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INSIGHT Journal focuses on social science and humanities research. The main aim of INSIGHT Journal is to provide an intellectual forum for the publication and dissemination of original work that contributes to the understanding of the main and related disciplines of the following areas: Accounting, Business Management, Law, Information Management, Administrative Science and Policy Studies, Language Studies, Islamic Studies and Education.

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## **FOREWORD BY DEPUTY RECTOR OF RESEARCH, INDUSTRIAL LINKAGES & ALUMNI**



Since 2018, the INSIGHT JOURNAL (IJ) from Universiti Teknologi MARA Cawangan Johor has come up with several biennial publications. Volume 1 and 2 debuted in 2018, followed by Volume 3 this year as well as Volume 4 with 19 published papers due to the great response from authors both in and out of UiTM. Through Insight Journal, lecturers have the ability to publish their research articles and opportunity to share their academic findings. Insight Journal is indexed in MyJurnal MCC and abstracted in Asian Digital Library (ADL). Moreover, it is also an international refereed journal with many international reviewers from prestigious universities appointed as

its editorial review board members.

This Volume 6 is the second special issue for the 6<sup>th</sup> International Accounting and Business Conference (IABC) 2019 held at Indonesia Banking School, Jakarta. The conference was jointly organized by the Universiti Teknologi MARA Cawangan Johor and the Indonesia Banking School Jakarta. Hence, this volume focuses mainly on the accounting and business research papers compiled from this conference, which was considered a huge success as over 66 full papers were presented.

Lastly, I would like to thank the Rector of UiTM Johor, Associate Professor Dr. Ahmad Naqiyuddin Bakar for his distinctive support, IJ Managing Editor for this issue Dr. Noriah Ismail, IJ Assistant Managing Editor, Fazdillah Md Kassim well as all the reviewers and editors who have contributed in the publication of this special issue.

Thank you.

**ASSOCIATE PROFESSOR DR. SAUNAH ZAINON**  
Deputy Rector of Research, Industrial Linkages & Alumni  
*Editor-in-Chief for INSIGHT Journal*  
Universiti Teknologi MARA Cawangan Johor

## Contributing Factors Affecting Job Performance at Private Hospitals in Southern Region of Malaysia

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### Abstract

This research explains the factors that affect job performance in private hospitals in the southern region of Malaysia. The objectives of the research were (1) to identify the relationship between salary and job performance, (2) to determine the relationship between supervision and job performance, and (3) to examine the relationship between coworkers and job performance. The research was conducted based on three hypothesis which were (1) there is relationship between salary and job performance, (2) there is relationship between co-workers and job performance, and (3) there is significant relationship between supervision and job performance. The research design chosen for this study was descriptive and inferential in nature. The selection of sample was based on the convenience sampling technique. The analysis shows that there is a positive and significant relationship between pay, colleagues, supervision and job performance.

**Keywords:** Job performance, Pay, Supervision, Co-workers.

### 1. Introduction

Jankingthong and Rurkkhum (2012), state that job performance was one of the most importance variables and had been studied for many decades. Employees' job performance can be affected by many factors. In addition, Jagero, Komba and Mlingi (2012) stated that employees' motivation, organizational culture and communication flow can also affect employees' job performance. Meanwhile, Sabki Suhaili and Hilda Hussin (2012) argued that leadership, training and work knowledge were the factors that can

affect employees' job performance. Pay or salary was also very important to measure the job performance of workers.

## **2. Statement of the Problem**

This study identifies ways to improve the job performance among the employees in the private hospital organization. Job performance of employees is an important aspect for hospital organizations either public or private sectors. Jobs performance consisted of behaviors of employees that are relevant towards the organization's goals. Other than that, job performance is very important to improve the perceptions of customers such as staff and patients. However, most private hospitals faced difficulties in increasing their job performance due to lack of training, payment and lack of understanding among the co-workers. This occurs due lack of training from the upper level for staff in giving their services during medical session. They also might not perform well due their payment received which does not match with the burden of work they do.

## **3. Research Objectives**

The purpose of this study was to determine the relationship between salary, supervision and co-worker towards job performance.

- i. To identify the relationship between salary and job performance.
- ii. To determine the relationship between supervision and job performance.
- iii. To examine the relationship between coworkers and job performance.

## **4. Research Hypothesis**

The following are the hypotheses developed:

### Hypothesis 1

H0 : There is no relationship between salary and job performance.

H1 : There is relationship between salary and job performance.

### Hypothesis 2

H0 : There is no relationship between co-workers and job performance.

H2 : There is relationship between co-worker and job performance.

### Hypothesis 3

H0 : There is no significant relationship between supervision and job performance.

H3 : There is significant relationship between supervision and job performance.

