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**A STUDY ON EMPLOYEE'S JOB SATISFACTION TOWARDS REWARD IN  
PRIVATE HOSPITAL**

**By**

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## ABSTRACT

This purpose of the study is to investigate the factor which influences job satisfaction among employees in a private hospital. Job satisfaction can be explained as a worker's evaluation on the level about the work atmosphere which accomplishes an individual's requirement. The objective of this study is to examine the relationship between reward and job satisfaction. The study involved 102 respondents from private hospital workers. The survey method was collected by using questionnaire to the employee who in the private hospital which located in Kajang. This is a quantitative research hence the questionnaire was developed to analyze using "Statistical Package for Sosial". There are two (2) types of techniques analysis has been adapted which is descriptive analysis and inferential analysis techniques. The purpose is to determine the relationship between independent variables which is rewards (Monetary reward and Non-monetary reward) and dependent variables (Job Satisfaction). This study had recognized that reward is one the factor that influences the job satisfaction. According to the findings, only one independent which is reward was focused. The relationship between job satisfaction and rewards (monetary and non-monetary) is significant. From the researcher view, the organization should not ignore this problem which may cause a sudden decrease in the satisfaction of the nurses. This study has played an important role to identify variables contributing towards employees' Job satisfaction and also identified few steps to reduce the problem of turnover intention.

**Keywords:** Job satisfaction, monetary reward, and non-monetary reward.

## **ABSTRAK**

Tujuan kajian ini adalah untuk mengkaji faktor yang mempengaruhi kepuasan kerja dalam kalangan pekerja di sebuah hospital swasta. Kepuasan kerja dapat dijelaskan sebagai penilaian pekerja di sesuatu peringkat berkenaan dengan suasana pekerjaan yang mempengaruhi keperluan individu untuk menjalankan tugas. Objektif kajian ini adalah untuk mengkaji hubungan di antara ganjaran dengan kepuasan kerja. Kajian ini melibatkan 102 responden yang terdiri daripada pekerja hospital swasta. Kaedah kajian dikumpulkan dengan menggunakan soal selidik pekerja yang di hospital swasta yang terletak di Kajang. Ini adalah kajian kuantitatif oleh itu soal selidik yang telah digunakan dianalisa menggunakan "Statistical Package for Sosial". Terdapat dua (2) jenis teknik analisis telah digunakan iaitu analisis deskriptif dan analisis inferensi teknik. Tujuannya adalah untuk menentukan hubungan antara pembolehubah bebas yang merupakan ganjaran (ganjaran kewangan dan ganjaran bukan kewangan) dan pembolehubah bersandar (Kepuasan Kerja). Menurut kajian, hanya satu faktor yang merupakan ganjaran tertumpu. Melalui pandangan penyelidik, organisasi tidak harus mengabaikan masalah ini yang boleh menyebabkan penurunan mendadak dalam kepuasan kerja dari jururawat. Ia juga sangat penting untuk mengekalkan tenaga kerja yang berkualiti dengan usaha yang produktif di mana hospital adalah tempat yang dilawat oleh orang ramai. Kajian ini memainkan peranan penting bagi mengenal pasti pemboleh ubah yang membawa kepada perubahan and di samping memberikan cara-cara untuk mengatasi masalah yang dihadapi.

**Kata Kunci:** kepuasan kerja, ganjaran kewangan dan ganjaran bukan kewangan

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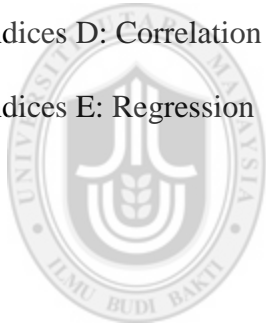
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## **CHAPTER 1**

### **INTRODUCTION**

This chapter aims to clarify some important issues about this study. Firstly, it provides an overview of the research background, problem statement, research questions, research objectives, significance of the study, the scope of the study, explains the purpose and rationale of the study.

