

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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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

increased job satisfaction and lower turnover rates among staff nurse in rehabilitation hospital. The result of their study also give an idea about the existent relationship between job satisfaction and turnover.

Working under intense time pressure has been shown to cause stress and job dissatisfaction (Visser, Smets, Oort, & de Haes, 2003) as well as burnout (Schmoldt, Freeborn & Klevit, 1994). Apart from working under intense time pressure, other demanding aspects of physicians' work that have been associated with burnout, is complex life threatening problems (Schmoldt et.al., 1994).

In a study by Lemkau, Rafferty & Gordon (1994), they have seen a greater number of hospitalized patients as well as the amount of hours worked per week were related to emotional exhaustion which is also a symptom of burnout. Mainous, Ramsbottom-Lucier, & Rich (1994), found that it was the physicians' satisfaction with their workload as conflicting to their absolute workload that was related to the retention of young rural primary care physicians. They discover a very strong association between physicians' dissatisfaction with their workload and intent to leave.

A survey conducted by Curtis (2007) in Ireland with a sample of 2000 nurses reported that nurses had moderate levels of job satisfaction. They felt satisfied with professional interaction with supervisors, status, and autonomy, while pay and organizational policies were reported to make the least contribution nurses' job satisfaction.

Job satisfaction which was measured by Job Satisfaction Survey developed by Spector (Norbu, 2010), found that nursing staffs had moderate levels of job satisfaction. They discovered that staff nurses felt more satisfied with co-workers and nature of work, while less satisfied with fringe benefits, contingent rewards, and operating procedures. Norbu (2010), revealed supervisor social support had positive correlation, while workload had negative correlation with job satisfaction among staff nurses.

While, Warr, Cook & Wall (1979), discovered work engagement to be more clearly related to the intrinsic nature of motivation. They found a person wants to work well in his or her job in order to achieve personal satisfaction. By definition, intrinsic motivation is concerned with the task content; with the job activity in itself, and with the fulfillment of personal needs such as autonomy or learning. In this case, dedication refers to enthusiasm, feeling proud because of the work done, being inspired by one's job, and feeling that one's work is full of meaning and purpose. In fact, dedication refers to satisfying higher order needs such as the need for competence or the need of control (Bandura, 1986).

Therefore, this research mainly focuses and analyses on job satisfaction among nurses at Sultanah Bahiyah Hospital in Alor Setar, Kedah. This chapter will discuss about the background of the study, problem statement, research questions, research objectives, scope of study, significant of study, limitation of study, summary and outlined of project.

1.1 General Overview of Sultanah Bahiyah Hospital

Sultanah Bahiyah Hospital has started its operation on September 29, 2007. The hospital is located on a land area of 28.33 hectares with an area of the hospital complex is 110.200 m². This hospital is 6km distance from the center of Bandaraya Alor Setar and the hospital complex can be seen from the North South Expressway (exit Alor Setar Utara). The new hospital has replaced the Hospital Alor Star, where the old hospital is named as Sultanah Bahiyah Hospital Lebuhraya Darulaman Branch.

As a state hospital, this hospital acts a reference for 12 Health Clinic in Kota Setar, Pendang district, 8 hospitals and 11 private hospitals. This hospital is also equipped with a Total Hospital Information System (THIS), which all hospital operations are implemented online. Hospital complex is divided into four main building blocks which are Medical Support Block (Specialist Clinic), Ward Block, Main Block and Non-Medical Support Block (Management Office). Until April 2011, this hospital operates with 856 of official bed in which 743 are operated in Sultanah Bahiyah Hospital and the rest are in the Sultanah Bahiyah Hospital Lebuhraya Darulaman Branch. The hospital is equipped with 12 Operation Theaters, 6 Operation Rooms and 12 Maternity Rooms.

Specialized services provided by Sultanah Bahiyah Hospital are General Medicine, general Surgery, Orthopedics, Pediatrics (Pediatric Intensive Care), Obstetrics and

Gynaecology, Anesthesiology (Intensive Care), Otorhinolaryngology (Head and Neck and Pediatric), Ophthalmology (Glaucoma, Vitroretina, Cornea), Psychiatry (Psychiatry in the Community), Forensics (Histopathology), Anatomical Pathology Microbiology Hematology (Gastrointestinal and Liver Pathology), Pediatric Dentistry, Radiology, Transfusion Medicine and Emergency.

Vision of Sultanah Bahiyah Hospital is to be one of the leading, advanced and successful amongst the medical institutions in Malaysia while mission is to provide efficient curative, diagnostic and rehabilitative services, with effectiveness and quality based on the characteristics of the Corporate Culture of Ministry of Health.

Objectives of Sultanah Bahiyah Hospital are:-

1. To provide medical services that are efficient, fair and accessible to all with the use of appropriate technologies that meet the needs of the customer and the environment.
2. To emphasis on quality, innovation, health promotion, respect for human dignity with individual responsibility and community participation towards improvement of the quality of life.
3. To achieve being a country with healthy individuals, families and communities.

The hospital client charter are:-

- Specialist Clinic Services

80% of patients will be examined by medical officers within 90 minutes.

- Emergency Services

All patients will be treated in the period in accordance with criteria of severity:

- a. Red Zone - 100% checked immediately.
- b. Yellow Zone - 100% checked within 15 minutes.
- c. Green Zone - 70% checked within 90 minutes.

- In Patient Services

- a. All patients in the ward will be examined by a doctor at least once a day.
- b. All patients in the wards examined by a physician at least once within 48 hours.

- Clinical Support Services

Each patient will be given the information regarding the procedures before the investigation/treatment being carried out.

1.2 Background of Study

Nurses are believed to be an asset to any healthcare centre. Job satisfaction among nurses is very important as patients seek better treatment from them. The high growth of population in Malaysia had caused an increased in demand for hospitals or health care centre. However, the increased of hospitals were not in line with the supply of nurses.

According to Soi Lek (2006), nursing workforce in Malaysia is close to 39,000 people and an average of 1.69 nurses, per 1,000 populations in the year 2000, has been placed in the low- density cluster in the world. This indicates that Malaysia has the lowest nurse density in the region and is believed to be caused by excessive nurse migration, low job satisfaction and high turnover (Soi Lek, 2006). Moreover, the shortage of nurses has always been the major cause of high turnover in the health care industry (Masroor & Fakir). Sarker, Crossman & Chinmeteeptuck, (2003) found that satisfied workers are more productive and remains with the organization much longer, whereas dissatisfied workers will be contemplating lesser productivity levels and prone to quit.

Nurses form the largest workforce in any hospital. They play an important role in determining the success of the organization they work for. Their jobs are demanding and challenging. Nurses play a big role in providing the best service to their patients. Over the years, there has been an increase in establishing the connection relating to

workload, supervisory coaching, work engagement to job satisfaction among nurses (Best & Thurston, 2004). It is believed that nurses with high job satisfaction will be able to provide the highest quality of work (Best & Thurston, 2004). In medical institutions like hospitals where specialist training and retention are highly important, job satisfaction among nurses is considered very important because hospitals need to attract and retain a well-qualified personnel (McClure, Poulin & Sovie, 1983).

Job satisfaction is an important component of nurses' lives that can impact on patient safety, staff morale, productivity and performance, quality of care, retention and turnover, commitment to the organisation and the profession with additional replacement costs and further attempts to hire and orientate new staff (Bowles & Candela, 2005).

Therefore this research examines the relationship between workload, supervisory coaching, work engagement and job satisfaction among Malaysian nurses in one of the selected government hospital. This study is conducted at Sultanah Bahiyah Hospital at Alor Setar, Kedah, Malaysia.

