

Organizational-Based Resources as Determinants of Nurses' Job Performance in Malaysia: The Mediating Role of Motivation

(Sumber Berasaskan Organisasi sebagai Penentu Prestasi Kerja Jururawat di Malaysia: Peranan Motivasi sebagai Pengantara)

Aizzat Mohd Nasurdin

(School of Management, Universiti Sains Malaysia)

Cheng Ling Tan

(Graduate School of Business, Universiti Sains Malaysia)

(Department of Information Technology & Management, Daffodil International University)

Sabrina Naseer Khan

(School of Management, Universiti Sains Malaysia)

ABSTRACT

In a healthcare setting, nurses are the majority of healthcare specialists, thus making their job performance the key determinant of patient's care quality. Given the rising number of patients being admitted to public hospitals and the increasing demands imposed by patients and their higher expectations, the need to further improve nurses' performance and quality of service delivery becomes imperative. The Conservation of Resources (COR) theory is used to investigate the influence of human resource management methods (HRMPs), which represent organizational-based resources (in the form of participation and compensation) on nurses' job performance (task performance and contextual performance) with motivation as the mediator. Partial Least Squares (PLS) technique was used to analyse the data collected from 354 nurses attached with Malaysian public hospitals. The results disclosed that both HRMPs have direct and positive effects on motivation. Similarly, motivation mediated the link between involvement and compensation with task and contextual performance. Similarly, motivation mediated the link between involvement and compensation with task and contextual performance. This study has offered a vital recommendation to the nurse supervisors to motivate the nurses by giving more prospects for them to engage in making decisions and participating in hospital affairs.

Keywords: Job performance; organizational-based resources; motivation; public hospitals; nurses

JEL: M12

ABSTRAK

Jururawat merupakan salah satu kepakaran dalam cabang bidang perubatan dan kesihatan yang mempunyai ahli yang paling ramai dalam bidang tersebut. Prestasi kerja jururawat merupakan penentu utama bagi kualiti penjagaan kepada pesakit. Memandangkan peningkatan bilangan pesakit yang dimasukkan ke hospital dan peningkatan permintaan oleh pesakit yang semakin tinggi jangkaannya, keperluan untuk mempertingkatkan prestasi dan kualiti penyampaian perkhidmatan jururawat menjadi penting. Dengan menggunakan teori Conservation of Resources (COR), kajian ini berhasrat untuk memeriksa kesan amalan pengurusan sumber manusia yang dikenali sebagai sumber berasaskan organisasi (dalam bentuk penyertaan dan pampasan) terhadap prestasi kerja jururawat (tugas dan kontekstual) dengan motivasi sebagai pengantara. Analisis statistik dijalankan dengan menggunakan teknik Partial Least Squares (PLS) terhadap 354 data soal selidik dikutip daripada kalangan jururawat berkerja di Hospital awam Malaysia. Hasil dapatan dinyatakan bahawa kedua-dua amalan pengurusan sumber manusia memberi kesan secara langsung dan positif terhadap motivasi. Begitu juga, motivasi didapati mengantara perhubungan kedua-dua penyertaan dan pampasan dengan kedua-dua dimensi prestasi kerja (tugas dan kontekstual). Kajian ini telah memberi cadangan yang penting kepada penyelia jurawat supaya memotivasi jurawat dengan menggalakkan mereka membuat keputusan dan melibatkan diri dalam urusan hospital.

Kata kunci: Prestasi kerja; sumber berasaskan organisasi; motivasi; hospital awam; jururawat

Received 11 September 2021; Accepted 30 July 2022

INTRODUCTION

Countries worldwide have recognized the necessity for a robust healthcare system for sustainable growth and development and to serve the growing aging population

(Yee et al. 2020). The current Covid-19 problem shakes the whole world and makes the healthcare service the key pillar in a country to provide care to the infected patients and save the patients' lives —particularly nurses who are required to have direct contact with patients to handle

covid-19 cases. Therefore, nurses' job performance is vital in accomplishing the goals of healthcare providers in an efficient and effective manner. In the healthcare setting, nurses are the front-liners who are often accountable at the first point of care to patients (Parnell 2014). Nurses are responsible for promoting health literacy, besides creating cultural changes in shifting the focus from sickness to optimizing health and wellness (Parnell 2014). Nurses must perform effectively in their job responsibilities because of the critical role in shaping patients' perceptions of their hospital experience (Darby & Daniel 1999). According to researchers, nurses' job performance impacts service productivity, healthcare services quality, and successful patient health outcomes (Al-Ahmadi 2009). Poor job performance on the part of nurses, on the other hand, will result in unfavourable outcomes such as a lower standard of patient care, delays and negligence, tardiness, and a higher number of patient complaints, all of which will have a negative impact on the reputation of healthcare institutions (Hee & Kamaludin 2016).

Statistical evidence revealed an overwhelming number of patients seeking medical services in public hospitals in Malaysia. According to the Malaysian Ministry of Health (2020), "2,619,760 patients were admitted to public hospitals in 2019, compared to 1,170,558 patients admitted to private hospitals. The number of outpatients receiving medical treatments and consultations at public hospitals has grown from 20.62 million in 2015 to 21.59 million in 2019" (Ministry of Health 2020). According to Pillay et al. (2011), public healthcare in Malaysia is in high demand since it is practically free at the time of delivery when compared to private healthcare. For this reason, and considering the need to improve patient satisfaction and the overall quality of healthcare service delivery, the existence of nursing shortage in Malaysia (Barnett et al. 2010), and that nurses constitute the majority of the healthcare staff (Buchan & Aiken 2008), ensuring superior job performance of these personnel especially those attached to Malaysian public hospitals is a necessity.

