

**THE RELATIONSHIP BETWEEN WORKLOAD,
SUPERVISORY COACHING, WORK ENGAGEMENT
AND JOB SATISFACTION AMONG NURSES AT
SULTANAH BAHYIAH HOSPITAL**

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ABSTRAK

Kajian ini bertujuan mengkaji hubungan di antara beban kerja, bimbingan penyeliaan dan keterlibatan kerja dengan kepuasan kerja di kalangan jururawat. Sembilan puluh enam orang sampel telah dipilih secara rawak mudah dari kalangan jururawat di Hospital Sultanah Bahiyah, Alor Setar, Kedah. Teknik kajian lapangan berbentuk keratan rentas telah digunakan dalam kajian ini. Kepuasan kerja telah diukur menggunakan alat ukur kepuasan kerja oleh Weiss, Dawis, England dan Lofquist (1967) manakala beban kerja menggunakan alat ukur oleh Houston, Meyer & Paewai (2006), bimbingan penyeliaan menggunakan alat ukur oleh Karasek (1985) dan keterlibatan kerja diukur menggunakan alat ukur oleh Schaufeli & Baker (2003). Data telah dianalisis secara deskriptif dan inferensi menggunakan perisian *Statistical Package for the Social Sciences (SPSS)*. Hasil dapatan kajian mendapati terdapat hubungan yang signifikan di antara bimbingan penyeliaan serta keterlibatan kerja dengan kepuasan kerja manakala beban kerja didapati tidak mempunyai hubungan yang signifikan dengan kepuasan kerja di kalangan jururawat di Hospital Sultanah Bahiyah, Alor Setar, Kedah. Dapatan kajian boleh dijadikan panduan kepada organisasi seperti hospital dan pusat kesihatan dalam memahami kepuasan kerja pekerja mereka.

ABSTRACT

The purpose of this study was to investigate the relationship between workload, supervisory coaching, work engagement and job satisfaction among nurses. Ninety six participants were randomly selected among nurses from Sultanah Bahiyah Hospital, Alor Setar, Kedah. A cross-sectional survey technique was employed in this study. Instrument for measuring job satisfaction was utilised from Weiss, Dawis, England, and Lofquist (1967) while instruments for measuring workload was developed by Houston, Meyer & Paewai (2006), the supervisory coaching was developed by Karasek (1985) and the work engagement instrument was developed by Schaufeli & Baker (2003). Data collected was analysed descriptively and inferentially through the Statistical Package for the Social Sciences (SPSS). Findings of this study suggested that there were significant relationship between supervisory coaching and work engagement with job satisfaction. However, no significant relationship was found between work load and job satisfaction among nurses in Sultanah Bahiyah Hospital, Alor Setar, Kedah. The findings of this study may provide guidelines for organizations such as hospitals and health centres to understand employees' job satisfaction.

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TABLE OF CONTENTS

	Page
CERTIFICATION OF THESIS WORK	
PERMISSION TO USE	i
ABSTRAK	ii
ABSTRACT	iii
ACKNOWLEDGEMENT	iv
TABLE OF CONTENT	v

CHAPTER 1

INTRODUCTION

1.0 Introduction	1
1.1 General Overview of Sultanah Bahiyah Hospital	4
1.2 Background of Study	7
1.3 Problem statement	9
1.4 Research Questions	10
1.5 Research Objectives	11
1.6 Scope of Study	11
1.7 Significant of Study	12
1.8 Limitation of the Study	15
1.9 Chapter Summary	16

CHAPTER 2

LITERATURE REVIEW

2.0	Introduction	17
2.1	Definition of Dependent Variable	17
2.1.1	Job Satisfaction	17
2.1.2	Herzberg's Two Factor Theory	21
2.1.3	Job Characteristic Model	23
2.2	Factors Influencing Job Satisfaction (Definition of independent variables)	24
2.2.1	Workload and Job Satisfaction	24
2.2.2	Supervisory Coaching and Job Satisfaction	26
2.2.3	Work Engagement and Job Satisfaction	32
2.3	Chapter Summary	35

CHAPTER 3

METHODOLOGY

3.0	Introduction	36
3.1	Research Framework	36
3.2	Research Design	38
3.3	Population and Sampling	39
3.4	Sampling Technique	40
3.5	Data Collection	40
3.6	Unit of Analysis	40
3.7	Research Instrument	41
3.7.1	Dependent Variables	41
3.7.2	Independent Variables	42
3.8	Data Analysis Procedure	43
3.8.1	Pearson's Correlation Analysis	43
3.9	Pilot Study	45
3.10	Chapter Summary	47

CHAPTER 4

RESEARCH FINDINGS

4.0	Introduction	48
4.1	Response Rate	48
4.2	Findings	49
4.2.1	Demographic Section	50
4.2.2	The Relationship Between Workload and Job Satisfaction	54
4.2.3	The Relationship Between Supervisory Coaching and Job Satisfaction	55
4.2.4	The Relationship Between Work Engagement and Job Satisfaction	56

CHAPTER 5

DISCUSSION, RECOMMENDATION AND CONCLUSION

5.0	Introduction	57
5.1	Overview Survey of the Findings	57
5.2	Discussion	58
5.3	Future Research Direction	60
5.4	Conclusion	61

REFERENCES	62
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APPENDICES:

A Survey Cover Letter	72
Personal Information	73
Questionnaire	74
Appendix A	79
Appendix B	83

CHAPTER 1

1.0 Introduction

Studies on job satisfaction have been done widely in relation to turnover intention. (Mobley, 1977). The turnover intention is of the determinants that can evaluate employee's happiness to the organization. Turnover intention can cause an organization to lose cost as company may need to spend a huge amount of money to replace the employee. With qualifications, skills and competencies, it is easy for the employee to find a new job elsewhere (Amah, 2009).

According to Mudor & Tooksoon (2011), job satisfaction is a factor that in the long run will be able to encourage employees to work. In fact most of the studies have been fragmented in identifying an effective practices that could improve job satisfaction and intention to stay in the organization (Chew & Chan, 2008).

Previous study done by Pierce, Hazel, & Mion (1996) examine the effect of a professional practice model (PPM) on nurses' job satisfaction and turnover. They employ the implementation of a PPM as the characteristics of participative decision making; control over work practices; organizational supportiveness; collegial relationships; open, multilevel communication; and rewards linked to clinical proficiency. The results of their study asserted the significantly correlated with

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