1.3 Problem Statement

There are many reasons why people leave the organization. Poor work condition, less job satisfaction and poor environment and loss of interest in the job may lead employee leave the organization (Kekana, Rand & Van Wyk, 2007). In Malaysia, the high turnover and nurses quitting their jobs contribute to the shortage of nurses (Casey & Fink, 2004). The shortage of the nurses in several hospitals is currently becoming an issue. This includes private and also public hospitals ((Soi Lek, 2006). This shortage is further exacerbated by employees' absence from work; making absenteeism a critical problem at times of acute shortages (Cohen & Golan, 2007). Moreover, both turnover and absence are very costly and result in decreased standards of patient care (Price & Mueller, 1981). Both phenomena have important implications for organizations and their effectiveness in general, particularly for the organizations like hospital.

The high turnover rates among nurses (Gray, 1989) together with their high rates of absenteeism (Rhodes & Steers, 1990), are the main reasons for the interest in these behaviours in the hospital. It shows that job satisfaction is important for nurses because it can affect on the overall operations of the organization especially hospitals. Recruitment and maintenance of nurses are persistent problems that are also related to job satisfaction. Studies of nurses in USA and Europe have reported that nurses suffer from low morale and job dissatisfaction, have strong intention to quit from the organization they work for (Janiszewski, 2003). This high nurse turnover can impact

negatively on an organization's workforce to meet patients' needs and provide good nursing quality (Price & Mueller, 1981). In any hospital interpersonal among nurses are essential because this could provide to patient's satisfaction.

It is believed that factors influence the job satisfaction are workload, supervisory coaching and work engagement. According to Cherry, Ashcraft & Owen (2007), nursing assistant perceptions of poor staffing and high workload in facilities are often mentioned as factors in job satisfaction. While Michlitsch (1992) said that the future of an organization holds on the challenge for supervisors to kept pace of progress and change, and how supervisors manage their subordinates to meet the goals of the organizations for which they work. Hence, Saks (2007), found that high level of work engagement is associated with high retention rate, improved customer services, higher productivity and lower absenteeism.

Therefore, this studies is hope to give a light on recognizing the relationship between workload, supervisory coaching, work engagement and job satisfaction in hospitals.

1.4 Research Questions

This study attempts to analyse job satisfaction among nurses at Sultanah Bahiyah Hospital. Specifically, this study aims to seek the following research questions:

1. Is there any relationship between workload and job satisfaction?
2. Is there any relationship between supervisory coaching and job satisfaction?
3. Is there any relationship between work engagement and job satisfaction?

1.5 Research Objectives

The aim of this study is to:

1. To examine relationship between workload and job satisfaction.
2. To determine the relationship between supervisory coaching and job satisfaction.
3. To analyze relationship between work engagement and job satisfaction.

1.6 Scope of Study

This study will only focus on hospital Sultanah Bahiyah Hospital in Alor Setar, Kedah, Malaysia. It examines three factors namely workload, supervisory coaching, work engagement and its relationship towards job satisfaction on nurses. The reason why

Sultanah Bahiyah Hospital was chosen is because this hospital is the biggest one in Kedah and has more than 1,200 nurses.

1.7 Significant of Study

Dissatisfaction is one of the contributing factors to the people's intention to quit their job (Moore, 2002). In order for the organizations to greater understand what happen in their organization, study on the effect of job satisfaction and why people are unhappy to work in that organization need to be rectified. Lim & Park (2001), stated that job satisfaction helps to improve the nurses' retention in the hospitals. In their research, they found that nurses feel happier to stay if they feel comfortable to work and happy with their surroundings (Lim & Park, 2001). It is important and critical for human resource managers as well as executives to be more attentive and prepared to investigate their causes of job dissatisfaction in order to help decrease the turnover rates of the organizations.

Hence, this research provides a clear understanding among nurses about the important factors that relate to the job satisfaction in Sultanah Bahiyah Hospital. The objective of this study is to focus on factors that are workload, supervisory coaching and work engagement on job satisfaction among nurses at Sultanah Bahiyah Hospital. This study also provides information that will benefit the hospital management as there are confusions and debates among practitioners on the topic of employee job satisfaction

among nurses, even at a time when nurses are increasingly important for organizational success and competitiveness. It is believed that this study also provides the relevant information for hospital management in building the awareness on the job satisfaction factors and when the selection of workforce is done.

Therefore, a research on job satisfaction is needed to find out if nurses are satisfied with their job. There is a need to examine the three factors mentioned before in this studies has an effect on their job satisfaction. The result of this study would be useful to the Ministry of Health in Malaysia to understand more about the job satisfaction of nurses at hospitals in Malaysia. Appropriate measures can then be conducted to increase the job satisfaction and at the same time improve the dissatisfaction among nurses.

The findings of this study also can be a guideline for the organization like hospitals and health centres to understand the job satisfaction of their employees.

To organizational contribution

- a) With better understanding of this problem, management at Sultanah Bahiyah Hospital can improve their nurse job satisfaction so that these nurses could provide a better services to the patients.

- b) Issues arise in the hospital like high turnover, absenteeism and sick leave can be reduced.

Management at Sultanah Bahiyah Hospital can improved their policies and procedures in order to:-

- a) Help nurses to increase their performance because they feel their hard work is appreciated.
- b) Will increase the nurses work engagement to the highest level.

Moreover, the information obtained from this study may be valuable to nurse leaders involved in recruitment of new critical care nurses. The results could assist educational leaders in developing strategies to promote job satisfaction of new nurses, influence nurse commitment and promote patient safety especially in the critical care units. In this finding, a lesser amount of responsibility could have increased their job satisfaction level.

1.8 Limitations of the Study

The limitation of this research is that nurses at Sultanah Bahiyah Hospital have to work on three main shift that is morning shift, afternoon shift and night shift. Thus, the distribution and collection of the questionnaires is quite tough and difficult. Besides this study only focuses on one hospital, Sultanah Bahiyah Hospital. Therefore, the results might not be accurate and not applicable to other hospitals due to the small sample size.

Other limitation is that researcher only focuses on three factors (workload, supervisory coaching and work engagement) that contribute to job satisfaction. Other factors such as rewards and remuneration, pay and promotion may also play an important role in the job satisfaction.

Researcher may want to expand the scope of study in the future by focusing on other factors, groups and category of employees in the hospital. This study only focus on nurses working in Sultanah Bahiyah Hospital.

1.9 Chapter Summary

Chapter 1 provides a brief overview of the research process. This chapter discussed the background of the study, problem statement, research questions, research objectives, scope of study and significant of study. In the next chapter, literature review related to the areas of study will be presented.

CHAPTER 2

Literature Review

2.0 Introduction

This chapter presents an overview of the literatures that are related to workload, supervisory coaching and work engagement that associated with their job satisfaction. Based on the measurement, the three factors are well related to the job satisfaction of general public, including nurses. The literature review will address area related to the research problems in which will determine the relationship that are workload and work pressure, supervisory coaching, work engagement and its relationship towards job satisfaction on nurses.

2.1 Definition of Dependent Variable

2.1.1 Job Satisfaction

According to Steyn & Van Wyk (1999), job satisfaction can be defined as the degree to which individuals feel positively and/or negatively about their jobs. It is believed that if the employees meet their wants and needs, then he or she

will experience a feeling of accomplishment that will determine the degree of satisfaction.

Job satisfaction is also generally recognized as a multifaceted construct that includes employee feelings about a variety of both intrinsic and extrinsic job elements (Ali & Mohammad, 2006). Greenberg and Baron (1995) defined job satisfaction as an attitude towards ones' job and the cognitive, affective and evaluative reactions towards their job whilst others may be feeling quite dissatisfied.