#### **1.1 Background of the Study**

Job satisfaction has been explained as a pleasant emotion which shows through the appraisal, affective reaction and attitude towards one's job. A variety of aspects such as employees' excellent rapport with their supervisors, pay practice, quality of the physical working environment has influenced towards the job satisfaction. According to the definition above, a research has been done by Wiess (2002) argued that job satisfaction is an attitude at the same time, he said that researchers should clearly differentiate the purpose of perceiving evaluation which were the affect sentiment, confidence and performance. Job satisfaction whereby contributes to inconsistent attitude that shows the reflection of the level to which employee prefers their profession, and completely relate to the employees' interest and job performance (O'leary, Wharton & Quinlan, 2008).

The employees that feel happy with their job through the combination of emotion, surrounding environment and define the physical definition of job satisfaction, Hoppock (1935) as cited in Liew (2006). The positive and negative perception of the intrinsic and extrinsic aspects about the jobs towards job satisfaction (Bhuiyan & Menguc, 2002; Hunt, Chonko, & Wood, 1985).

However, (Cowin, 2002) explains that the perceptible aspects about the job as well as income, benefits and bonuses whereby intrinsic value consist of status, acknowledgment, individual and professional growth opportunities, and other related factors. Moreover, it has been concluded that job satisfaction influenced by the positive and negative feelings towards attitudes that being in an employee's perception of their job (Schultz & Schultz, 1994).

Employee shortages are the sign of the job dissatisfaction, poor supervision, and lack of organizational sustains (Zurn, Dali, & Stillwell, 2005). Employee evaluated their job understanding as a pleasurable or optimistic emotional also defined as job satisfaction (Locke, 1976). Less absenteeism, lower employee turnover, and increased productivity in an organization is resulted because of higher job satisfaction by employing (Hackman & Oldham, 1975). Job satisfaction is a worker's sense of achievement and success.

### **1.2 Problem Statement**

According to Kaliski (2007) job satisfaction defined as a level of contentment a worker feel about their job and lead to goal achievement. This job satisfaction variable important to the company to measure the level of work experience in the organization. Besides that, job satisfaction is an indication to improve the productivity and quality of work. The job satisfaction is also important to the worker because it will motivate them to develop positive work experience. According to Vroom (1964), job satisfaction has been an encouraging part for an employee's to change towards in his at present engaged with working roles. The satisfaction of an employee is assumed to be an effective labor force and has become an important asset for the organization's effectiveness (Masri, 2009). The effect of job satisfaction, if the employees not happy with the job, their behavior and

several areas will affect other employees. The high effect of the job satisfaction is higher employee turnover rates, which are happening in most of the organizations. Factors that influence job satisfaction are working conditions, such as working hour, respects from coworkers and supervisors which can create pleasant work environment and motivate the employees.

Rewards defined as standards associated with allocation of benefits and compensation of employees. Robbins, Stephen, and Tim (2013) adopted Expectancy Theory and argued that employees will be motivated when they believe their efforts will lead to a good performance appraisal, which will lead to organizational rewards such as bonuses, salary increases, and promotions. There are two types of reward known as monetary and non-monetary rewards. Any types of rewards are believed to encourage competition among employees, as well motivate individual, group members and trigger the occurrence of the group level behavior (Tjosvold, 1986).

Several evidences showed that the important issues in organizations have always been the employee satisfaction and retention. For example, according to Ostroff (1992), an organization with more satisfied employees is more dynamic and gainful if compared with less satisfied employees. At the same time, in service industry, Lew (2006), suggested that the link between employees' job satisfaction and organizational commitment will be proved by the "service profit chain" and it is sustained by Payne, Holt, and Frow (2001) who contended that employees' retention lead to increased service value. There are several factors that influence employee job satisfaction such as training and development and many more. Essentially, says that reward being an important role in inspiring employee and encourages their performance and reward being a main factor in



retaining and attracting talents employees in an organization (P.Puwanenthiren, 2011). This is the reason why organization spent millions of money to come out with innovative benefits, remuneration package and also rewards (monetary and non-monetary) to outdo other so that the organization would have good talents with a positive environment, able to performing and achieve the organization goal and success. View from several researchers above explains that job satisfaction is very important for both organizations and employees because it depending each and other. Job satisfaction among the employees is also very essential to make sure the working progress is sufficient at the same time it also significant for the organization to keep the employee happy with their work so that the productive efficiency increases.