The motivation of the health personnel is essential to the performance of the health industry (Franco et al. 2002). This is because highly driven healthcare workers will achieve the expected professional patients care quality and seek to outdo the fundamental job requirements in displaying both professionalism and compassion (Bhatti et al. 2018). As a result, it is critical for public hospitals to comprehend the effect of motivation on nurses' job performance. Highly motivated nurses will deliver higher quality services, increase patient happiness, and increase the profitability and performance of the healthcare institution (Toode et al. 2015; Hee & Kamaludin, 2016).

Demerouti et al. (2001) mentioned "organizational-based resources are resources obtained from the organization that aid in the achievement of work objectives, the reduction of job demands and their related physiological and psychological costs, and the stimulation

of individual growth, learning, and development". According to Salanova et al. (2005), the primary purpose of human resource management practices (referred to as HRMPs) is to support employees in achieving their job objectives while enhancing their personal growth, learning, and development. As a result, HRMPs are considered to be a type of organizational-based resource. According to the conservation of resources theory (Hobfoll 1989), "individuals safeguard and accumulate their resources". When nurses are given sufficient resources in healthcare (for example, the opportunity to participate in providing suggestions for improvements in work methods), they become more creative in idea generation, which facilitates their work goals accomplishment more efficiently, which in turn, allows them to invest their own resources (in terms of time and energy) into performance as a way to obtain additional resources, including receiving recognition from their nursing supervisors. In addition, resources serve as the antecedents of a motivational process, eliciting positive attitudes at work (Schaufeli & Bakker 2004). For instance, when monetary resources are deemed adequate and fair, nurses become more motivated and have a more pleasant outlook at work. As a result, they become more intense in performing their work roles, enhancing their job performance. Othman and Nasuridin (2013) affirmed that since stressful situations and episodes of hardship have always surrounded nurses' jobs, it would be reasonable to assume that having organizational-level resources would be beneficial in helping them to cope with their daily work hassles, which in turn, stimulate them to perform well in their jobs.

Despite its significance, research incorporating organizational-based resources such as HRMPs, motivation, and nurses' job performance has yet to be undertaken, particularly in Malaysia, a nation distinguished by its multi-culture and geographical location. Hence, the findings of this study are significant because they add to the existing literature on nurses' job performance from a cross-cultural viewpoint. In addition, even though personal and job resources have been speculated to influence nurses' work attitudes and behaviors (such as engagement and performance), as asserted by Bhatti et al. (2018), no studies have been conducted empirically to prove this claim. Accordingly, the findings of this study can be used to address the lack of empirical evidence on resource role as viewed via Hobfoll's conservation of resources theory (1989).

Although HRMPs may consist of many practices, only participation and compensation were chosen to represent organizational-based resources in the present study. This is because early interview findings with Matrons appointed by the five participating hospitals' Clinical Research Centres (CRC) appear to emphasize the relevance of participation in decision-making and compensation as possible determinants of nurse motivation and performance. According to them, opportunities for participation in decision-making and

attractive compensation can motivate nurses to perform better and provide excellent healthcare delivery to patients. Hence, given the paucity of research, the need for a parsimonious model, and in conjunction with the Malaysian government's call to provide quality health care services to its citizens, The objectives of this study are to investigate the effects of two selected organizational-based resources (participation and compensation) on nurses' job performance (task and contextual) via the mediating role of motivation in the context of Malaysia's public healthcare sector. This study intends to fill the gap by providing a linkage between organizational-based resources and nurse's job performance in public healthcare sector so that the healthcare management know how to improve especially on their management practices. In additions, this study adds on to the human resource management literature from the perspective of public healthcare professions.

This paper will also discuss the literature review, methodology, results, discussion, implications, limitations, and future study suggestions and conclusions.

LITERATURE REVIEW

JOB PERFORMANCE

Goal-oriented job performance is crucial to an organization's performance and success (Rosdi et al. 2020). Executing individual efforts is vital to improving organizational performance and will bear fruit for the organization (Ong & Tan 2022). Traditionally, job performance has been defined as the part of a job that contributes to making an organization's products (Campbell et al. 1993). These scholars consider job performance to be one-dimensional (Pearce & Porter 1986). Throughout the years, job performance was conceptualized as multi-dimensional. For instance, Borman and Motowidlo (1993) argued that performance could be categorized into two-dimensional construct, namely task performance and contextual performance. Task performance refers to the actions and behaviours that directly contribute to an organization's operations (Xing et al. 2022). Task performance entails role-specific activities that are closely connected to the organization's technological core, which employees execute in exchange for remuneration. This type of performance clearly expresses the goal and will lead to improved performance and completion of the work, enhancing an individual's proficiency (Rosdi et al. 2020). The development, execution, and assessment of patient treatment plans are examples of task performance (Greenslade & Jimmieson 2007).