Mudor & Tookson (2011) claimed that job satisfaction as one's feelings or state-of-mind regarding the nature of their work, while Robbins & Judge (2011) indicated that job satisfaction as a positive feeling about one's job resulting from an evaluation of its characteristics. Saari & Judge (2004) felt that the best way to predict overall job satisfaction is by examining the nature of work which they realized that job satisfaction has everything to do with the work and the nature of work itself. They stated:

“of all the major job satisfaction areas, satisfaction with the nature of the work itself-which include job challenge, autonomy, variety, and scope-best predicts overall job satisfaction, as well as other important outcomes like employee retention.” (p397).

In a research conducted by Alam & Mohammad (2010), they highlighted that there is a need to critically investigate both hospital's managers and individual's opinion on job satisfaction related to factors which they believe in the end will lead to intention to leave among nurses. Alam & Mohammad (2010) also found that job satisfaction have impact to numerous necessary attitudes, behaviours and intention in nursing world. Therefore, they used few characteristics that describe six satisfaction behaviour and their target group. The six satisfaction factors that were used in the research were satisfaction with compensation, satisfaction with supervisors, satisfaction with variety, satisfaction with closure, satisfaction with co-workers and satisfaction with management and HR policies. As a result, nurses in Malaysia tend to stay or quit their job with the hospital (Alam & Mohammad, 2010) due to supervisor's behaviour.

According to Graham & Messner (1998), job satisfaction is an effective response by individuals resulting from an appraisal of their work roles in the job that they presently hold. According to Gordon 1990 in Abuduaini (2009), job satisfaction occurs when a job meets the expectation, values and standards of an individual and will influence their commitment and performance. Christen, Iyer & Soberman (2006) through their study, found that job satisfaction does not lead to job performance. They stated that:

“A positive effect of job performance on job satisfaction also has important implication for a firm that wants to motivate and retain talented employees. It implies that actions to increase job performance can also increase employees’ job satisfaction. As a result, benefits such as reduced turnover and less absenteeism (a result of higher job satisfaction) may be useful for justifying the cost of a policy, even when that policy is directed primarily toward improving job performance.” (p.147).

Schermerhorn, Hunt & Osborn, (2000) believed that job satisfaction as an emotional response towards various aspects of an employee’s work. Spector (1997) referred to job satisfaction in term of how employee feels about their jobs and different aspects of their jobs and this view is supported by Ellickson & Longsdon (2002) that job satisfaction is an extent to which employees like their work.

Alam & Mohamad (2010), in their study on level of job satisfaction and intent to leave among Malaysian nurses indicated that the perceived level of higher job variety in terms of options such as job enlargement, job enrichment, should be considered. Job enlargement can be used (by hospital managers) to make work more interesting for nurses by increasing the number and variety of activities performed. Hence, this study examines the relationship between

workload, supervisory coaching, work engagement and job satisfaction among the nurses.

2.1.2 Herzberg's Two Factor Theory

A research conducted by Herzberg, Mausner & Snyderman, (1959) on job satisfaction focus on what employee actually want from their job. In his research, respondents had to describe their work situations and how they felt about their job. The respondents' feedback were then categorized into satisfaction or dissatisfaction. Herzberg (1999) focused on the characteristics related to job satisfaction in his study. There are advancement, recognition, the work itself, achievement, growth and responsibilities.

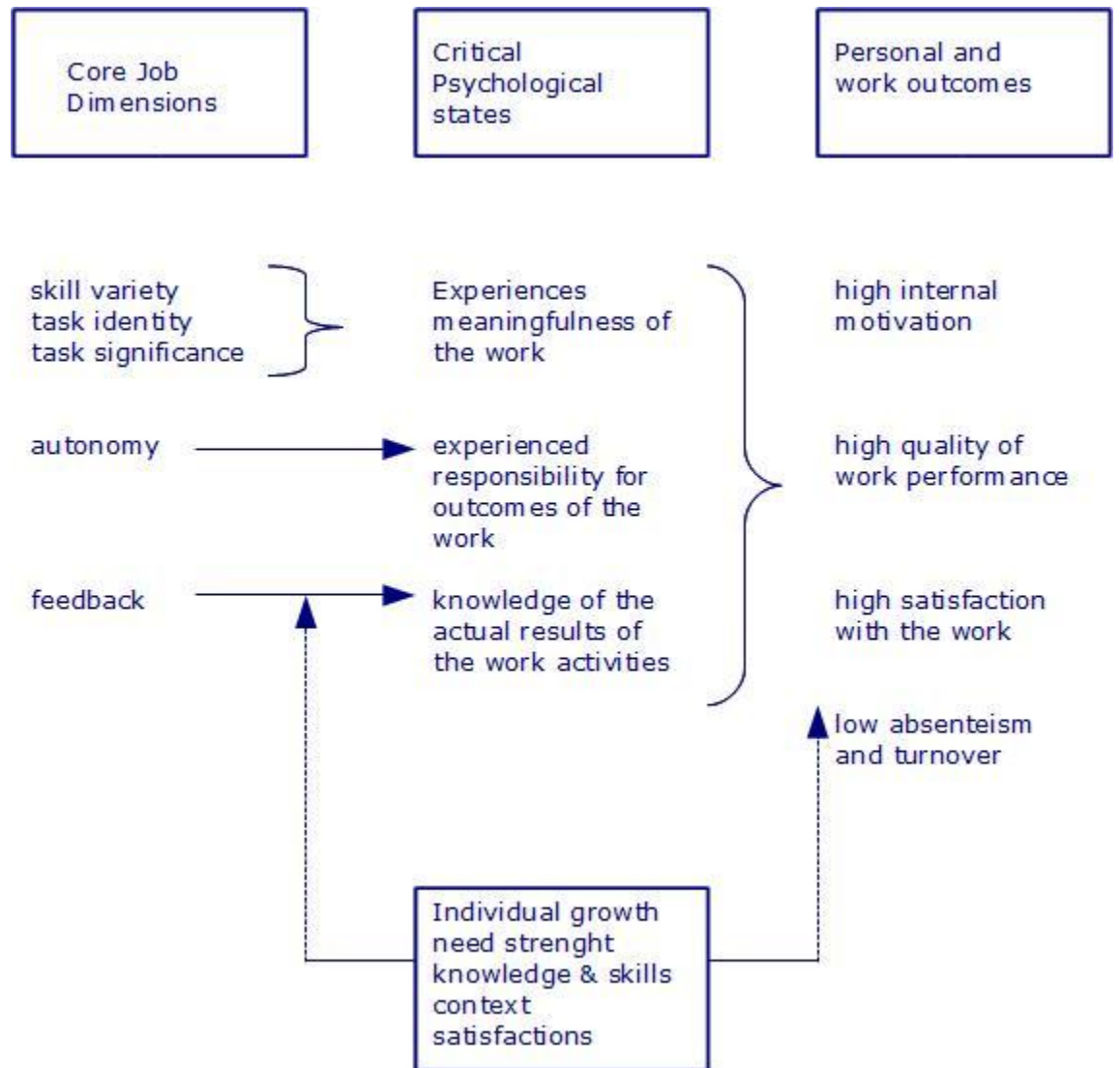
Herzberg et. al. (1959) referred to these characteristics as “motivators”, whilst the characteristics related to dissatisfaction, which included working conditions, supervision, interpersonal relationship, company policy and administration were referred to as hygiene factors (cited in Robbin, 2001). While Schermerhorn et. al. (2000) indicated that Hertzberg's two factor theory has an important factors for managers to understand the relationship job satisfaction and job performance issues.

Herzberg's two factor theory (1989) stated that there are two important aspects to be considered. There are what people do in terms of job tasks (job content), and the work setting in which they do it (job context).