Job satisfaction changes employees to react against the expectation. This happens in this hospital because the nurses not satisfied with their job. Work product that means the quality and the quantity of the work produced by the employee make frequent errors that harmful for the company to face. Moreover the unscheduled absences, frequently late for work and leaves the work early is the sign of dissatisfaction among the nurses.

Additionally cooperativeness means that working with people, which not cooperative and frequently criticizes others. Communication which is giving and receiving information uses a condescending tone when talking to others in the office. Continue with the service to the public which demonstrate poor customer relation skills and frequently rude and impolite. Finally the way the nurses use the medical equipment and materials by misusing the materials and waste supplies. This can say because hospital receiving complaints from patients frequently that they are not satisfied with their services. At the same time error in giving treatment being an issue until the patient consumes court case. Shortages

in staff make the patients in the queue to get treatment. It is because the absenteeism, which not rearrange in the schedule.

Different employees have different expectation towards the organization which sometimes lead them to leave their current job for another opportunity when their expectation are not met and when they feel not satisfied (Wong, 2002). Employee rewards theory in order to make sure the employee satisfied and loyal to the company so that the organization achieves their objectives, yet the employees are not satisfied. Therefore, the aim of this study is to report findings on the factors that might contribute to employee job satisfaction which mainly will focus on reward. Few studies in the literature investigate the various hypotheses involving the relationship between job satisfaction and reward. For an example, according to Rafikul, Ahmad & Milne (2008) explain that an employee's motivation and job satisfaction, build towards their jobs through the rewards that offer by the employers. According to researcher statement, these analyses do not relate to significant relationship between personality and job satisfaction or turnover intentions, but is an opposite relationship between job satisfaction and reward. Most of the private companies spent millions of dollars to introduce benefits, remuneration packages and much more inspire and encourage individuals in an organization to develop employee performance with positive thoughts as described in Adam Equity Theory (1963). Employee performance will be decreased as high absenteeism, lack committed to completing a task which doesn't include in their job description which said in the theory. Based on the current situation, this hospital was providing rewards which are monetary and non-monetary to encourage the employees. Monetary rewards that are provided by the hospital are like appreciation a vast of amount

which decides by the management. This reward is not given to all employees, but only who have been loyal to companies and working more than 5 years. Meanwhile Non-Monetary appreciation reward such as recognition will be given to employees who actively participate either in work or other programs arranged by the management. Being as a Human Resource manager, HR will consider the employee's job satisfaction to make sure the productivity level of an employee remains. Satisfaction by patients is very important to make sure the quality of the hospital remains. Mistakes that nurses made will affect the hospital's reputation and also will be court cases. Therefore, this study intention is to study on how rewards can influence the employee's job satisfaction in a private hospital.

### **1.2.1 Background of the Company**

This study will conduct in one of a private hospital, which located in Kajang, Selangor. This hospital was established in October 17, 2000 and began operations in January 2001. Led by a group of medical doctors and a number of professional medical centers operate 24 hours a day seven days in a week. Skilled and experienced doctor in the field of medicine is the key to providing the best service to our patients.

The objectives of this hospital is to provide the best medical service with quality at a reasonable cost, ensure that all patients get satisfactory service from doctors and employees, ensure that every Ringgit paid by the customer worth to get the best treatment at a cost of adequate also providing the best in curing patients together provide continuous medical care, 24 hours a day, 7 days a week. This hospital is a medium size hospital company which provides best services for patients with reasonable chargers compare to other private hospitals told by the patients who get treatment.

### **1.3 Research Questions**

Based on the problem statements that have been discussed above, the research question will be according to below:

1. What is the level of job satisfaction among the nurses?
2. How nurses perceive the reward program provided by the company?
3. Does a reward (monetary and non-monetary reward) have relationship with the job satisfaction among the nurses?

### **1.4 Research Objectives**

The main objective of this research is to study the significant relationship between the reward program and job satisfaction among nurses. The specific objectives of this research as follow:

1. To measure the levels of job satisfaction among nurses.
2. To identify the level of nurses perception on the reward programs provided by their management.
3. To determine the relationship between rewards (monetary and non-monetary reward) and job satisfaction.