Alternatively, contextual performance implies duties outside the scope of an employee's job description (Borman & Motowidlo 1993). Working passionately, cooperating with colleagues, adhering to regulations, and supporting the organization's aims have been cited as

contextual performance examples (Borman & Motowidlo 1993). Contextual performance includes activities that promote social and psychological growth, such as aiding others in accomplishing a task or recommending an improvement to an organizational procedure (Van Scotter et al. 2000). According to researchers, nurses participate in task and contextual performance to guarantee high-quality care to their patients (Greenslade & Jimmieson 2007). As a result, this study defines job performance as comprising two dimensions: contextual performance and task performance.

MOTIVATION

Motivation is viewed as "the mechanism that accounts for an individual's intensity, direction, and perseverance in pursuing a goal" (Robbins & Judge 2019). Motivation is regarded as one of the essential tools to induce employees to work hard to achieve the targeted results and create a positive work environment (Badubi 2017). It also refers to a state of mind that drives someone to willingly complete a task (Khan et al. 2022). Motivators, on the other hand, are the rewards or incentives that sharpen the drive to fulfill a desire (Khan et al. 2022). Current challenges in healthcare which include personal safety concerns, poor working conditions, and inadequate equipment, have necessitated the importance of motivation in enhancing the productivity of the healthcare workforce (Mutale et al. 2013). Since high levels of motivation can result in improved employee performance, understanding healthcare employees' motivational factors is essential to designing effective health care delivery systems (Hotchkiss et al. 2015).

HRMPS AS ORGANIZATIONAL-BASED RESOURCES

As previously mentioned, when nurses are equipped with adequate resources, they are more likely to achieve their work goals quickly, which in turn allows them to invest their resources (in terms of time and energy) into performance as a way of securing more resources for themselves (in terms of greater recognition). Resources also trigger the individual's motivational process, stimulating positive work attitudes and behaviors (Schaufeli & Bakker 2004). Thus, the presence of supportive HRMPs would be viewed as an increase in the availability of organizational-based resources, which would elevate employees' motivation and eventually their performance. In addition, Demerouti et al. (2001) declared that organizational-based resources would lead to organizational success since these resources enhance employees' skills and contribute to their personal growth and development. Similarly, employees with an adequate supply of organizational-based resources would be positively motivated to work more efficiently, resulting in improved job performance (Ng'ang'a et al. 2001). Bakker et al. (2005) mentioned that "organizational-based resources help frontline employees perform their

job effectively". In the interest of parsimony, only two HRMPs (participation and compensation) were chosen as organizational-based resources that are expected to serve as predictors of nurses' job performance along with the motivation as a mediator.

The literature review proclaims that the role of these two organizational-based resources on job performance has been widely acknowledged, as presented in the section below.

ORGANIZATIONAL RESOURCES AND JOB PERFORMANCE

Participation, Task Performance, and Contextual Performance Employees can participate in decision-making about the organization's policies, objectives, and strategies through participation (Dobre 2013). Employee participation in decision-making would help the organization achieve its goals (Jain et al. 2021). Furthermore, employee participation is a method by which an organization attempts to establish a bond with its employees (Jain et al. 2021). According to Wilkinson (1998), participation in decision-making can fulfil employees' needs for self-actualization while also increasing their motivation, resulting in favourable work attitudes and behaviours. Participation in the decision-making process grants every employee to convey their thoughts and exchange their knowledge with others. This not only enhances the superior-employee relationship but also cultivates a strong sense of synergy among employees. Noah (2008) stated that employee participation would establish a sense of belonging, resulting in a pleasant environment where employees and management will gladly contribute to the organization's efficient operation. Han et al. (2010) mentioned that "participation in decision-making will boost employees' motivation and make them more eager to raise their investment in the organization". Tang and Tang (2012) asserted that opportunities for participation indicate that the organization values comments and ideas from employees. Such beliefs would result in positive attitudes and actions, such as increased motivation, higher job satisfaction, more organizational commitment, and improved job performance.

Compensation, Task Performance, and Contextual Performance Compensation refers to "any extrinsic benefits that employees earn in exchange for their work" (Byar & Rue 2008). Compensation components include the basic rate or wage, incentives, and benefits determined by their job position and employment with the company (Byar & Rue 2008). Correspondingly, Dessler (2011) defined employee compensation as all kinds of payment delivered to employees in terms of direct financial payment or indirect financial payment. Salaries, earnings, incentives, wages, bonuses, and commissions are examples of direct financial payments. Conversely, benefits such as medical coverage and insurance are examples of indirect financial payments (Dessler 2011).

This definition of compensation is similar to Namasivayam et al. (2007), who asserted that compensation is classified as direct or indirect. Direct compensation includes basic salary, bonuses, and profit-sharing. In contrast, indirect remuneration includes employee benefits such as medical insurance and unemployment insurance.

Willis (2000) stated that "compensation is the most crucial factor in recruiting and retaining talent". Thus, several cutting-edge organizations have chosen to give attractive pay packages that are far higher than the market rate to recruit, motivate, and retain essential personnel. In fact, compensation serves as a key determinant of employee performance (Hameed et al. 2014).

ORGANIZATIONAL RESOURCES AND MOTIVATION

Participation and Motivation As Bhuiyan (2010) mentioned, "participation tends to improve motivation since employees will feel more accepted and involved in their organization". Participation is also considered a key element in heightening employees' commitment and motivation towards their organization (Bhatti & Qureshi 2007). Findings from previous studies highlight the positive effects of employee participation on work attitudes and behaviors. For instance, the findings by Akbari (2016) revealed that participation is an essential factor that motivates nurses in healthcare organizations. Moreover, participation leads to increased motivation and organizational growth (Amarachi 2021). Thus, the hypothesis is posited as below:

H₁ Participation has a positive influence on motivation.

