

**UNIVERSITI TEKNOLOGI MARA**

**CAUSAL FACTORS OF STAFFS'  
PERFORMANCE DURING COVID-19  
PANDEMIC: A CASE OF KPJ PUTERI  
SPECIALIST HOSPITAL**

**FARAH FARHANAH BINTI MOHD ROZADI**

**NOR AMALINA BINTI PONIJAN**

Applied business research submitted in partial fulfilment of the  
requirements for the degree of  
**Master of Business Administration**

**Arsyad Ayub Graduate Business School**

AUGUST 2021

## ABSTRACT

In Asia, the healthcare industry has performed admirably, but still faces numerous challenges in terms of staffing and having enough beds, equipment, medicines, and isolation facilities. The significantly decline in Key Performance Indicator (KPI) shows KPJ Puteri Specialist Hospital faced problem in its staff performance during Covid-19 pandemic. This paper aims to examine the influences of training, empowerment, motivation and communication on staffs' performance to help KPJ Puteri Specialist Hospital improve their staff's KPI. Data were gathered from 242 staff from three divisions which are Nursing Services, Allied Health Services, and Support Services through survey questionnaires.

The Novel Coronavirus or also known as the Covid-19 pandemic currently is the main issue that happens globally. All countries are struggling to overcome this pandemic issue from spreading widely. According to Donthu and Gustafsson (2020), the pandemic not only impacted the healthcare services but it also created other issues such as decline in economic, low business performance and poor staff performance. Therefore, this current study will provide important evidence on the impact of this Covid-19 pandemic on the staff performance specifically in the healthcare sector. The methodology that will be used by the researcher is regression analysis, descriptive statistics, inferential statistics, and cross-tabulation of data.

The findings from this study highlight that all input variables: training, empowerment, motivation and communication had significant positive influences on staffs' performance. The result of this study will provide an indicative view and could form an important basis for employers and employees in the organization to improve their performance even though many big issues or problems happen unexpectedly.

## **ACKNOWLEDGEMENT**

First of all, we are very thankful to Allah who is most beneficent and merciful who gives us a sound mind and sound health to accomplish our research. This research also has been completed due to the support of many people and we wish to acknowledge them here. We would like to express the deepest appreciation to Dr. Faridah Najuna Misman, Prof. Dr. Saridan bin Abu Bakar and Dr. Hj. Zamri bin Miskam for their encouragement, guidance, and willingness to share the knowledge and made us understand for complete the research. Finally, we express to our family for their love and encouragement. We have so much personal support from our family. Last but not least, we are very thankful and indebted to all those who helped us directly or indirectly in completion of this research.

## TABLE OF CONTENT

AUTHOR’S DECLARATION .....	i
ABSTRACT.....	ii
ACKNOWLEDGEMENT .....	iii
TABLE OF CONTENT .....	iv
LIST OF FIGURES .....	vii
LIST OF TABLES.....	viii
CHAPTER ONE: INTRODUCTION.....	1
1.1 Preamble.....	1
1.2 Background of Research .....	3
1.3 Background of Industry.....	6
1.4 Background of Hospital .....	7
1.5 Academic Construct .....	8
1.5.1 Situational Analysis (Swot Analysis) .....	8
1.5.2 Problem Statement.....	10
1.5.3 Research Framework .....	16
1.5.4 Recommendations (TOWS Matrix).....	17
1.6 Research Questions .....	17
1.7 Research Objectives .....	17
1.8 Scope or Delimitation of Research.....	18
1.9 Significance of Research.....	18
1.10 Limitation of Research .....	19
1.10.1 Sampling issues.....	19
1.10.2 Differences in understanding and interpretation.....	19
1.11 Definition of Terms .....	20
1.11.1 Covid-19 .....	20
1.11.2 Staff or Employee Performance.....	20
1.12 Body of Knowledge .....	20
1.13 Organization of Research .....	21
CHAPTER TWO: LITERATURE REVIEW.....	22
2.1 Preamble.....	22
2.2 Staff Performance.....	24

2.3	Staff Training .....	27
2.4	Staff Empowerment.....	29
2.5	Staff Motivation .....	31
2.6	Staff Communication .....	37
CHAPTER THREE: RESEARCH METHODOLOGY .....		40
3.1	Preamble.....	40
3.2	Research Design.....	40
3.2.1	Purpose of Research.....	40
3.2.2	Types of Investigation.....	41
3.2.3	Research Strategy.....	41
3.2.4	The Extent of Researcher Interference.....	42
3.2.5	Study Setting.....	42
3.2.6	Unit of Analysis .....	43
3.2.7	Time Horizon.....	43
3.3	Measurement Procedures .....	43
3.3.1	Population and Sample .....	45
3.4	Sampling Design .....	46
3.5	Data Collection Method .....	47
3.6	Data Analysis Methods .....	48
3.6.1	Operationalization of Variables .....	48
3.6.2	Descriptive Analysis .....	49
3.6.3	Reliability Analysis.....	49
3.6.4	Pearson Correlation Analysis.....	50
3.6.5	Multiple Regression Analysis.....	50
CHAPTER 4: FINDINGS AND ANALYSIS .....		52
4.1	Preamble.....	52
4.2	Internal Consistency Reliability (The Cronbach's Alpha Test).....	52
4.3	Descriptive Statistics.....	53
4.3.1	Frequency of Gender.....	53
4.3.2	Frequency of Age.....	54
4.3.3	Frequency of Ethnicity.....	55
4.3.4	Frequency of Marital.....	56
4.3.5	Frequency of Children .....	57