms of the criticism of boss on

one's job performance. Both of which are more prevalent in our work settings as compared to positive reinforcement and appreciation of subordinate's work.

Feedback from job reflects the degree to which the job provides direct and clear information about the effectiveness of task performance. The focus is on feedback directly from the job itself or knowledge of one's own work activities, as opposed to feedback from others. This is thought to enhance knowledge of the results of the job (Morgeson & Humphrey, 2006).

CONCLUSION

Job characteristic factors that were investigated are job autonomy, job variety, job significance, job identity and feedback. The research provides comprehensive analysis toward job characteristic in relation to job performance among nurses in emergency unit, intensive care unit and ward unit. The finding of this study that there is a significant relationship between all job characteristics factors (job autonomy, job variety, job significance, job identity and feedback) to nurse's performance. The strongest relationships found are autonomy, feedback, task variety, task significance and task identity.

Nurses are one of the important parts of healthcare provider in hospitals as they are the first line to face the patient most of the time. Unmotivated nurses and decreasing job performance will eventually give high effects in healthcare industries as it produces negative outcomes such as poor quality services, medical error, high nurse turnover rate, and etc. Early identification of job performance contributing factors will give tremendous positive feedback such as lowering the hidden cost of high employee turnover rate, client's dissatisfaction complaints, and organization reputation. This study did not only provide meticulous information and analysis of demographic factors including age, gender, year of work, and working department, but also contributed on job characteristics of nurses performance in Islamic Hospital of Kendal, Indonesia.

The result of the research will expected give information to the top management for them to do risk analysis and mitigation to avoid decreasing performance of nurses.

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COMPETING INTERESTS

There is no conflict of interest.

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