Compensation and Motivation Despite the fact that healthy work environments are critical to nurse well-being, many public conversations about nurses have focused on compensation (Munro & Hope 2022). According to Zhuang and Pan (2022), compensation includes salary, income, bonuses, insurance, and any monetary payment or financial advantages earned by workers due to their employment. An organization's management uses compensation to improve employee job performance (Sudiardhita et al. 2018). This is because attractive compensation is expected to provide employee satisfaction to motivate them to perform better (Darma & Supriyanto 2017). According to Ghazanfar et al. (2011), organizations must implement appealing compensation packages to motivate employees to operate in the organization's best interests (Ghazanfar et al. 2011). According to several researchers (Adzei & Atinga 2012; Ankomah et al. 2016; Negussie 2012), compensation has a positive and significant impact on employee motivation. Similarly, Astuti (2021) asserted that an attractive compensation system can improve healthcare employee motivation and service quality. In this respect, nurses' motivation is expected to rise due to increased compensation from health care organisations (Nasurdin et al. 2020). Therefore, we assume that:

H₂ Compensation has a positive influence on motivation.

Motivation and Job Performance

Motivation is an individual's desire to invest high amounts of effort toward their task, conditioned by the effort's capacity to meet their needs (Comighud & Arevalo 2020). According to Comighud and Arevalo (2020), "a motivated employee works hard to offer his or her best performance toward completing his or her task". A review of the extant literature indicates that motivation serves as a salient predictor of job performance (Aisha & Hardjomidjojo 2013; Comighud & Arevalo 2020; Hee & Kamaludin 2016; Pancasila et al. 2020). Within the healthcare setting, findings by researchers (Bhatnagar et al. 2017; Chaudhary & Sharma 2012) indicated that nurses who were highly motivated achieved better performance outcomes as opposed to nurses who were not motivated. Since job performance is a two-dimensional construct that encompasses task performance and contextual performance, it can be hypothesized that:

H₃ Motivation has a positive influence on task performance.

H₄ Motivation has a positive influence on contextual performance.

MOTIVATION AS A MEDIATOR

Participation, Task Performance and Contextual Performance

Based on the aforementioned conservation of resources theory (Hobfoll 1989), participation in decision-making serves to motivate employees since such opportunities allow them to apply their knowledge in engendering new and creative ideas for their work goals execution, resulting in elevated performance levels. Participation will allow employees to have greater trust toward the organization and enhance their motivation, resulting in better job performance and increased productivity (Dobre 2013). Evidence from past studies (Akbari 2016; Bhuiyan 2010) showed that participation leads to increase motivation. Sariköse and Göktepe's (2021) empirical findings show that nurses' participation is an important factor affecting job performance. Furthermore, studies have found that motivation is a key predictor of job performance (Aisha & Hardjomidjojo 2013; Comighud & Arevalo 2020; Hee & Kamaludin 2016; Pancasila et al. 2020). According to motivational research, motivational characteristics can elicit an employee's positive response to motivation, thereby motivating employees to improve their work performance (Adetola et al. 2022). In this respect, Qomariah et al. (2022) indicated that employee motivation impacts performance; hence, staff motivation at hospitals in Lamongan Regency has increased nurse performance. Based on the afore-mentioned discussion and since job performance has been conceptualized as task performance and contextual performance. Thus, the subsequent hypotheses are formulated as below:

H₅ Motivation mediates the relationship between participation and task performance.

H₆ Motivation mediates the relationship between participation and contextual performance.

In accordance with the conservation of resources theory (Hobfoll 1989), compensation as monetary resources serves as motivators. On a more specific note, employees who receive equitable and attractive compensation will be able to fulfil their personal needs leading to greater motivation. This, in turn, will stimulate them to exert greater efforts contributing to superior job performance. According to Fushen and Zandrato (2019), employees' level of motivation can be increased by providing them with a compensation package that they perceive as fair and desirable. Evidence from prior studies (Adzei & Atinga 2012; Ankomah et al. 2016; Negussie 2012) revealed that an appealing compensation leads to greater employee motivation. On a similar note, motivation has positively affected job performance (Aisha & Hardjomidjojo 2013; Bhatnagar et al. 2017; Chaudhary & Sharma 2012; Comighud & Arevalo 2020; Hee & Kamaludin 2016; Pancasila et al. 2020). Therefore, in harmony with this verification, job performance is comprised of task performance and contextual performance. Hence, the following hypotheses are developed:

H₇ Motivation mediates the relationship between compensation and task performance.

H₈ Motivation mediates the relationship between compensation and contextual performance.

CONCEPTUAL MODEL

The resulting conceptual model based on the above discussion is illustrated in Figure 1. The model will be assessed using a quantitative approach methodology as described in Figure 1.