### **1.5 Significance of the Study**

#### **1.5.1 Knowledge Enrichment**

A study will help examine the factors that affect the job satisfaction among the nurses in the private hospital. In this study also shows how those variables relate each other hence it recognize the variables have to be focused how does it may affect the job satisfaction on reward. It also helps the researcher would have the skills on gathering data and also

learn a proper of good communication skills and conveying skills. By this research, the researcher will learn and get to know more detail about the problems in employee's performance together with the theories that support for the research. This study also will help the researcher to understand the importance of the reward and job satisfaction for an employee. Without a doubt, good employees are the most valuable asset any company has because the employee is the strength of the organization to achieve organizational goals.

### **1.5.2 Organization and Workers**

Literature reviews what makes the study is important to make sure the hospital leaders to promote a stable workforce by providing several of ways on how to influence the workers to remain in the organization. The researcher thinks that by this research, it helps the organization to identify the factor that contributes to the issues of employee dissatisfaction.

According to the researcher, the company will get to know the employees' perception regarding monetary and non-monetary reward. Furthermore, this research explains to the employers about the preferences of the employee regarding the level of reward allocation, together pay level and also fringe benefits. This will help the organization improve in order to make sure the employees retain at the organization.

### **1.6 Scope of the Study**

This study is about the relationship with the monetary, non-monetary reward and job satisfaction. The respondents focus on one group which is from a medical line that is nurses from a private hospital which located in Kajang. The reason of this study is to analyze and find out the factors that make the employee satisfy.

## 1.7 Organization of the Thesis

The research paper is divided into five chapters. **Chapter One** introduces the research background, significance of the study, provides an overview of the research background, problem statement, research questions, research objectives, and explains the purpose and the rationale of the study. Chapter Two reviews the main literature: regarding the rewards which are monetary reward and non-monetary reward and also the job satisfaction. The review also presents the findings from previous research in different organizational context and at different levels in order to provide more argument of the literature. **Chapter Three** describes the methodology followed by the theoretical framework with suggested by the researcher according past framework that have been discussed, data collection procedures. Issues regarding gaining participant trust, reliability and validity and ethical considerations associated with the study are also mentioned. Finally the methods used for data analysis are revealed and discussed. **Chapter Four** presents the finding from statistical analysis, and offers details interpretations. **Chapter Five** presents the discussion of the findings focuses on the research question and objective of this study. This chapter also includes with a summary of the research and its key findings. Limitation and suggestions for future research also discussed at the end of the chapter.

## **1.8 Conclusion**

This research is beneficial for hospital management to improve the employee job satisfaction. At the same time, researchers estimated that employees will give commitment to their work if the management willing to help them by getting knows their expectation. This chapter has provided and overview of the research background, justification for conducting the present study, aims and objectives of the study. It has also introduced the methodology and outlined the structure of the research.



## **CHAPTER 2**

### **LITERATURE REVIEW**

#### **2.0 Introduction**

This literature review provided the foundation for the exploration of the topic of employee job satisfaction in the hospital industry. The objective of this chapter is to deliver analysis of present and past writing on the employee job satisfaction as a fact to guide this quantitative phenomenological study. The literature review included peer-reviewed journals, dissertation studies and texts relating to the topics. A brief discussion regarding job satisfaction, monetary reward and non-monetary reward will be discussed under this chapter.

#### **2.1 Job Satisfaction**

Job satisfaction has been explained as a worker's evaluation on the level about the work atmosphere which accomplishes an individual's requirement (Locke, 1976). There are many factors which influence job satisfaction such as the quality of the place in which they work, superiority of one's rapport with their superior, and pay practice. Personal characteristics will have an important impact on job satisfaction said Hom and Kinicki (2001) as cited in Morell, Clarke, and Wilkinson as (2004). Job satisfactions been contrast, according to a habit of personal attribute based on enthusiasm hygiene theory.

Besides that, different types of attitude reflect the level on how an employee like their jobs, also which optimistically allied with employee wellbeing and job performance were commonly perceived as job satisfaction (O'Leary, Wharton & Quinlan, 2008). Therefore, feelings, whether it might be positive or negative and the attitudes that people hold



regarding their profession are called job satisfaction (Schultz & Schultz, 1994). According to Hoppock (1935) as cited in Liew (2006), job satisfaction have been described based on a combination of three factors which are psychological, physical environment and circumstances that will cause a person feel satisfied with their job. As stated above, job satisfaction can be influenced by many ways, such as satisfaction with supervisors, compensation, co-workers and also with management and HR policies.

