

**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

Handwritten notes and stamps in the bottom right corner, including the number '1613' and some illegible markings.

**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

© Zeyad Mohamed Bin Otman, May 2009. All Rights Reserv



KOLEJ PERNIAGAAN
(College of Business)
Universiti Utara Malaysia

PERAKUAN KERJA KERTAS PROJEK
(Certification of Project Paper)

Saya, mengaku bertandatangan, memperakukan bahawa
(I, the undersigned, certified that)

ZEYAD MOHAMED BIN OTMAN (801081)

Calon untuk Ijazah Sarjanamuda

(Candidate for the degree of) **MASTER OF HUMAN RESOURCE MANAGEMENT**

telah mengemukakan kertas projek yang bertajuk

(has presented his/her project paper of the following title)

**JOB DESIGN & WORK PERFORMANCE: A STUDY OF HEALTH CARE
PERSONNEL IN TRIPOLI MEDICAL CENTER**

Seperti yang tercatat di muka surat tajuk dan kulit kertas project
(as it appears on the title page and front cover of the project paper)

Bahawa kertas projek tersebut boleh diterima dari segi bentuk serta kandungan dan meliputi bidang ilmu dengan memuaskan.

(that the project paper acceptable in the form and content and that a satisfactory knowledge of the field is covered by the project paper).

Nama Penyelia : **ASSOC. PROF. DR. MOHMAD YAZAM SHARIF**
(Name of Supervisor)

Tandatangan :
(Signature)

Tarikh : **13 MAY 2009**
(Date)

PERMISSION TO USE

In presenting this thesis in partial fulfilment of the requirements for a postgraduate degree from the Universiti Utara Malaysia, I agree that the University Library may make it freely available for inspection. I further agree that permission for copying this thesis in any manner, in whole or in part, for scholarly purposes may be granted by my supervisor(s) or, in their absence, by the Dean of College of Business. It is understood that any copying or publication or use of this thesis or parts thereof for financial gain shall not be allowed without my permission. It is also understood that due recognition shall be given to me and to Universiti Utara Malaysia for any scholarly use which may be made of any material from my thesis.

Request for permission to copy or to take other use of materials in this thesis, in whole or in part, should be addressed to:

Dean of College of Business

University Utara Malaysia

06010 UUM Sintok

Kedah Darul Aman

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 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.

ACKNOWLEDGEMENTS

All praise and gratitude be given to Allah the Almighty for giving me such a great strength, patience, courage, and ability to complete this project.

Although any learning activity is a lonely personal project, it requires help, support and encouragement of others to be successful. Just as an eagle could not soar without the invisible strength of the wind, I could not have arrived at this place without all the invisible hands that provided me that strength. I would like to present my humble appreciation and gratefulness to all the people who made this journey possible. I am in debt to those who knowingly and unknowingly were so helpful and important in the difficult moments.

Firstly, my deepest appreciation goes to Associate Professor, Dr. Mohammed Yazam Sharif who has provided unlimited amount of encouragement and professional support. She valued my commitment to self and lifelong learning and all the while supporting my professional endeavours. Thank you, Dr. Yazam, for your always-positive attitude and outlook; you are an incredible supervisor and an outstanding leader.

Secondly, to Associate professor, Dr. Khulida Kirana Yahya who has provided expertise, knowledge, support and coaching during my undertaking HRM and I-HRM classes with her. The highest compliment I can say to a lecturer like you is: I have learned from you.

I wish to thank several individuals (Omar Ababneh, Ayman Abu Al-Hayja, Bashar Barakat, Feras Awida, Ashraf Abduljalil, Abdul Rahman, and Mahmoud Az-Zghoul, Marwan Al-Ahmar, Hans, Kaaber, Ben Younis) who have provided expertise, encouragement, and assistance in the accomplishment of this educational endeavor. When I say I couldn't have done it without their help, I am not simply passing on a trite compliment; I mean it!

I will not forget to thank Dr. Faridahwati Mohd. Shamsudin for proof reading my thesis, talking out ideas, providing technical and psychological assistance, and for guiding and supporting my efforts to succeed in this programme.