METHODOLOGY

DATA AND SAMPLING METHOD

The directors from 7 state hospitals in Peninsular Malaysia's northern, central and southern regions were the respondent in the survey. However, the study only obtained approval from five state hospitals in Peninsular Malaysia's northern and central regions willing to participate in the survey. Subsequently, a matron was assigned by the Clinical Research Centers of each participating hospital to help distribute and collect the questionnaires. The proportionate sampling method was used to disseminate 450 questionnaires in proportion to the number of staff nurses at each hospital. Staff nurses who have served the hospital for a minimum of six months only were included in this study, which aligns with Ukandu and Ukpere's (2013) findings that

six months is considered a sufficient timeframe for employees to adjust to the organization’s workplace environment. As a result, 354 completed questionnaires were returned and evaluated with the help of the matrons, reflecting a response rate of 79%.

Before beginning data collection, ethical permission was requested from the Malaysian Ministry of Health’s Medical Research and Ethics Committee (MREC), which was granted (Reference code: NMRR-18-2585-39882(IIR)). Furthermore, our employing university’s Human Research Ethics Committee (HREC) (Reference code: USM/JEPeM/18060282) approved our study protocol. After obtaining the appropriate approval, we contacted the directors of the hospitals located in six states to seek their permission to participate in the survey. However, only five of the directors agreed. Following that, the Clinical Research Centres (CRC) of each participating hospital appointed a matron to distribute and collect the survey package, which included a self-administered questionnaire and participant informed consent form. Respondents in the study were assured that their participation was entirely voluntary and that they may opt out at any moment with no consequences. Four hundred fifty survey questions were disseminated in proportion to the number of staff nurses at each healthcare institution using proportionate sampling. A duration of two weeks was given to participants to complete the survey. Following the specified period, 354 usable surveys were gathered and later aggregately evaluated to protect the anonymity of participants and their inputs.

Hence, the data collected was non-identifiable to the research team. In the current study, the PLS technique was employed to test the hypotheses.

RESEARCH INSTRUMENTS

Pilot test was undertaken to verify the validity, content relevance, readability, and general questionnaire design. Feedback was sought from three respondents, more precisely one academic staff from one local university and two Matrons of the participating hospitals who were involved during our preliminary inquiry. Based on their feedback, some minor changes were made to the original questionnaire items. Participation was gauged by four measurement items modified from Sun et al.’s (2007) original items. Compensation was assessed by employing six measurement items modified from Tessema and Soeters’ (2006) measurements. Motivation was evaluated using six measurement items improved from Kuvaas’s (2006) original items. Task performance was measured by adapting seven items from Williams and Anderson (1991), whereas contextual performance was gauged by adapting seven items from Bott et al. (2003). The summary of the measurement items used in this study is presented in Table 1, while the details of all measurement items used in the study can be referred to Appendix A. The participants responded to the questionnaire items based on the five-point Likert Scale (“1” = “strongly disagree” to “5” = “strongly agree”).

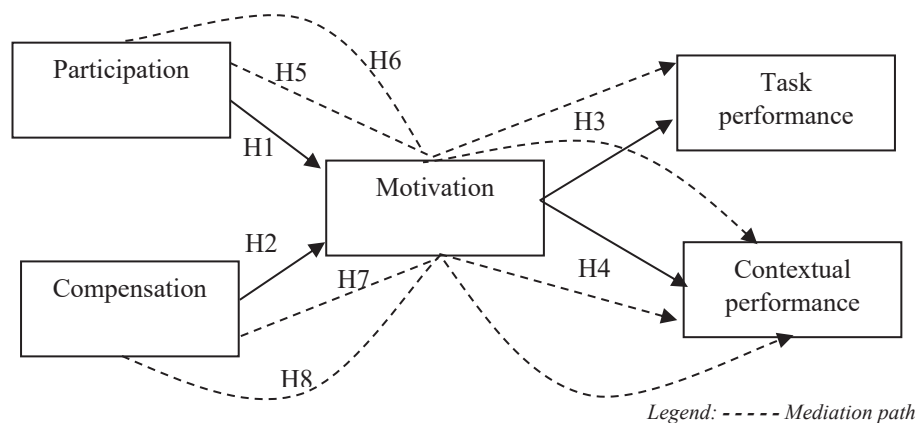


FIGURE 1. Conceptual model of the study

TABLE 1. Summary of the measurement items

Variable	Number of Items	Sources
Task Performance	7	Adapted from Williams and Anderson (1991)
Contextual Performance	7	Adapted from Bott et al. (2003)
Participation	4	Adapted from Sun et al. (2007)
Compensation	6	Adapted from Tessema and Soeters (2006)
Motivation	6	Adapted from Kuvaas (2006)

This study conducted a pilot test which carried out on 30 nurses attached with one district hospital in the northern region of Malaysia before embarking on the actual survey. As a result, the Cronbach alpha test was used in this research to determine the instrument's internal consistency. Cronbach's alpha was more than 0.70 in the pilot study.

DATA ANALYSIS TECHNIQUE

A PLS-SEM bootstrapping technique (5000 resamples) was utilized to assess the path coefficients (Hair et al. 2014). The PLS-SEM bootstrap approach is considered to be a more rigorous and robust test for mediation effects. It is also well-known for its advantage of working with multiple constructs in one simultaneous model.

RESULTS

RESPONDENTS' PROFILE

The majority of our sample is made up of females (93.5%). The majority of respondents (93.2%) have a diploma.