## **iv. Literature Review**



#### 4.1 Job performance

Job performance is whether a person performs his or her job well and is also part of human resources management. Performance is an important criterion for organizational outcomes and success. Job performance can be defined as how well someone performs at his or her work (Berghe, 2011). In other words, job performance is the work related activities expected of an employee and how well those activities are done. Employee performance also refers to the efficiency and effectiveness of employees in achieving organizational objectives. Moreover, job performance will lead the workers to become more effective in doing their task (Nurharani Selamat, Nur Zahira Samsu & Nur Shaminah Mustafa Kamalu, 2013). Furthermore, job performance will influence the employees to be more talented to improve their ability in doing their task more successfully. According to Anuar (2011), job performance can influence the employees to make decisions in performing their job or task that will make them feel the jobs that they have done is valuable.

#### 5.2 Pay

Pay is an important factor in job performance because most employees demand for more pay for their performance. The pay motivates the employees to give more focus and effort in their jobs. According to Chiang (2010), the impacts of PFP are twofold; it motivates employees to exert greater effort (incentive effect) and it attracts more as opposed to less productive employees. This is also supported by Kahya (2018), whose study indicated that the job point has significantly greater influence on pay level. Pay for performance is generally considered to be any potentially variable payment based on performance above a fixed amount of compensation, typically tied to the number of hours in employment (Bender & Bryson, 2013). According to Chiang (2010), employees learn to perform in an organization through reward and performance criteria. When their pay increases, they put in more effort on their job. With the high of pay, they will have the initiative to perform well in every given task. However, the employees have lower satisfaction when their pay or reward given to them are fixed and not based on their performance. (Azreen, 2014) concluded that employees have lower satisfaction and high turnover intention when paid a fixed salary, while salespeople have higher satisfaction and lower turnover intentions when given incentive.

#### 5.3 Supervision

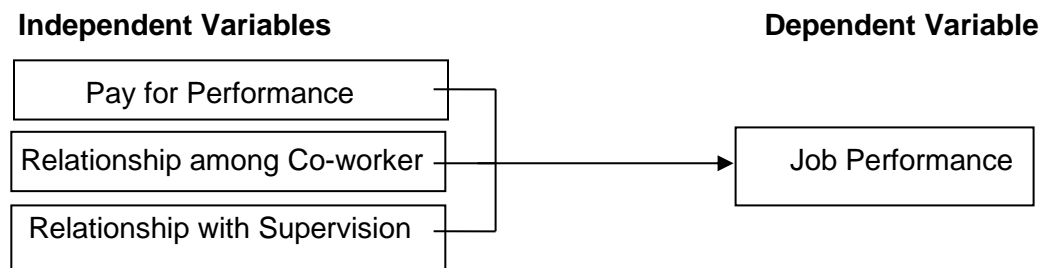
According to Smith (2014), supervision is a word that consists of Latin roots, *super* that means over and *videre*, to see or to watch. Supervision also shared unique functions which include teaching and counseling. Moreover, according to Beddoe (2012), since the late 19th century, supervision has become a core professional activity in social work. Supervision is functionally labeled as a supportive, educative and administrative. Supervision in administrative function describes the accountability to the policies, ethics and standard of the participants that are prescribed by both employing regulatory bodies and organizations. According to Westergaard (2013), the meaning of supervision depends on its context. Supervision terms used in helping the professions was described as a relationship between practitioners and their supervisors who may or may not also be their line-manager. Practitioners may consist of career counselor and social worker. The supervisor's roles include enabling supervisees to obey to a professional, legal and ethical

framework during their practice and assist co-workers to develop skills, knowledge and strategies in order for them to engage with clients. Supervision also helps to support them with emotional and psychological impact of work. Moreover, according to Anuar (2011), supervision can be defined as how supervisors treat their employees in terms of giving them praises due the employees' good work, encourage employees involvement in management by getting their advices, and getting to know well the nature of how employees do their work as well as becoming a good example to the employees. The results of the study indicated that managerial coaching positively influenced employees' in-role behaviors and extra-role behaviors. The results also indicated that association of managerial coaching with role behaviors was moderated by power distance.

#### 5.4 Co-workers

According to the Tran, Nguyen, Dang and Ton (2018), there is a significant contribution to the quality of workplace relationship and nurses' performance. The social impact was illustrated to positively moderate association between healthy workplace interactions and job stress; however, it had no significant effect on job commitment. Unfortunately, job commitment was surprisingly found to not be related to performance ratings.

### 6. Theoretical Framework



**Figure 1: Theoretical Framework**

This conceptual framework describes and explains the variables related to this study. The dependent variable was used to examine the outcomes of an experiment, or research project. In this study the dependent variable that has been identified was job performance. The independent variables were manipulated to determine their effect upon the dependent variable. It is also known as the factor variable. The researcher identified the values of these variables in relation to pay, relationship between co-workers and relationship between supervision. These three independent variables affect job performance.

### 7. Methodology

The instrument used for this study was a set of questionnaires. The questionnaire contained 42 questions which were divided into four sections. Section A comprised of six questions related to demographic information of the respondents such as gender, age, race, marital status, level education and work experience. Section B has eight questions related to independent variable - pay. Section C was made up of nine questions related to independent variables for relationship between co-worker and job performance. Section

D included eight questions on independent variables to identify relationship between supervision and job performance. Section E with eleven questions to list the dependent variables job performance.