Above all I would like to express my gratitude to my parents, brothers, sisters, uncles, and brothers in law for their endless love and warm support that they have given me all throughout of my life. They are the heroes for their psychological and economical support.

Zeyad Bin Otman

May 2009

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
-------------------	----

APPENDIX	94
-----------------	----

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

The contents of
the thesis is for
internal user
only

REFERENCES

- Abraham, M. (2002). Job Performance of Nurses in Hospital Kota Bharu, Kelantan. *Unpublished MBA Thesis*, Northern University of Malaysia, Malaysia.
- Adams, A., Bond, S., & Hale, C. (1998). Nursing Organizational Practice and Its Relationship with Other Features of Ward Organization and Job Satisfaction. *Journal of Advanced Nursing*, 27 (6), 1212-1222.
- Adler P. S. (1992). *Technology and the Future of Work*. New York: Oxford University Press.
- Astrand, P. O., & Rodahl, K. (1977). *Textbook of Work Physiology: Physiological Bases of Exercise* (2nd ed.). New York: McGraw-Hill.
- Barnard, A. (1996). Technology and Nursing: an Anatomy of Definition. *International Journal of Nursing Studies*, 33 (4), 433-441.
- Barnes, R. M. (1980). *Motion and Time Study: Design and Measurement of Work* (7th ed.). New York: Wiley.
- Bateman, T. S., & Strasser, S. (1984). A Longitudinal Analysis of the Antecedents of Organizational Commitment. *Academy of Management Journal*, 27 (1), 95-112.
- Beale, A. V., & Holinsworth, S. R. (2002). Achieving Congruence between Employee Interests and County Jobs: a Win-Win Proposition. *Journal of Employment Counseling*, 39 (1), 22-30.
- Best, J. W., & Kahn, J. V. (2003). *Research in Education* (9th ed.). Boston: Pearson Education Inc.
- Bishop, C. E. (1973). Manpower Policy and the Supply of Nurses. *Industrial Relations*, 2, 86-94.
- Blegen, M., Goode, C., Johnson, M., Maas, M., McCloskey, J., & Moorehead, S. (1992). Recognizing Staff Nurse Job Performance and Achievements. *Research in Nursing and Health*, 15, 57-66.
- Bobko, N. A., & Barishpolets, A. T. (2002). Work Ability, Age and its Perception, and Other Related Concerns of Ukraine Health Care Workers. *Experimental Aging Research*, 28, 95-71.

- Brown, M., & Benson, J. (2005). Managing to Overload? Work Overload and Performance Appraisal Processes. *Group & Organization Management*, 30 (1), 99-124.
- Burns, T., & Stalken, G. M. (1961). *The Management of Innovation*. London: Tavistock.
- Campbell, J. P., Dunnette, M. D., Lawler III, E. E. & Weick, K. E. Jr. (1970). *Managerial Behavior Performance and Effectiveness*. New York: McGraw-Hill.
- Campion, M. A. (1988). Interdisciplinary Approaches to Job Design: a Constructive Replication with Extensions. *Journal of Applied Psychology*, 73, 467-481.
- Campion, M. A., & Thayer, P. W. (1985). Development and Field Evaluation of an Interdisciplinary Measure of Job Design. *Journal of Applied Psychology*, 70, 29-43.
- Carnevali, D. (1985). Nursing Perspective in Healthcare Technology. *Nursing Administration Quarterly*, 9 (4), 10-18.
- Cavana, R. Y., Delahaye, B. L., & Sekaran, U. (2005). *Applied Business Research: Qualitative and Quantitative Methods*. New York: John Wiley & Sons, Inc.
- Cherns, A. (1976). The Principles of Sociotechnical Design. *Human Relations*, 29, 783-792.
- Conner, R. (1999). Perioperative Care Coordinator Nurse Competency Statements. *AORN Journal (October, 1999)*.
- Cummings, L. L., & Schwab, D. P. (1973). *Performance in Organizations: Determinants and Appraisal*. Glenview, IL: Scott, Foresman.
- Curry, J. P., Wakefield, D. S., Price, J. L., Mueller, C. W., & McCloskey, J. C. (1985). Determinants of Nursing Turnover among Nursing Department Employees. *Nursing in Research and Health*, 8, 397-411.
- Cummings, T. G., & Blumberg, M. (1987). Advanced Manufacturing Technology and Work Design. In Wall, T. D., Clegg, C. W., & Kemp, N. J. (Eds.), *The Human Side of Advanced Manufacturing Technology*. Chichester, UK: Wiley.
- Deckard, G., Rountree, B., & Hicks, L. (1988). Nursing Productivity: A Qualitative View of Performance. *Nursing Economics*, 6 (4), 184-188.
- Dunn, S. (1992). Orientation: The Transition from Novice to Competent Critical Care Nurse. *Critical Care Nurse Quarterly*, 15 (1), 69-77.