Based on Wood et al. (1986) job satisfaction is mainly about determining the degree of job satisfaction on the basis of employees' opinion towards the information and guidelines which provided by their administrator to perform their career. Moreover, satisfaction with compensation explains that it is the most extrinsic factor which indicates job satisfaction level for employees with the awareness how much they been paid and other security with their jobs provided.

Additionally, satisfaction with co-workers describes the element of perceived job satisfaction. Either with the support or presence of his/her co-worker's attitude and manner such as self- centeredness, sociable or helpful, it determines how an employee makes out his/her job accomplishment (Purani & Sahadev, 2007). Besides that, pleasure with the organization and Human Resources policies is also being one of the dimensions that emerged from Purani & Sahadev's(2007) research. Hereby, it provides a satisfaction in which it correlates with the overall satisfaction of human resources guiding principle and strategies of the association.

According to Bharwani & Butt (2012), one of the major elements of the product which carry out the challenging role to improve the organizational image is human resources.

An organization would be able to improve their business with the support from human resources. However, it becomes difficult to retain their employment due to a number of employee's requirement. Therefore, it is essential to give more priority to understand their requirements to achieve their satisfaction (Masri, 2009). At the same time; Vroom (1964) had stated that job satisfaction is a positive path at the moment for an employee at the current work policy. On one hand, good predictors of maintenance of greatly accomplished and knowledgeable labor force in an association were found to be an employee job satisfaction (Alexander, Lichtenstein, & Hellman, 1998; 1997).

### **2.1.1 The Impact of Job Satisfaction**

Moore (2002) has stated that the factor which intent staff to quit their job and seek for another job is due to lack in job satisfaction. Job satisfaction is defined as the perception by the employees in their work. Besides, it is also the feel about the pros and cons about the intrinsic and extrinsic feature about the career (Bhuan & Menguc, 2002; Hunt, Chonko, & Wood, 1985).

As mention by (Cowin, 2002), income, profits and bonuses are the extrinsic values of the perceptible aspects of the job, while intrinsic values include status, identification, personal and professional progress prospective, and other related aspect. Shortages of employee are the indication of the job in satisfaction, improper management, and deficient in organizational support (Zurn, Dolea, & Stillwell, 2005).

Furthermore, in job satisfaction it is generally considered that the presence of increased output, lower absenteeism, and lower employee turnover can be seen when there is higher job satisfaction among the employees. (Hackman & Oldham, 1975). Employee's emotional which reflect and affect their reaction towards their work and atmosphere

surround them also called as job satisfaction (Dipboye et al., 1994; Farkasa & Tetrick, 1989; Lance, 1991, Russel & Price, 1988).

Withdrawal of performance and the feeling of discouraging towards their job is one the effect when employees not satisfy and react negatively towards their job. An employee might discourage and tend to quit from their job when their supervisors doesn't create a good working relationship with their employees (Madjar and Ortiz-Walters, 2009). Moreover, Gordon and Lowe (2002) mentioned that one of the main reasons an employee not satisfy with their work is not because they are highly pressured to perform well, it has happened when the top management not appreciated their employees and also ignore them.

McCormick and Tiffin (1974) as cited in Topper (2008) declared that, "If the person believes that their values are realized within the job, they possess a positive attitude towards the job and acquire job satisfaction". In other way, if the employees satisfy and happy with their job, they will perform and give the best in their effort to achieve the organizational objectives.

Satisfaction of their work may also lead to stress. Stress also is one of the factors which make employees' unhappy with their job. Due to stress, half of the total employees feel like not functioning well and also may have a negative influence on their efficiency towards their productivity and possibility of retaining in the same company (Branham, 2005).

### **2.1.2 The Factors of Job Satisfaction**

Factors that may influence job satisfaction among health professional job satisfaction is wages, independence, assignment requests, communication and job reputation said

Stamps and Slaritt (1978). Though, Rad and Moraes (2009), employees who work at hospital influence their job satisfaction through the factors wages, promotion, supervising, fridge benefits, contingent rewards, working settings, co-workers, work lifestyle, and interaction.