The researcher distributed the questionnaire to 108 respondents. After collecting the data from the reliable and validated of research appliance, the data were analyzed using descriptive statistics and correlation statistical analyses. The study population was from the employees in the Private Hospitals in the southern region of Malaysia. For this study, the sampling technique that the researcher used was non-probability sampling. In non-probability sampling which in the scope of convenience sampling means the researcher obtained information from all staff in the hospital.

## 8. Findings

### 8.1 Research Question 1

RQ1: Is there any relationship between pay and job performance?

H1: There is a relationship between pay and job performance in private hospitals in the southern region of Malaysia. Table 9.1 shows that the result is a significant, positive and weak but definite relationship between pay and job performance among employees in private hospitals in the southern region of Malaysia with ( $r=0.309$ ,  $p<0.05$ ). According to Pearson's Correlation Coefficient, there was a positive significance ( $r=0.309$ ), indicating a positive relationship between pay and job performance. There was also weak correlation between the two variables, suggesting a weak but definite relationship between pay and job performance. Therefore, the hypothesis of H1 was accepted and null hypothesis H0 was rejected.

**Table 8.1: Pearson Correlations of Pay and Job Performance**

		Pay Mean	Job Performance Mean
Pay Mean	Pearson Correlation	1	.309**
	Sig. (2-tailed)		.001
	N	108	108
Job Performance Mean	Pearson Correlation		1
	Sig. (2-tailed)		
	N		108

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

### 8.2 Research Question 2

RQ2: Is there any relationship between co-workers and job performance?

H2: There is relationship between co-workers and job performance.

The results showed that there was a significant, positive value and moderate relationship between co-workers and job performance among employees in private hospitals in the southern region of Malaysia with ( $r=0.551$ ,  $p<0.05$ ).

The Pearson's Correlation Coefficient was positive ( $r=0.551$ ), indicating a positive relationship between relationship between co-workers and job performance. There was moderate correlation between the two variables, suggesting a moderate relationship

between the co-workers and job performance. It means that H2 was acceptable and rejected the null hypothesis H0.

**Table 8.2: Pearson Correlations of Relationships between Co-worker and Job Performance**

		Co-worker Mean	Job Performance Mean
Co-worker Mean	Pearson Correlation	1	.551**
	Sig. (2-tailed)		.000
	N	108	108
Job Performance Mean	Pearson Correlation		1
	Sig. (2-tailed)		
	N		108

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

### 8.3 Research Question 3

RQ3: Is there any relationship between supervision and job performance?

H3: There is significant relationship between supervision and job performance.

Based on the table 8.3, it was found that there was a significant, positive value and moderate relationship between supervision and job performance in private hospitals in the southern region of Malaysia with ( $r=0.440$ ,  $p<0.05$ ). There Pearson's Correlation Coefficient was positive ( $r=0.440$ ), indicating a positive between relationship between supervision and job performance. There was moderate correlation between two variables, suggesting a moderate relationship between supervision and job performance. Therefore, the hypothesis H3 was acceptable and null hypothesis was rejected.

**Table 8.3: Pearson Correlations of Supervision and Job Performance**

		Supervision Mean	Job Performance Mean
Supervision Mean	Pearson Correlation	1	.440**
	Sig. (2-tailed)		.000
	N	108	108
Job Performance Mean	Pearson Correlation		1
	Sig. (2-tailed)		
	N		108

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

## 9. Discussion

This study found that all the independent variables (pay, co-worker and supervision) have impact on the dependent variable (job performance). Therefore, the findings of this study can improve understanding of the variables that lead to increase in job performance among employees in the private hospital sector. These findings were supported by Indradevi (2012) that job performance will affect the employees behavior resulting in them employee becoming more valuable and objective, such as become more productive and efficient to accomplish the task given. Majority of respondents agreed that bonuses and incentive will improve their job performance. This finding was supported by Chiang (2010)

- that employees learn to perform in an organization through reward and performance criteria. The respondents also agreed that salary match can increase the performance.

Majority of the respondent agreed that cordial relationship and a good working environment can increase in their job performance. In addition, the respondents also agreed that when co-workers help each other, it can gain increase the job performance in the organization. Furthermore, most of the respondents agreed that sharing ideas with supervisors increased job performance in the organization. According to Anuar (2011) supervision is how the supervisor treat the employees in terms of giving them praises due good work, encourage employees involvement in management by getting their feedback, and getting to know the nature of how employees do their work as well as becoming a good example to the employees at the same time.

### **10. Limitation of the Study**

In conducting this research, there were several limitations and constraints faced by the researcher that might have affected the accuracy of the study. Research was limited to staff at private hospitals in the southern region of Malaysia due to convenience to meet the staff since they were always available at the hospital. To make it easier for the hospital staff to answer the questionnaire, the researchers decided to distribute the questionnaire to them. As medical professional group, the researchers assumed that they would be able to give full cooperation in responding to this study.

### **11. Future Research**

The researchers wish to further investigate other variables that may affect job performance since this study only focused on three factors which are pay, relationship among co-workers, and impact of supervision. A similar study can also be done at another industries.

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