According to Baron & Greenberg (2003), Herzberg's two factor theory (1959) focuses on factors that are responsible for job satisfaction and job dissatisfaction. There are factors that would encourage job satisfaction if they were present and factors that would encourage dissatisfaction if they were absent. These factors were referred to as hygiene factors or maintenance factors.

Although Herzberg's two factor model (1989) has contributed positively towards research, there are critics that the model unreliable. The model was unable to specify on how motivators and hygiene factors can be measured (Daft & Noe, 2001).

Figure 2.1 Job Characteristic Model



Job characteristic model (JCM) was developed by Hackman and Oldham from (Robbins & Judge (2009)).

This model intent to determine relationship between employee motivation, performance and satisfaction. However, this study examines the relationship between workload, supervisory coaching, work engagement and job satisfaction.

2.2 Factors Influencing Job Satisfaction

2.2.1 Workload and Job Satisfaction

Workload refers to the intensity of job assignments. It is a source of mental stress for employees. Stress is an active state of mind in which human being faces both an opportunity and constraint (Robbins, 1999). Nurses with heavy workload can cause a major problem to hospitals management. Moreover, workload and work pressure can contribute to an emotional exhaustion or stress. According to Reichel (1993), research suggested that the root cause of burnout was the failure of individuals to appropriately cope with the stress of the modern workplace. As a result, the employee is not performing in a worthwhile job.

Thus, Cowin (2002), asserted that shortages are resulting in heavy workload, which is a related to job stress, and burnout, which have also been linked to low job satisfaction. Nurses' job satisfaction is very hard concept to understand, which is defined within its extrinsic and intrinsic values.

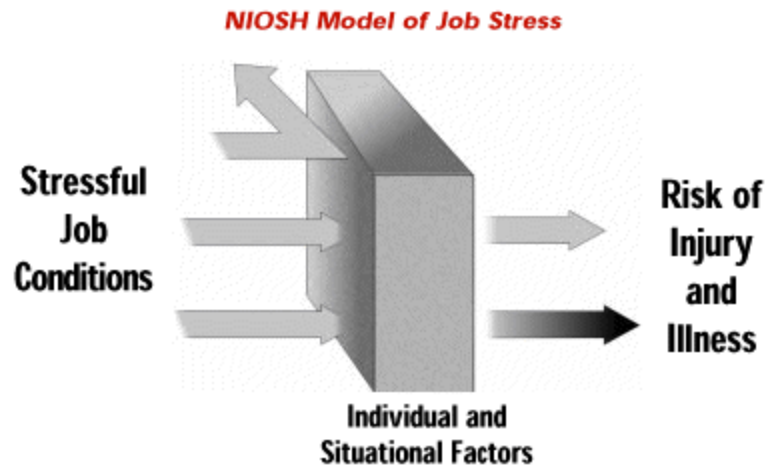
Nurses are experiencing higher workloads than ever before due to four main reasons (Pascale & Ayse, 2008). There are:

- a) increased demand for nurses
- b) inadequate supply of nurses
- c) reduced staffing and increased overtime
- d) reduction in patient length of stay

According to Duffield & O'Brien (2003), high turnover and the nursing shortage are due to high nursing workload and job dissatisfaction. Malta (2004), described workload as occupational stress or discomfort employees feels at a personal level and it had exceed a person's capability to cope and handle their job adequately.

Research shows that a heavy nursing workload can also affects patient safety (Lang, Hodge & Olson, 2004). According to NIOSH Model of Job Stress (1999), stressful working conditions can have a direct influence on worker safety and health. Hence this study analyzed the relationship between workload and job satisfaction among the nurses.

Figure 2.2



Source: Adopted from National Institute for Occupational Safety and Health, Stress at Work. 1999.

2.2.2 Supervisory Coaching and Job Satisfaction

Mudor & Tooksoon (2011) referred supervision as activities of the managers and their staff. Supervisors will see and act through their staffs which indicate the directing and managing activities as part of their job. Managers should have wide knowledge of their jobs to enable them to manage and observe their staffs' activities. As supervision has become essential and necessary activity to the organization, supervisors should be able to assist, review and monitor their staffs (Mudor & Tooksoon, 2011).

According to Petrescu & Simmons (2008), employees love to be supervised closely by their managers. This will provide some visual assessment of their employees' performance and then can assumed that observing is needed during working. This research also proved that supervision is positively correlated to job satisfaction. Therefore it is important to conduct a study on job satisfaction among nurses at Sultanah Bahiyah Hospital. Petrescu & Simmons (2004) added that, as the workload increases, and the condition becomes more severe, there is a feeling of a lack of support from peers and a resentment that everyone is using the attorney as a "tool" for their own ends.

"As I found out from my experience with Carl Hughes, having someone supervise your work, ensuring that you are not returning to dysfunctional behaviours, provides both a sense of support as well as a stop gap against overworking" (Petrescu & Simmons, 2004).

A major dimension of job satisfaction that emerged from Purani & Sahadev's research (2007) provided a factor of job satisfaction, which relate to the overall satisfaction with the human resources policies and strategies of the organization.

According to Purani & Sahadev (2007), they found that satisfaction with co-workers is the dimension of perceived job satisfaction, which determines how an employee perceives his/her job accomplishment by the support or the presence of his/her co-worker's attitude and behaviour such as selfishness, friendly or supportive. They argued that while issues like supervisory behavior and compensation form part of the micro issues regarding a sales person's engagement with the organization, the overall policies and strategies regarding the personnel is associated with a macro perspective with regard to the person's evaluation of the organization. For instance, even if a particular supervisor is fair and empathetic or if the overall policies of the organization with regard to personnel are not up to the satisfaction of the nurse, he/she may be inclined to quit (Purani & Sahadev, 2007).

In nursing, supervisory coaching is important for nurses because it will create a good relationship between nurses and their supervisor. Supervisors should always prepare to give feedback and coaching so that the nurses are clear what should be done. Thobega (2007) suggested that supervision is positively connected to job satisfaction. This study was made using few components of supervisions namely observation, pre-observation conferencing, post observation conferencing, supervisor support and supervisor guidance to see the correlation between job satisfaction and intension to stay in the teaching line (Thobega, 2007).

Wood, Chonko & Hunt (1986) explained that job satisfaction determines the level of satisfaction on the basis of employees' perception on how much are they satisfied with the information or guidelines provided to them by their supervisors to carry out their job.

Alam & Mohamad (2010) had done a study on job satisfaction among nurses in Malaysia. They found out that there was a moderate level of satisfaction between nurses and their supervisor which indicate a moderate level of satisfaction to the supervisors. They also discovered that nurses satisfaction with co-workers are slightly higher compared to nurses satisfaction with the supervisor.

It is reported that social support from work colleagues and predominantly the instantaneous supervisor moderated the relationship between burnout and employees want to quit (Alam & Mohamad, 2010). They added that employee with higher levels of social support stay with their company while turnover increased with employees who reported lower levels of social support (Alam & Mohamad, 2010). As a result from the study, they proved that supervision will moderate the relationship between burnout and make the employee's quit (Alam & Mohamad, 2010). The crash of burnout on intention to leave will decrease with the increase of the supervision level. Employee's turnover

depends on their motivation level pursued by the management. Employer's skills and knowledge can create positive workplace suited for their employee's individual goals and objectives as well as their needs and wants is the key to employees motivation (Zheng & Ricardo, 2009). Thus, if the employees do not satisfy with their supervisors, they will quit their job.