The sample's average age was 35.1 years. Furthermore, the respondents' average job tenure (length of service as a nurse) was 11.8 years, while their organisational tenure (length of service at the hospital) was 8.3 years. Our research variables had the following mean scores (\bar{x}) and standard deviations (s): participation ($\bar{x} = 3.97$, $s = 0.76$), compensation ($\bar{x} = 3.30$, $s = 0.82$), motivation ($\bar{x} = 3.83$, $s = 0.72$), task performance ($\bar{x} = 3.98$, $s = 0.60$), and contextual performance ($\bar{x} = 4.40$, $s = 0.70$).

MEASUREMENT MODEL RESULTS

This study computed the factor loadings, composite reliability (CR), and average variance extracted (AVE) to evaluate convergence validity. Table 2 shows that, with the exception of four loadings (ranging from 0.519 to 0.967), all indicators surpassed Hair et al.'s (2017) minimal cut-off value of 0.5. As a result of their low loadings, these four indicators (Par3, Par4, Mot6, and Cp3) were removed. Furthermore, the AVE values ranging from 0.604 to 0.819 indicate that all latent constructs exhibited acceptable convergent validity. In the meantime, the CR values for the latent variables (ranging from 0.899 to 0.959) were more than Hair et al.'s (2017) cut-off value of 0.7,

TABLE 2. Assessment of reflective measurement models

Construct	Items	Loadings	Average Variance Extracted	Composite Reliability
Compensation	Com1	0.831	0.604	0.899
	Com2	0.741		
	Com3	0.847		
	Com4	0.848		
	Com5	0.519		
	Com6	0.821		
Participation	Par1	0.899	0.819	0.901
	Par2	0.912		
Contextual Performance	cp 1	0.960	0.798	0.959
	cp 2	0.967		
	cp 4	0.649		
	cp 5	0.961		
	cp 6	0.808		
	cp 7	0.966		
	Motivation	mot1		
mot2		0.862		
mot3		0.840		
mot4		0.795		
mot5		0.812		
Task Performance	tp 1	0.764	0.701	0.943
	tp 2	0.893		
	tp 3	0.842		
	tp 4	0.842		
	tp 5	0.799		
	tp 6	0.852		
	tp 7	0.864		

indicating good homogeneity. Hence, the measurement model is regarded as reliable, with acceptable convergent validity. The Heterotrait-Monotrait (HTMT) ratio of correlations between the study variables, on the other hand, was used to measure the discriminant validity of the model. Gold et al.'s (2001) threshold value of 0.90 is met by all HTMT values (varying from 0.099 to 0.896), showing the existence of discriminant validity (Table 3). Based on the measurement model (see Figure 2), the R² values for motivation, task performance, and contextual performance were 0.239, 0.275, and 0.208, respectively, implying that participation and compensation can explain 23.9% of the variance in motivation, 27.5% of the variance in task performance, and 20.8% of the variance in contextual performance.

STRUCTURAL MODEL RESULTS

A collinearity test was performed before testing the proposed hypotheses to rule out the possibility of multicollinearity (Hair et al. 2019). The results showed that the VIF values of all constructs were in the range of 1.395 to 4.566, indicating that the multicollinearity

issue was not present. Table 4 presents the Bootstrapping results, indicating that hypotheses (H₁-H₈) were supported. The two HRMPs (participation and compensation) as organizational-based resources were positively related to motivation in terms of direct relationships. Motivation was found to be positively related to task performance and contextual performance. Motivation was also discovered to mediate the indirect connections between participation and compensation with a two-dimensional construct of job performance. This study used the product coefficients approach (indirect effect) in evaluating the importance of indirect effects employing bias-corrected bootstrap confidence intervals (CIs) as proposed by Zhao et al. (2010) to measure the possible mediation effects. The results revealed that both lower limit (LL) and upper limit (UL) for all the indirect relationships did not straddle a “0” in-between, which suggests the presence of a mediation effect. In addition, all the direct effects showed greater significance and a stronger effect than the indirect effects. Thus, the function of motivation as a mediator to intervene in the link between HRMPs and job performance is complimentary (Nitzl et al. 2016; Zhao et al. 2010). In order to conclude a mediation effect, it is

TABLE 3. Heterotrait-Monotrait Criterion (HTMT)

Model construct	Compensation	Contextual Performance	Motivation	Participation	Task Performance
Compensation					
Contextual Performance	0.099				
Motivation	0.346	0.493			
Participation	0.172	0.896	0.503		
Task Performance	0.140	0.729	0.568	0.833	