- Dyer, E., Cope, M., Manson, M., & Drimmelen, J. (1972). Can Job Performance be Predicted from Biographical, Personality, and Administrative Climate Inventories? *Nursing Research*, 21 (4), 294-304.
- Edwards, J. R., Scully, J. A., & Brtek, M. D. (1999). The Measurement of Work: Hierarchical Representation of the Multimethod Job Design Questionnaire. *Personnel Psychology*, 52 (2), 305-334.
- Ezrati, J. B. (1987). Labor Force Participation of Registered Nurses. *Nursing Economics*, 5 (2), 82-89.
- Fitzpatrick, J. (1999). Shift Work and Its Impact upon Nurse Performance: Current Knowledge and Research Issues. *Journal of Advanced Nursing*, 29 (1), 18-27.
- Fogel, L. J. (1967). *Human Information Processing*. Englewood Cliffs, NJ: Prentice-Hall.
- Frederick, W. T. (1967). *The Principles of Scientific Management*. New York: Norton.
- Friedman, E. (1990). Nursing: Breaking the Bonds? *Journal of the American Medical Association*, 264 (24), 3117-3122.
- Gerstein, M. (1992). Training Professional for Career Development Possibilities in Business and Industry: an Update. In: Lea, H. D., & Leibowitz, Z. B. (Eds.) *Adult Career Development: Concepts, Issues & Practices* (2nd ed.). Alexandria, VA: The National Career Development Association.
- Goldstone, R. L. (1998). Perceptual Learning. *Annual Review of Psychology*, 49, 585-612.
- Grandjean, E. (1980). *Fitting the Task to the Man: an Ergonomic Approach*. London: Taylor & Francis.
- Hackman, J. R., & Oldham, G. R. (1980). *Work Redesign*. Mass: Addison-Wesley.
- Hackman, J. R., & Oldham, G. R. (1981). Work Redesign: People and their Work. In: O'Toole, J., Scheiber, J. L., & Wood, L. C. (Eds.) *Working: Changed Choices* (p. 173-182). New York: Human Sciences Press.
- Hall, D. T. (1996). Protean Careers of the 21st Century. *Academy of Management Executive*, 10 (4), 9-16.
- Hayajneh, Y. A. (2000). Identification of the Influence of Organizational Variables on Hospital Staff Nurses' Job Performance. *Unpublished Doctoral Dissertation*, Iowa University, USA.