Besides, sharing information between employee and superiors resulted from regular contact which create more trust and openness (Kimeyer & Lin, 1987). In addition to compensation and benefits, also revealed that job satisfaction of employees is affected by such elements as communication between employees and senior management relationship with immediate supervisor and management recognition of employee job (Zheng et.al., 2008). Bad communication can make employees feeling disconnected from the organization.

Tella, Ayeni & Popoola (2007), said that there is need to develop strong sense of collaboration and obligation or commitment within the work stations or organization. They added that an effective organization does have all these to maintain the satisfaction across the organization (Tella et. al., 2007). They also stressed that strong and effective motivation are needed at all levels. They described motivation as "process of stimulating people to action and to achieve a task desired by them". They discovered that a way to stimulate people is to

be more satisfied and committed to their job. This will inculcate effective motivation (Tella et. al., 2007). Therefore, it is correlated between behaviour and attitude of an individual which has direct impact to job satisfaction (Tella et. al., 2007).

(Khan & Khan, 2011), found that one subordinate's work would be validated by directives of the supervisor thus supervisors have the authority to direct people under them. It includes functions such as planning, organizing, staffing, leading and controlling the work of the subordinates so objectives will be fulfilled and accomplished. Thus having a supervisor that understands their subordinate's will be beneficial.

Loo & Ramayah (2011), discovered that in manufacturing industry, over hundreds senior-junior relationship have resulted the organization to greater and better retention, lower turnover and has leads to tremendous plotted career, outstanding leadership capability and perhaps the most critical is to have leaders ready by certain time.

Hence, the organization must understand employee's behaviour and be sensitive to surroundings or the climate of the workplace to ensure the permanence of motivation factor among employees in terms of supervisory and

coaching. Therefore, this study examines the relationship between supervisory coaching and job satisfaction among nurses.

2.2.3 Work Engagement and Job Satisfaction

Schaufeli & Bakker (2004) defined work engagement as a positive, fulfilling, work-related state of mind. Individual who have good work engagement will dedicate themselves to their work and will treat their work as important. They will describe whatever difficulties they faced as challenge so that they will feel happy doing their work. Work engagement has been found to be positively related to customer loyalty and employee performance (Salanova, Agut, & Peiro, 2005).

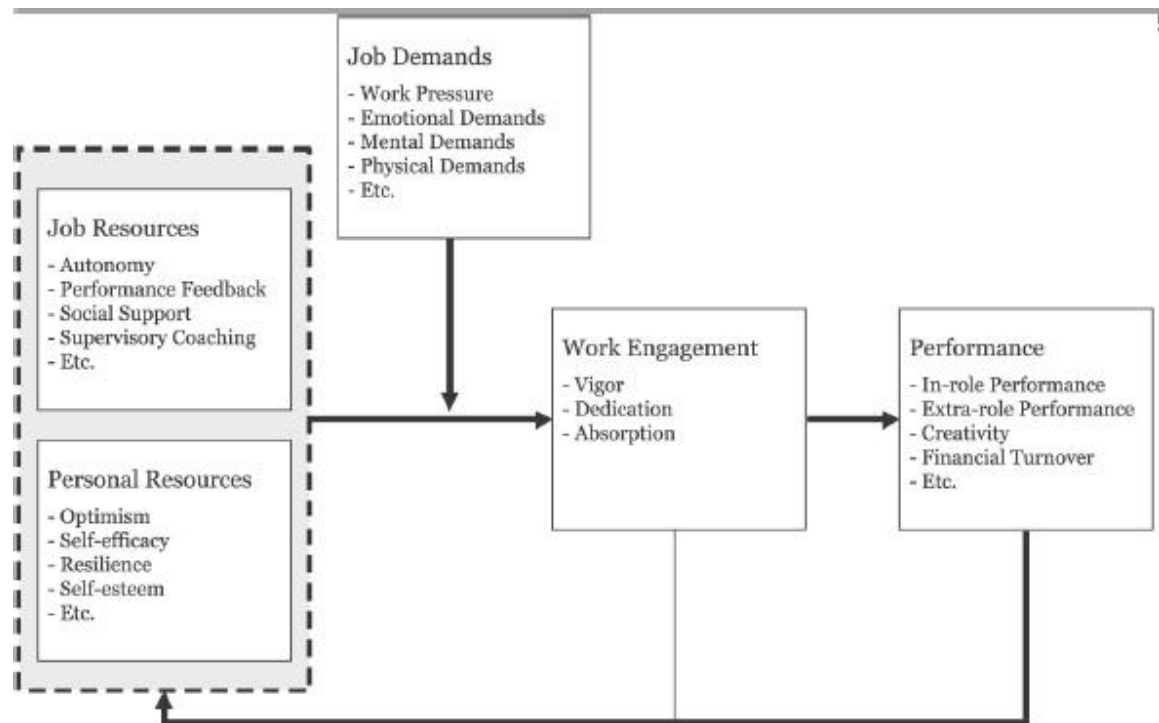
Rothbard (2001) described work engagement as a psychological presence with two key mechanisms, attention and absorption. Attention is “cognitive ability and the amount of time one spends thinking about a role” and absorption is “being engrossed in a role and refers to the intensity of one’s focus on a role” (Saks, 2006). Hallberg (2005) explained that work engagement, conceptually, is inherently related to burnout because it describes a loss of work engagement. Maslach, Jackson & Leiter, (1997) in (Saks, 2006), provide more clarity concerning this relationship by describing work engagement dimensions

(energy, involvement, efficacy) and burnout dimensions (exhaustion, cynicism, inefficacy) as complete opposites.

Thus, Kahn (1990) defined work engagement as the harnessing of organization members' selves to their work roles; in engagement, people employ and express themselves physically, cognitively, and emotionally during role performances.

Figure 2.3

Figure 1. JD Model of Work Engagement



Source: Based on Bakker & Demerouti (2007)

Bakker & Demerouti (2007), with their job demand resources (JD-R) model as illustrated in figure 2.3 has an evident regarding the antecedents and consequences of work engagement. This model show two assumptions. The first assumption is that job resource such as social support from colleagues and supervisor, performance feedback, skill variety and autonomy, start a motivational process that leads to work engagement and consequently to higher performance. The second assumption is that job resources become more salient and gain their motivational potential when employee confronted with high job demands for example workload, emotional demands, and mental demands. From JD-R model, they concluded that job resources and personal resources have positive impact on work engagement when job demands are high. Work engagement in turn has a positive impact on job satisfaction which lead to high job performance (Bakker & Demerouti, 2007).

Previous research has shown that engaged employees often experience positive emotions and this could be one of the reason why employee are more productive and happy (Cropanzano & Wright, 2001). They explained that happy people are more sensitive to opportunities at work, more outgoing and helpful to others, and more confident and optimistic. According to the broaden-and-build theory of positive emotions (Fredrickson,2001), certain positive emotions including joy, interest and contentment, all share the capacity to

broaden people's thought and action and at the same time build their personal resources.

2.3 Chapter Summary

This chapter provides a discussion on the existing literature and evidence that the employers are concerned and stressed the importance of their employees' job satisfaction. Previous studies also agreed that nurses with job satisfaction performed well in their job. The next chapter will discuss the theoretical framework and methodology that will be employed in this study.

CHAPTER 3

Methodology

3.0 Introduction

This chapter provides the framework and method that will be used in this study. It includes the research framework, hypotheses development, research design, research instrument and the measurement of the variables, methods of analysis, pilot study and chapter summary. This chapter explains the research study overview, instrument used in gathering the data, sampling method and population used and the survey procedure selected to conduct the research. Basically, this study is examining the relationship of workload, supervisory coaching, work engagement towards job satisfaction of the nurses.

