

UNIVERSITY TEKNOLOGI MARA

**EMPLOYEE'S PERFORMANCE APPRAISAL AND JOB
SATISFACTION AT AL ISLAM SPECIALIST HOSPITAL,
KAMPUNG BARU, KUALA LUMPUR**

**MOHAMMAD FIRDAUS MOHAMAD
NURUL NAILAH OSMAN
FARAH ZULKIFLI**

Dissertation submitted in partial fulfillment of the requirements
for the degree of

**Master of Business Administration
Arshad Ayub Graduate Business School
Faculty of Business Management**

MARCH 2013

Abstract

This research examined the implementation of Islamic based appraisal attributes to determine whether this system have significant impact on employee job satisfaction. The research focused on operating staff which consist of 82% of overall 222 numbers of employees in Al-Islam Specialist Hospital (AISH). The increasing numbers of employees' turnover starting from 2010 until 2012 basically resulted by the introduction of new employee appraisal system. This research takes a mixed method of qualitative and quantitative approach in collecting the primary data. Interview with the directors and head of human resource and finance department of AISH conducted to obtain a firm level study, 140 questionnaires were distributed and 81 sets were valid to be processed. Secondary data acquired from human resource and finance department analyzed to ensure precise data and information for interpretation. The research finding showed there is a significant impact on appraisal system attributes of discipline and appearance and friendliness to the employees job satisfaction. This research ends with recommendation based on theory of fishbone, Hertzberg two factor theory and Maslow's hierarchy of needs and concept of management discussed to provide ideas and room for improvement to Al-Islam Specialist Hospital in future.

TABLE OF CONTENTS

Letter of Transmittal	i
Candidate's Declaration	ii
Acknowledgement	iii
List of Tables	iv
List of Figures	v
List of Abbreviations	vii
Abstract	viii
CHAPTER 1: INTRODUCTION	
1.0 Background of the Company	1
1.0.1 Al-Islam Specialist Hospital Profile	1
1.0.2 Al-Islam Specialist Hospital Board of Director	3
1.0.2.1 Vision	6
1.0.2.2 Mission	6
1.0.2.3 Objectives	6
1.0.2.4 Facilities	7
1.0.2.5 Al-Islam Lodge / Guest House Al-Islam	7
1.0.2.6 Services Offered	8
1.1 Background of the Study	9
1.1.1 The Introduction of MaqasidAsSyariah and QawaidFiqhiyyah	11
1.1.1.1 MaqasidAsSyariah	11
1.1.1.2 QawaidFiqhiyyah	12
1.1.2 Appraisal System Scenario in Al Islam Specialist Hospital	18
1.1.2.1 Al Islam Specialist Hospital Performance Appraisal Attribute	19
1.1.2.2 Al-Islam Performance Appraisal management	20
1.1.2.3 Al-Islam Performance Appraisal Attributes	21
1.2 Problem Statement	23
1.3 Objectives of the Study	24
1.4 Significance of the Study	25
1.5 Scope of the Study	26
1.6 Definition of Terms	27
CHAPTER 2: REVIEW OF LITERATURE	
2.0 Introduction	30
2.1 Islamic Management	31
2.2 Modern versus Islamic Employee Performance Appraisal	38
2.3 The Islamic Based Organization Management	40
2.4 Lawler's Expectancy Model	41
2.5 Modified Expectancy Model	43
2.6 Job Satisfaction And The Relation To Reward	45
2.7 Job Satisfaction And The Relation To Turnover	46
2.8 Islam And Employee's Performance Appraisal	47
2.9 Implementation Of Appraisal System And The Employees' Satisfaction	48

2.10	Adaptation of Modified Expectancy Model To Al-Islam Employee	50
	Appraisal Attributes	50
	2.10.1 Tadkirah (Reminder)	51
	2.10.2 Usrah (Gathering)	52
	2.10.3 Working Performance	54
	2.10.4 Program Involvement	54
	2.10.5 Discipline And Appearance	54
	2.10.6 Friendliness (Staff/Patient)	56
2.11	Theoretical Framework for Al Islam Specialist Hospital	57

CHAPTER 3: RESEARCH METHODOLOGY

3.0	Introduction	59
3.1	Research Design	59
	3.1.1 Purpose of Study	60
	3.1.2 Study Setting	60
	3.1.3 Unit of Analysis	61
	3.1.4 Sampling Technique	61
	3.1.5 Non Probability Sampling	62
	3.1.6 Judgement Sampling	62
3.2	Data Collection Method	63
	3.2.1 Primary data	63
	3.2.2 Face to face Interview	64
	3.2.3 Interview Guidelines	66
	3.2.4 Questionnaire	67
	3.2.5 Closed Ended Questionnaire	67
	3.2.6 Open Ended Questionnaire	68
	3.2.7 Secondary Data	69
3.3	Technique of Data Analysis	70
	3.3.1 Reliability	70
	3.3.2 Quantitative Analysis	71
	3.3.3 Frequency	71
	3.3.4 Correlation	72
	3.3.5 Regression	73
	3.3.6 Qualitative Analysis	73
3.4	Decision Tools - Academic Construct	74

CHAPTER 4: DATA ANALYSIS AND INTERPRETATION

4.0	Introduction	75
4.1	Qualitative Analysis During Interview	76
4.2	Further Discussion With the Key Personnel	79
4.3	Reliability analysis	80
	4.4 Characteristics of the Sample	81
	4.4.1 Demographic Profile	82
	4.4.2 Frequency of Key Performance Indicator on Job Satisfaction	85
	4.4.2.1 Frequency of Tadzkirah on Job Satisfaction	85
	4.4.2.2 Frequency of Usrah on Job Satisfaction	87

4.4.2.3	Frequency of Working Performance on Job Satisfaction	89
4.4.2.4	Frequency of Program Involvement on Job Satisfaction	91
4.4.2.5	Frequency of Discipline and Appearance on Job Satisfaction	93
4.4.2.6	Frequency of Friendliness on Job Satisfaction	95
4.4.2.7	Frequency of Key Performance Indicator Acceptance	97
4.4.2.8	Frequency on Job Satisfaction	99
4.5.3	Qualitative Analysis for Open Ended Question	101
4.5.4	Interpretation of Open Ended Question	103
4.6	Correlation Coefficient Analysis	105
4.7	Regression Analysis	109
4.8	Strategic Analysis Based on Academic Construct	112
4.6	Analysis on the Academic Construct	113
4.6.1	Fishbone Theory	113
4.6.2	Maslow Hierarchy Theory	118
4.6.3	Two-Factor Theory	119
CHAPTER 5: CONCLUSION AND RECOMMENDATION		
5.0	Preamble	121
5.1	Conclusion	121
5.2	Recommendation	123
5.2.1	Tadzkirah	124
5.2.2	Usrah	124
5.2.3	Program Involvement	125
5.2.4	Working Performance	126
5.2.5	Discipline and Appearance	128
5.2.6	Friendliness	129
5.3	Limitation of Study	130
5.3.1	Islamic Value and Belief	130
5.3.2	Confidential Information	131
5.3.3	Respondents Cooperation	131
REFERENCES		132
Appendices		