- Hellriegel, D., & Slocum, J. W. J. (2004). *Organizational Behavior* (10th ed.). Canada: Thomson Learning.
- Herr, E. L., & Cramer, S. H. (1996). *Career Guidance and Counseling through the Life Span: Systematic Approaches* (5th ed.). New York: HarperCollins.
- Herzberg, F. (1968). One More Time: How Do You Motivate Employees? *Harvard Business Review*, 46, 53-62.
- Hogan, J. (1991). Structure of Physical Performance in Occupational Tasks. *Journal of Applied Psychology*, 76, 495-507.
- Holland, J. L. (1992). *Making Vocational Choices* (2nd ed.). Odessa, FL: Psychological Assessment Resources.
- Hornby, A. S. (1989). *Oxford Advanced Learner's Dictionary* (4th ed.). Oxford: Oxford University Press.
- Hurlburt, R. T. (1994). *Comprehending Behavioral Statistics*. Pacific Grove, CA: Brooks/Cole.
- Kahn, D., Cook, T., Carlisle, C., Nelson, D., Kramer, N., & Millman, R. (1998). Identification and Modification of Environmental Noise in an ICU Setting. *Chest*, 114 (2), 535-540.
- Kam, P., Kam, A., & Thompson, J. (1994). Noise Pollution in the Anaesthetic and Intensive Care Environment. *Anesthesia*, 49 (11), 982-986.
- Katz, R. L. (1982). Skills of an Effective Administrator. *Harvard Business Review*, 52, 94.
- Knowdell, R. L. (1982). Comprehensive Career Guidance Programs in the Workplace. *Vocational Guidance Quarterly*, 30, 323-326.
- Leary, M. R. (2004). *Introduction to Behavioral Research Methods* (4 ed.). Boston: Pearson Education Inc.
- Locke, E. A., & Latham, G. (1990). *A Theory of Goal Setting and Task Performance*. Englewood Cliffs, NJ: Prentice-Hall.
- Maslach, C., & Jackson, S. E. (1984). Burnout in Organizational Setting. *Applied Social Psychology Annual: Applications in Organizational Settings*, 5 (2), 133-153.

- Mathieu, J. E., & Zajac, D. M. (1990). A Review and Meta-Analysis of the Antecedents, Correlates, and Consequences of Organizational Commitment. *Psychological Bulletin*, 108, 171-194.
- Maynard, H. B. (1971). *Industrial Engineering Handbook* (3rd ed.). New York: McGraw-Hill.
- Meyer, J. P., Irving, P. G., & Allen, N. J. (1988). Examination of the Combined Effects of Work Values and Early Work Experiences on Organizational Commitment. *Journal of Organizational Behavior*, 19, 29-52.
- McCloskey, J. (1990). Two Requirements for Job Contentment: Autonomy and Social Integration. *IMAGE*, 22 (3), 140-143.
- McCloskey, J., & McCain, B. (1988). Variables Related of Nurse Performance. *IMAGE*, 20 (4), 203-207.
- McCormick, E. J. (1979). *Job Analysis: Methods and Applications*. New York: American Management Association.
- McEvoy, G. M., & Cascio, W. F. (1989). Cumulative Evidence of the Relationship between Employee Age and Job Performance. *Journal of Applied Psychology*, (February), 11-17.
- McHugh, M. (1989). Productivity Measurement in Nursing. *Applied Nursing Research*, 10 (4), 477-491.
- Michie, S., & Williams, S. (2003). Reducing Work Related Psychological Ill Health and Sickness Absence: a Systematic Literature Review. *Occupational and Environmental Medicine*, 60 (1), 3.
- Mintzberg, H. (1983). *Structure in Fives: Designing Effective Organizations*. Englewood Cliffs, NJ: Prentice-Hall.
- Morris, R. T., Porter, L. W., & Steers R. M. (1980). *Employee-Organizational Linkage: The Psychology of Commitment, Absenteeism and Turnover*. New York Academic Press.
- Morrison, J. (2000). Evaluation of the Perioperative Nurse Specialist Role. *AORN Journal* (August 2000).
- Nation, J. R. (1997). *Research Methods*. New Jersey: Prentice-Hall Inc.
- NCSBN (2001). Study of Nurse Competency for Safe Practice Planned by National Council of State Boards of Nursing (NCSBN). *Healthcare Review*, (October 22, 2001).