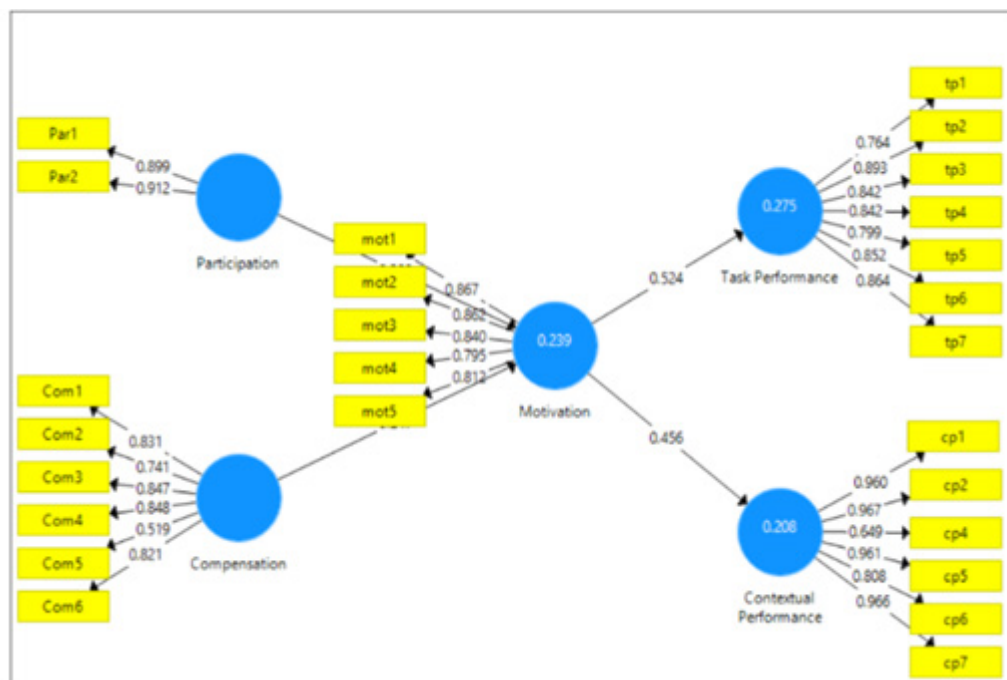


FIGURE 2. Measurement model

necessary to compute the strength of mediation. We used the variance accounted for (VAF) to assess the strength of mediation. Based on Hair et al. (2017), VAF equal to/below 0.2 indicates no mediation; VAF fall between 0.2 and 0.8 indicates the partial mediation; VAF is more than 0.8 indicates a full mediation. As depicted in Table 4, all the VAF values were more than 0.2 and less than 0.8, prompting us to conclude the existence of partial mediation for all indirect relationships.

DISCUSSION

The present study examined the effects of two HRMPS (participation and compensation) as organizational-based resources on the two-dimensional construct of job performance (contextual performance and task performance) intervened by motivation among nurses working in Malaysia's public healthcare sector. The statistical results granted support for all eight hypotheses. The results demonstrated that both HRMPS as organizational resources have positive effects on motivation. Participation was discovered to positively influence motivation that jibes with previous literature (Akbari 2016; Bhuiyan 2010; Bhatti & Qureshi 2007; Han et al. 2010; Tang & Tang 2012). Compensation was also shown to positively affect motivation, which is consistent with previous research (Adzei & Atinga 2012; Ankomah et al. 2016; Negussie 2012). Furthermore, the study findings supported the positive influence of motivation on the two-dimensional construct of job performance, which is persistent with the results of other studies (Aisha & Hardjomidjojo 2013; Bhatnagar et al. 2017; Chaudhary & Sharma 2012; Comighud & Arevalo 2020; Hee & Kamaludin 2016; Pancasila et al. 2020).

Our findings also showed that motivation plays a role as a mediator in the relationships of participation and job performance, and the relationship of compensation and job performance. This is understandable given that

researchers (Dobre 2013; Fushen & Zandrato 2019; Han et al. 2010) have identified participation and compensation as a stimulus for employees to engage in desired behaviours such as improved job performance. This is because participation and compensation induce feelings of trust and appreciation towards the organization, which will motivate employees to expend tremendous effort and improve job performance. These findings have proven that nurses' participation and compensation are imperative in motivating employees to work and achieved better performance. This highlights the importance of supporting our nurses so that both health care organizations and health care personnel can gain a win-win situation that will benefit both parties in the long run.

THEORETICAL IMPLICATION

Theoretically, the current study's findings provided empirical support for the proposed associations based on Hobfoll's (1989) Theory of Conservation of Resources. Furthermore, this study has added to the literature on motivation and job performance by presenting empirical data on the direct and indirect relationships between organizational-based resources, motivation, and the two aspects of job performance. Both participation and compensation are confirmed as the crucial organizational-based resources within public hospital and can determine the nurse's job performance. Motivation was also shown to have intervening influence on the direct relationships. The findings fully support the assumptions made in this study.

PRACTICAL IMPLICATION

In practice, because motivation can improve job performance, and given the need for nurses to provide high-quality healthcare services, policymakers and authorities in public hospitals concerned about promoting

TABLE 4. Structural model results

Effects	Relationship	Standard Beta	Standard Error	T-values	LL 2.5%	UL 97.5%	VAF	Decision
Direct	Participation -> Motivation	0.388	0.062	6.226**	0.264	0.498	-	Supported
	Compensation -> Motivation	0.247	0.058	4.222**	0.153	0.373	-	Supported
	Motivation -> Task Performance	0.524	0.064	8.235**	0.387	0.631	-	Supported
	Motivation -> Contextual Performance	0.456	0.059	7.733**	0.341	0.566	-	Supported
Indirect	Participation -> Motivation -> Task Performance	0.204	0.054	3.753**	0.105	0.303	0.40	Supported
	Participation -> Motivation -> Contextual Performance	0.177	0.049	3.594**	0.095	0.278	0.36	Supported
	Compensation -> Motivation -> Task Performance	0.130	0.024	5.477**	0.089	0.181	0.51	Supported
	Compensation -> Motivation -> Contextual Performance	0.113	0.023	4.952**	0.070	0.158	0.53	Supported

*** denotes $p < 0.01$, ** denotes $p < 0.05$, bootstrapping (n=5000)

outstanding job performance among the nursing workforce must constantly assess and provide sufficient resources at the organizational level. Nurse supervisors can improve nurses' motivation by advocating for nurse participation in hospital affairs. Hospital nursing supervisors should take a tolerant attitude toward nurses' participation in hospital issues, guarantee logical staffing allocation, and provide sufficient time for knowledge exchange behaviour in the department (Xu et al. 2022). Allowing more prospects for nurses to engage in making decisions surrounding their job is one suggestion. Although salary might not be easily modifiable in the public healthcare sector, procedural fairness in compensation determination may lead to greater motivation among nurses, resulting in higher job performance.