3.1 Research Framework

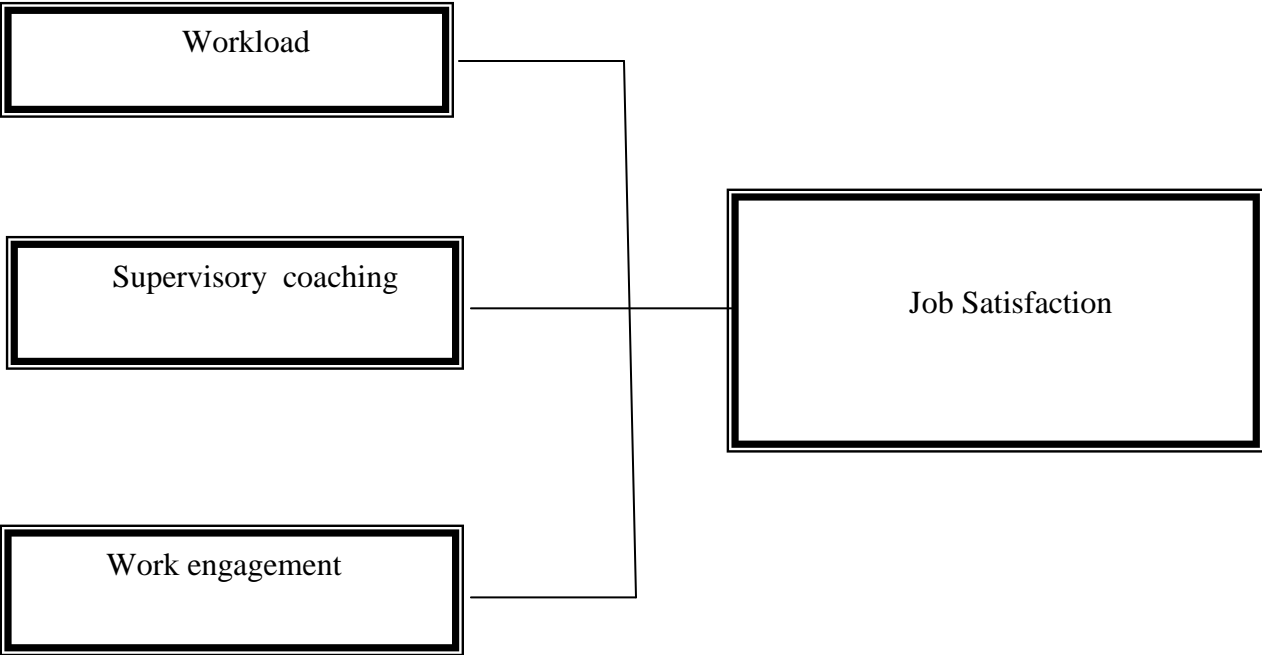
The framework in this research is as shown in Figure 3.1. These variables are measured using the self-developed questionnaire, adopted from previous studies. This model focuses on the three factors that are workload, supervisory coaching and work engagement that may have a relationship on job satisfaction.

Figure 3.1

Research Framework

Independent Variables
(IV)

Dependent
Variables (DV)



The main purpose of this study is to examine the relationship between workload, supervisory coaching, work engagement and job satisfaction among nurses at Sultanah Bahiyah Hospital.

Therefore the hypotheses are as follow:-

H1: There is a relationship between work load and job satisfaction among nurses at Sultanah Bahiyah Hospital.

H2: There is a relationship between supervisory coaching and job satisfaction among nurses at Sultanah Bahiyah Hospital.

H3: There is a relationship between work engagement and job satisfaction among nurses at Sultanah Bahiyah Hospital.

3.2 Research Design

This study attempts to evaluate the three factors mentioned above associated with job satisfaction. According to Sekaran (2003), a research is done with four main purposes, whether exploratory, descriptive, hypotheses testing (analytical or predictive) or case study analysis. This study attempt to analyse the hypotheses and examine the specific relationship as outlined before. It is a cross-sectional quantitative survey that will involve the data collection from the appropriate samples using a structured one-off questionnaire.

Cresswell (2008) stated that, quantitative study with appropriated method is more accurate compared to qualitative study. It is supported by Mohd. Majid (1998) stressed that quantitative study allows researcher to examine the relationship between variables accurately.

3.3 Population and Sampling

The population of the nurses that will be studies are 500 nurses from four departments. As refer to formula used by Krejcie & Morgan in their 1970 article “Determining Sample Size for Research Activities”, the sample is 217. These include senior and junior nurses. The number of samples from these departments are shown in Table 3.1.

Table 3.1
Disproportionate Stratified Random Sampling

<i>Department/Unit</i>	<i>Population</i>	<i>Proportionate</i>	<i>Sample</i>	<i>Returned Questionnaire</i>
Orthopaedic	200	$200/300 \times 217$	87	39
Obstetrics and Gyneacology	50	$50/500 \times 217$	22	7
Medical	200	$200/500 \times 217$	87	31
Cardiology	50	$50/500 \times 217$	22	19
TOTAL	500		218	96

Notes: Questionnaire was distributed to 305 nurses ($40\% \times 218 = 305$)

3.4 Sampling Technique

Disproportionate stratified random sampling was used in this study. This is because the number of nurses sampled from each stratum is not proportional to their representation in the total population. In this study, there are four strata contained 200, 50, 200, and 50 nurses.

3.5 Data Collection

The researcher distributed the questionnaire through the key personnel in each departments namely orthopaedic, obstetrics and gynaecology, medical and cardiology. The key personnel distributed to the selected nurses, then the completed questionnaire were collected by key personnel after one week.

3.6 Unit of Analysis

This study evaluates the three factors that are workload, supervisory coaching, work engagement and their relationship with job satisfaction. Unit of analysis in this study will be nurses at Sultanah Bahiyah Hospital.

3.7 Research Instrument

A survey questionnaire will be used in this study. This questionnaire consist of five sections. Section A focused on respondents' biographical characteristics such as gender, age, number of working years, salary and current monthly salary. Then followed by Section One that focus on workload. This section consist of fourteen items (14) ranging from scale one to seven. Section Two focused on supervisory coaching. This section consists of fifteen (15) items ranging from scale one to seven. Section Three consists of sixteen item (16) ranging from scale one to seven, and lastly section Four that is job satisfaction consists of twenty two items (22) also ranging from scale one to seven.

The section in these questionnaires were conducted in English. The variables are measured through the following:

3.7.1 Dependent Variable

The dependent variable of this study is job satisfaction. The job satisfaction questionnaire was employed based on a developed instrument Weiss, Dawis, England & Lofquist (1967). The questionnaire which contains 22 items based on the 7 point Likert scale ranging from 1 for strongly disagree to 7 to strongly agree will be used to measure job satisfaction.

3.7.2 Independent Variable

The independent variable of this study is workload, supervisory coaching, work engagement and its relationship towards job satisfaction on nurses. The workload instrument was developed by Houston, Meyer & Paewai, 2006, the supervisory coaching instrument was developed by Karasek (1985) and the work engagement instrument was developed by Schaufeli & Baker (2003).

The questionnaire are based on the 7 point Likert scale ranging from 1 for strongly disagree to 7 for strongly agree will be used. The

The seven-point Likert Scale given to the respondents are as follows:

1. Strongly Disagree
2. Moderately Disagree
3. Slightly Disagree
4. Neutral
5. Slightly Agree
6. Moderately
7. Strongly Agree

The respondents were asked to circle the answers based on what they felt or think is most suitable and related to their job satisfaction. Data received by researcher will be transformed to statistical analysis, a numerical code will be used.