- Nunnally, J. C. (1978). *Psychometric Theory* (2nd ed.). New York: McGraw-Hill.
- Parker, S. K., Wall, T. D., & Cordery, J. L. (2001). Future Work Design Research and Practice: Towards an Elaborated Model of Work Design. *Journal of Occupational & Organizational Psychology*, 74, 413-440.
- Pasmore, W. A. (1988). *Designing Effective Organizations: A Sociotechnical Systems Perspective*. New York: Wiley.
- Planning and Development Division (Information and Documentation System Unit) Ministry of Health Libya (2006).
- Peter, J. (2000). A Pilot Study to Evaluate the Competency of Nurses to Deliver Basic Respiratory Therapy Services in a Skilled Nursing Facility (SNF). *Chest-American College of Chest Physicians (October 2000)*.
- Porter, L. W., & Lawler III, E. E. (1968). *Managerial Attitudes and Performance*. Homewood, IL: Irwin.
- Salvendy, G. (1978). An Industrial Engineering Dilemma: Simplified versus Enlarged Jobs. In Muramatsu, R., & Dudley, N. A. (Eds.), *Production and Industrial Systems*, 965-975.
- Scheller, M. (1993). A Qualitative Analysis of Factors in the Work Environment that Influence Nurses' Use Knowledge Gained from Continuing Education Programs. *The Journal of Continuing Education in Nursing*, 24 (3), 114-122.
- Schermerhorn, J. R. Jr., Hunt, J. G., & Osborn, R. N. (2005). *Organizational Behavior* (9th ed.). NJ: John Wiley & Sons, Inc.
- Schmidt, S. (1990). Career Development Programs in Business and Industry. *Journal of Employment Counseling*, 27, 76-83.
- Schwirian, P. (1981). Toward an Explanatory Model of Nursing Performance. *Nursing Research*, 30 (4), 247-253.
- Sekaran, U. (1992). *Research Methods for Business: a Skill-Building Approach* (4th ed.). New York: John Wiley & Sons.
- Sevilla, C. G., Ochave, J. A., Punsalan, T. G., Regala, B. P., & Uriarte, G. G. (1992). An Introduction to Research Methods. Manila, National: Book Store. In Fazli (2003). Work Stress amongst Secondary School Teachers in the State of Malacca: Implications to Human Resource Development. *Unpublished MBA Thesis*, Northern University of Malaysia, Malaysia.

- Sharf, R. S. (2002). *Applying Career Development Theory to Counseling* (3rd ed.). Pacific Grove, CA: Brooks/Cole.
- Smith, L., Folkard, S., Tucker, P., & MacDonald, I. (1998). Work Shift Duration: a Review Comparing Eight Hour and 12 Hour Shift System. *Occupational & Environmental Medicine*, 55 (4), 217-229.
- Specht, J. (1996). The Effects of Perceived Nurse Shared Governance on Nurse Job Satisfaction and Patient Satisfaction. *Unpublished Doctoral Dissertation*. The University of Iowa, Iowa City, Iowa.
- SPSS 14.0. (2006). *SPSS 12.0 Developer's Guide*. Chicago, IL: SPSS, Inc.
- Steers, R. M., & Mowday, R. T. (1977). The Motivational Properties of Tasks. *Academy of Management Review*, 2, 645-658.
- Taylor, F. W. (1911). *The Principles of Scientific Management*. New York: Norton.
- Taylor, S. E., Repetti, R. L., & Seeman, T. (1997). Health Psychology: What is an Unhealthy Environment and How Does It Get under the Skin? *Annual Review of Psychology*, 48, 411-447.
- Tichauer, E. R. (1978). *The Biomechanical Basis of Ergonomics: Anatomy Applied to the Design of Work Situations*. New York: Wiley.
- Thomas, L., & Bond, S. (1990). Toward Defining the Organization of Nursing Care in Hospital Wards: an Empirical Study. *Journal of Advanced Nursing*, 15, 1106-1112.
- Tsiou, C., Eftymiatis, D., Theodossopoulou, E., Notis, P., & Kiriakou, K. (1998). Noise Sources and Levels in the Evgenidion Hospital Intensive Care Unit. *Intensive Care Medicine*, 24 (8), 845-847.
- Vroom, V. H. (1964). *Work and Motivation*. New York: Wiley.
- Wall, T. D., & Jackson, P. R. (1995). New Manufacturing Initiatives and Shopfloor Work Design. In Howard, A. (Ed.), *The Changing Nature of Work*. San Francisco, CA: Jossey-Bass.
- Welford, A. T. (1976). *Skilled Performance: Perceptual and Motor Skills*. Glenview, IL: Scott, Foresman.
- Woodford, K., & Jackson, G. (2003). *Cambridge Advanced Learner's Dictionary*. Copenhagen: Cambridge University Press.