CONCLUSION

This research disclosed the vital role of organizational resources in determining the nurse's job performance. The vagueness underlying the nurse's job performance issues can be addressed by advocating motivation among the nurse workforce. Thus, this study examines the direct effect of organizational-based resources in the form of two HRMPs (participation and compensation) on motivation and their indirect influence on the two-dimensional construct of job performance (contextual and task) via motivation. In addition, motivation was determined to be vital in increasing the two-dimensional construct of job performance. These results suggest that the Malaysian Ministry of Health and authorities in public hospitals should encourage greater participation and ensure the provision of attractive and fair compensation packages among their nursing workforce to motivate them, leading to improved job performance. In this way, the delivery of superior quality healthcare services will be assured.

When explaining the study findings, several limitations should be taken into consideration. First, our data were limited to staff nurses employed in public hospitals. As a result, it is important not to generalize the findings to other healthcare professional groups or private healthcare providers. Second, this study only examined two organizational resources. Future research may want to examine other HRMPs as organizational-based resources such as training, performance appraisal, and communication. Third, our research was cross-sectional, which limited our capacity to draw causal inferences. A longitudinal method might cross-validate the existing findings and further confirm the causality of the connection between organizational resources, motivation, and job performance. Finally, the present study's large percentage of female respondents could be biased due to gender overrepresentation. Future studies to understand factors affecting the motivation and job performance of male nurses may be valuable. Since the population of male nurses is a minority in Malaysia (Barnett et al. 2010), researchers in the future may want

to consider using a qualitative approach to gain insights on this issue.

ACKNOWLEDGEMENT

The authors would like to express their gratitude to Universiti Sains Malaysia for providing the Research University (RUI) grant (1001/PMGT/8016050) to fund this research.

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Aizzat Mohd Nasurdin
School of Management
Universiti Sains Malaysia
11800 USM Penang, MALAYSIA.
E-Mail: aizzat@usm.my; aizzat1960@gmail.com

Cheng Ling Tan (corresponding author)
Graduate School of Business
Universiti Sains Malaysia
11800 USM Penang, MALAYSIA

Department of Information Technology & Management
Daffodil International University
Ashulia, Dhaka 1207, BANGLADESH.
E-Mail: tanchengling@usm.my

Sabrina Naseer Khan
School of Management
Universiti Sains Malaysia
11800 USM Penang, MALAYSIA.
E-Mail: nksabrina87@gmail.com

APPENDIX A.

LIST OF MEASUREMENT ITEMS

No	Participation – Adapted from Sun et al. (2007)
1.	Nurses are often asked by their supervisors to participate in decisions in this hospital.
2.	Nurses are allowed to make decisions in this hospital.
3.	Nurses are provided with the opportunity to suggest improvements in the way things are done in this hospital.
4.	Supervisors keep open communications with nurses in this hospital.
No	Compensation – Adapted from Tessema and Soeters (2006)
1.	I consider the compensation (salary, incentives, benefits) I receive as attractive.
2.	I consider the compensation (salary, incentives, benefits) I receive as fair relative to my peers in this hospital.
3.	I consider the compensation (salary, incentives, benefits) I receive as fair relative to nurses in other public hospitals.
4.	I consider the compensation (salary, incentives, benefits) I receive as reflective of my job performance.
5.	I consider the compensation (salary, incentives, benefits) I receive as encouraging better performance.
6.	I consider the compensation (salary, incentives, benefits) I receive as adequate to support my standard of living.
No	Motivation – Adapted from Kuvaas (2006)
1.	My job is very exciting.
2.	My job is so interesting that it is a motivation in itself.
3.	The tasks that I do at work are enjoyable.
4.	The tasks that I do at work represent a driving power in my job.
5.	My job is meaningful.
6.	Sometimes I become so inspired by my job that I almost forget everything else around me.
No	Task Performance – Adapted from Williams and Anderson (1991)
1.	I always complete my assigned duties.
2.	I fulfill the responsibilities specified in my job description.
3.	I perform tasks that are expected of me.
4.	I meet the formal performance requirements of the job.
5.	I am engaged in activities that will directly affect my performance evaluation.
6.	I accomplish all aspects of the job that I am obliged to perform.
7.	I always successfully perform my essential duties.
No	Contextual Performance – Adapted from Bott et al. (2003)
1.	I assist my supervisor with his/her duties.
2.	I help other nurses with their work when they have been absent.
3.	I take the initiative to orient new nurses to the department/unit even though it is not part of my job description.
4.	I help other nurses when their workload increase.
5.	I do not take unnecessary time off from work (example: to attend personal demands).
6.	I do not take prolonged breaks.
7.	I exhibit punctuality at work (example: arrive at work on time).