3.8 Data Analysis Procedure

Data collected will be managed and processed using the Statistical Package for Social Sciences (SPSS) version 19. The data has been computed and recorded through the range into same variable. All items and variable were coded before being crossed into the software to carry our factor analysis. The results for independent and dependent variables were obtained from the factor analysis. Descriptive analysis including frequency and percentages will be used to explain the demographic section. It will also test the relationship between dependent and independent variables. Pearson's correlation analysis will be used in this study.

3.8.1 Pearson's Correlation Analysis

Pearson's Correlation analysis is best used to determine the relationship between each of the dimensions of job satisfaction and in this case they are workload supervisory coaching, work engagement and job satisfaction. The symbol of correlation is r and it ranges from -1.00 to +1.00. A correlation

coefficient indicates two things on the relationship; first, it will help to determine the direction of the relationship and second, it will determine the magnitude of the relationship between the variables.

Table 3.2 below shows *Guliford's Rule of Thumb* is used to analyze the *strength relationship* which has been categorized into very strength correlation, strength correlation, medium correlation, low correlation, weak correlation and no correlation depending on the value of correlation coefficient ranged between -1 and +1. To interpret the finding of this study, the sign (- or +) explained if there is a relationship between the variables (Guliford & Frunther, 1973).

Table 3.2

Pearson's r	Indication
0.91-1.00	Very strength correlation
0.70-0.90	Strength correlation
0.50-0.70	Medium correlation
0.30-0.50	Low correlation
0.01-0.30	Weak correlation
0.00	No correlation

Source : Guliford, J.P and Frunther, B (1973), "Fundamental Statistic In Psychology and Education". New York: McGraw Hill

3.9 Pilot Study

Pre-test is very important before using the questionnaire to gather data (Cresswell, 2008). Those who conduct pre-test are a prudent researcher (Cavana, Delahaye & Sekaran, 2001). Cavana et al. (2001) stated that among the most important pre-test exercise are face validity, content validity, and a pilot study. They added that researcher should make sure that questions in the instrument are understood, appropriate and reflect the goal of the study. Sekaran (2002) clarified that pre-testing survey questions is the test of the understandability and appropriateness of the questions planned to be included in a regular survey.

The purpose of pilot study is to test and improve the validity and reliability of the research instrument. This procedure is necessary before performing the actual data collection to ensure that respondents understood the instructions and the questions asked. The main reason for performing a pilot test is to reduce measurement error and increase reliability and validity of the research, and in particular of the research design and methodology.

To verify the validity and reliability of the instrument before conducting the actual study, it was tested for its clarity, validity, and reliability. The instrument was piloted by administering it to 50 administrative employees. According to Sekaran (2002), the minimum reliable subjects to run the pilot are 30 respondents.

The results of the pilot study were subjected to reliability test in order to determine the reliability and validity of the items in the questionnaire. It is expected that the pilot study were provided an opportunity to the researcher to improve both the format and the language features of the research instrument before using it for the actual data collection.

Table 3
Cronbach's Alpha from Pilot Test (n=50) and Actual Test (n=96)

Variable name	Number of items	Cronbach's Alpha Pilot/50	Cronbach's Alpha Actual Test /96
Workload	14	0.88	0.853
Supervisory coaching	15	0.84	0.893
Work engagement	16	0.91	0.830
Job satisfaction	22	0.86	0.873

3.10 Chapter Summary

Chapter 3 explains the methodology used to determine the relationship between the variables and in this study the variables is workload, supervisory coaching, job engagement and job satisfaction. This chapter also described the type of study (quantitative design) and research participants. This chapter also provided detailed description of the research design and specific data collection, analysis, and integration methods. Trustworthiness and validity in the context of post-positivist research were also addressed.

CHAPTER FOUR

Research Findings

4.0 Introduction

This chapter presents the findings of the study. SPSS tests have been conducted and Pearson's correlation test are used in this study. The chapter presents the questionnaire survey results and analyzes the information. The demographic characteristics of the respondents and the relationship between workload, supervisory coaching, work engagement and job satisfaction are also presented in this chapter. The output of this test are then used to answer the three hypotheses proposed in this study.

4.1 Response Rate

Three hundred and five questionnaires were distributed to four departments in Sultanah Bahiyah Hospital. Out of that, 97 questionnaires were returned and translated to an effective response rate of approximately 31.5%. However only 96 questionnaires were analyzed. The results of the three hypotheses in this section were tested using a Pearson's correlation analysis. The overall response rate was low but not unusual, given that Malaysian nurses were typically reluctant to participate in surveys. Also, the sensitive and confidential nature of the information requested may have contributed to

the overall low response rate (Jusoh & Pernell, 2008). Furthermore, the response rate of 31.5% was higher than the standard ~20 per cent acceptable survey response rates (Samat, Ramayah & Saad, 2006).

4.2 Findings

Two types of analysis were used in this study. There were descriptive analysis and inferential statistics. Descriptive analysis were conducted to analysed the demographic characteristic of the study while hypothesis for this study have been tested using inferential statistics. Pearson's correlation was used to answer the objective of the study.

There are 96 respondents in this research. Frequency questionnaires were obtained from demographic characteristic and also from dependent variables and independents variables. SPSS version 19.0 were used in this study. This research has successfully achieved 31.5% of return rate which is consider good. A total of 97 respondents have given their feedback. Only one has failed to fill up a complete questionnaire. Frequency distributions are obtained for all demographics characteristics and also for the dependent and independent variables by using SPSS Version 19.0.

4.2.1 Demographic Section

In the demographic section, respondents were asked to provide their personal information such as department, age, gender, race, income and length of working experience. These items were generally measured on a categorical scale. The results are displayed below:-

a) Table 4.1
Department

Category	Frequency	Percent
Orthopedic	39	40.6
Obstetrics and Gynecology	7	7.3
Medical	31	32.3
Cardiology	19	19.8
Total	96	100.0

Table 4.1 above illustrates the frequency distribution of 96 respondents according to their department. It shows that the Orthopedic 39%, Obstetrics and Gynecology, 7.3%, Medical 32.3% and Cardiology 19.8%. However, this does not represent the total of population of nurses working at Sultanah Bahiyah Hospital as the sample taken does not represent the whole study.

b) Table 4.2
Gender

Category	Frequency	Percent
Male	13	13.5
Female	83	86.5
Total	96	100.0

Table 4.2 above represents the frequency distribution of 96 respondents in this study according to their gender. Out of 96 respondents, a total of 13 or 13.5% respondents are male and 83 or 86.3% are female nurses. This finding indicates that female nurses mainly dominate the nursing profession.

c) Table 4.3
Race

Category	Frequency	Percent
Malays	92	95.8
Chinese	1	1.0
Indian	3	3.1
Total	96	100.0

Table 4.3 shows the distribution of respondents based on their race. Out of 96 respondents, about 92 or 95.8% of nurses are Malays, and the rest are Chinese with 1 or 1.0% , and Indian 3 or 3.1%. It shows that Malays has more interest to work as nurses compared to Chinese and Indian.

d) Table 4.4
Age Group

Category	Frequency	Percent
Less than 20 Years	1	1.0
20 - 29 years	53	55.2
30 - 39 Years	36	37.5
40 - 49 Years	5	5.2
50 Years and above	1	1.0
Total	96	100.0

The result of age distribution in table 4.4 above indicates that the greatest numbers of the respondents are in their 20 to 29 years age group which carried 55.2%, followed by respondents between 30 to 39 years which is 37.5%, then 40 years to 49 year 5.2%, 50 years and above is 1, that is 1% and less than 20 years also 1 that is 1%. The distribution of ages of the participating nurses ranged between 20 years to 50 years.

e) Table 4.5
Working Experience

Category	Frequency	Percent
Less than 5 years	38	39.6
5 - 10 Years	38	39.6
More than 10 years	20	20.8
Total	96	100.0

Table 4.5 next represent the frequency distribution of 96 respondents based on their working experience. Out of the 96 respondents, frequency for those who had working experience less than 5 years and 5 years to 10 years are equal which carried 39.6%. Respondents with more than 10 year working experience is only 20.8%.

f) Table 4.6:
Current Monthly Salary

Category	Frequency	Percent
Below RM 1000	5	5.2
RM 1000 - RM 2000	32	33.3
Above RM 2000	59	61.5
Total	96	100.0

Table 4.6 illustrates the frequency distribution of respondents according to their monthly salary. It shows that respondents with salary above RM2000 have the highest percentage that is 61.5%, which are more than half percent of the respondents. Next is respondents with salary between RM1000 to RM2000 which is 33.3% and then respondents with salary below RM1000% only 5.2%.

4.2.2 The Relationship between Workload and Job Satisfaction

From table 4.7, the result has shown that the relationship between workload and job satisfaction was $r = .164$, $p > .05$. This indicates that there was no significant relationship between workload and job satisfaction. Therefore, the hypothesis is rejected.

Table 4.7
Correlation between workload and job satisfaction

Variable	Workload (r)	P
Job Satisfaction	.164	.110

4.2.3 The Relationship between Supervisory Coaching and Job Satisfaction

Result in table 4.8 on the relationship between supervisory coaching and job satisfaction revealed that $r = .581$, $p < .05$. This means that there was a positive significant relationship between supervisory coaching and job satisfaction. Although the strength of the relationship was moderate, the result, nevertheless, indicates that the better the supervisory coaching among the nurses' supervisor, the better the job satisfaction will be perceived by nurses. Therefore, the hypothesis is accepted.

Table 4.8
Correlation between Supervisory Coaching and Job Satisfaction

Variable	Supervisory coaching (r)	P
Job Satisfaction	.581	.000

Huseman (1978) noted that employees' satisfaction with job and performance is affected by the messages communicated from their supervisors or managers. Appropriate information about the task and supervisors-employees communication has stronger relationship with employees' behavioral intention

toward job (task accomplishment) than with employees' job satisfaction (Jolanta, 2012).

4.2.4 The Relationship between Work Engagement and Job Satisfaction

Looking at the result in table 4.9 for the relationship between work engagement and job satisfaction, it was found that $r = .592$, $p < .05$. The result signified that there was a positive relationship between work engagement and job satisfaction. The strength of the relationship was moderate. The higher the nurses engage is their everyday routine work, the higher will be their perception on their job satisfaction. The hypothesis is also accepted.

Table 4.9
Correlation between Work Engagement and Job Satisfaction

Variable	Work engagement (r)	P
Job Satisfaction	.592	.000

CHAPTER 5

Discussion, Recommendation and Conclusion

5.0 Introduction

This chapter presents the interpretation and discussion of the data analysis results (SPSS) from chapter 4. This chapter will also include research findings in this study.

5.1 Overview Survey of the Findings

Hospital Sultanah Bahiyah was selected as a scope of study and three factors that contributed to job satisfaction that are workload, supervisory coaching and work engagement were studied. 305 questionnaires were distributed and 96 were analyzed. This study has recognized the highest factors among the three factors that contributed to job satisfaction among nurses at Sultanah Bahiyah Hospital. The studies were conducted by using questionnaire that has four section: Section A is demographic factors, section B (1) is a question about workload, section B (2) is a question about supervisory coaching, section B (3) is about work engagement and section B (4) is about job satisfaction. Data were then analyzed using SPSS version 19.0. This study is aimed to examine the relationship between workload, supervisory coaching, work engagement and job satisfaction among nurses at Sultanah Bahiyah Hospital.

5.2 Discussion

Among the three factors, work engagement is found to be the most significant relationship with job satisfaction among nurses at Sultanah Bahiyah Hospital. There is an evidence to prove that there is a significant relationship between supervisory coaching and work engagement to job satisfaction in this study. Therefore, supervisory coaching and work engagement do have strong connection to job satisfaction. In order to increase job satisfaction among nurses at Sultanah Bahiyah Hospital, hospital management should make sure that the job itself must be interesting to make the nurses happy and stay with the organization. It will be easier to hospital management to retain the happy nurses in the organization and at the same time they will lift up their performance to the best of their ability. This will benefit the hospital itself.

Supervisory coaching is acknowledged to be the most significant and has the most impact on job satisfaction among nurses at Sultanah Bahiyah Hospital. Studies made by Bradley, Petrescu and Simmons (2004) and Tobega (2007), reaffirmed that supervision does have connection as it shows positive correlation with job satisfaction. Bradley et al. (2004) also confirmed that employees prefer their supervisor or managers to monitor their work closely and be able to provide good feedback along the way to help them improve their competency and working skill.

Wood, Chonko & Hunt (1996), also suggested that employees perception on how the information and guidance being given to them by their supervisors to carry out their job and task are somewhat are really important to them. Therefore, supervisors and managers are responsible to make sure the employees has the right information, being guided and lead properly in doing their work and improve the organizational performance (Wood at al., 1996). Based on the above, it is felt that organization must aware and take actions to improve the supervisory coaching among supervisors and managers to make sure nurses at Sultanah Bahiyah Hospital will feel that they are valued and appreciated by the hospital. This will help them to improve their job satisfaction and at the same time they will perform better in doing their job.

Job engagement has proved that it makes an important contribution to organizational performance. When people feel engaged in their work, they tend to work harder and more effectively, take actions that meet customer needs, and contribute to financial results. Evidence continues to emerge about the economic benefits of job engagement, but it seems clear from what we know today that it is worth paying attention to. Hence, the management should try to increase the nurses willingness to invest effort in their work, and build dedication by making sure the nurses strongly involved in their work. Nurses should be able to concentrate happily engrossed in their work.

5.3 Future Research Direction

Further research is needed to explore additional factors that contribute to nurses' job satisfaction. Researcher should study more variables such as pay, promotion, work pressure, job attitude, work life conflict and organizational commitment that contribute to job satisfaction among nurses at Sultanah Bahiyah Hospital. It is believed that those factors are also important in determining the job satisfaction among nurses at hospitals or health care centre. According to Malhotra & Mukherjee (2004), organizational commitment is believed to have relationship with performance which leads to job satisfaction of an employee.

It is also suggested that in the future, researcher can also increase the sample by involving more nurses in both public and private hospitals in order to recognise the job satisfaction for both sectors. The outcomes will be much more accurate and consequential in order to increase the job performance among nurses in Malaysia. Moreover, further study should focus on larger samples. Sample can be taken from nurses from other hospitals in Alor Setar, not only Sultanah Bahiyah Hospital. Besides questionnaires, different research instrument like interview could be added. In addition, cross-cultural research is suggested to compare the experience of supervisory factors among nurses in different countries.

5.4 Conclusion

This study has successfully examined the relationship between workload, supervisory coaching, work engagement and job satisfaction among nurses at Sultanah Bahiyah Hospital with demographic characteristics information. The result shows that there are significant positive relationship between supervisory coaching and work engagement to job satisfaction while workload is found to be insignificant correlation to job satisfaction. The study also discovered that supervisory coaching has the most impact on job satisfaction among nurses at Sultanah Bahiyah Hospital.

The study has important implications for the way that hospitals in Malaysia are managed and for its policies regarding several aspects including efficient and effective use of nursing manpower. To increase the nurses job satisfaction, a training program such as continuous on-the-job mentoring program is suggested. The training should include the reinforcement of areas of knowledge such as teamwork, conflict management, and feedback. It is suggested that senior managerial nurses lead a training program that includes lectures and workshops using techniques such as role playing and problem-based learning.

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