Providing different types of rewards leads to different types of inspiration that shows different types of satisfaction which makes employees to react in different goal and performances. Moreover Amabile, Hill, Hennessey, & Tighe (1994) explains that, employees highly satisfy in their job is because of the rewards that provide by the management which make the employee to engage with their work.

Additionally, Lin and Milne (2007) mentioned that different level in providing rewards shows different levels of the efficient outcome for the employee based on their satisfaction with their organization. It supported by Spector (1985) statement says that employee will satisfy with their job when providing rewards that satisfy them and it might not satisfy for few employees who do not expect the same reward as they expect a different reward. Job satisfaction is generally has a direct relationship with productivity as well as to personal comfort. It also implies performing a task one enjoys; get the job done very well and being appropriately rewarded for one's effort together indicates interest and happiness with one's work.

## **2.2 Rewards**

The reward system is a significant instrument that organization practice for employee inspiration in desired ways. The rewards also seek to attract employee to work in the organization, and also keep on motivating the employee not to have an attendance problem and perform effectively. The rewards system also including all the components

which are the process of decision making and procedures by providing activities which involves the matter of reward and welfares to employees in by exchanging through the involvement to the organization.

Cash being vital factor which encourage the employee whereby there is no any other incentive or motivation that can take over the place for cash as it has been more important to each employee because cash more influence the employee compare to other factors (Sara, Barry & Kathleen, 2004)

There's no any employee who works for free, and they don't need to. Employee feel that they have the right to earn a reasonable wage and compensation as they feel they getting for what they doing in the workplace (Houran. J 2011). It's because the authority, attract, preserve and encourage individuals towards higher performance.

Though, job satisfaction is one part of an attitude that build an understanding, feeling and propensities which explained by Organ and Hammer (1991). Furthermore, Saiyaden, 1993 claims that job satisfaction as an individual sensitivity in fulfilling his expectation towards his work and surround which formed by the effect of reintegration.

According to Herzberg (1966), employees receive job rewards which refer to the intrinsic and extrinsic benefits based on the job assigned. The rewards can be explained in two ways which is financial rewards and recognition awards. Monetary rewards being the strongest motivators on persuading employees to contribute to the effort of improving the environment said (Govindararajul and Daily, 2004).

### **2.2.1 Types of Rewards**

The reward system in this study allocated into two elements. One will be the financial reward which also called as monetary reward such as salary, fringe benefits, bonuses,

allowances and incentives. Another element called as a non-financial reward and also known as a non-monetary reward which comprise of recognition, development, career opportunities and others

**Monetary reward** – Monetary rewards refers to a perceptible return which includes currency reward such as long-term incentive, short term incentives, and some other benefits such as salary protection allowances and others (Milkovich, George, & Newman, 1993). Additionally, monetary reward can be categorized as market-based pay, profit-related pay and merit-pay.

**Non-monetary reward** - This reward is not based on monetary value. Non-monetary rewards refer as an imperceptible incomes or sensible returns such as recognitions, position, employment safeties and many more. Example of non-monetary rewards are certificates, family day, picnics, a day off, flexible schedule, appreciation from bosses, movie tickets, recognition of birthday and many more. In a way to appreciate and acknowledge their employees involvement, management offers an appreciation to the employee who being an outstanding on doing their job well also defines as non-monetary reward. Additionally White & Drucker (2000) says that employee needs this type of appreciation like acknowledgment, accomplishment, responsibility, experience, and personal development also called non-monetary reward.

### **2.2.2 The Relationship between Reward and Job Satisfaction**

Particular method chosen differs the type of work, meanwhile various method of determining job performance have been established. Reward package that is provided by the organization has been focused and a research has been done in order

to recognize which reward will suit with their expectation and encourage them to improve the positive attitude towards their job and also increase the efficiency.

Accordingly, generous courtesy to the technique on how given to workers are apparent is desirable to presumptuous that remuneration means the similar thing at all. Receiving reward by an employee's being a part of compassionate of motivation to them. Moreover, most of the researcher recommended that rewards that provide the organization being the reason to be motivated and satisfy towards their work which leads to good performance.

The wage gap between low and high income recipients related to the low self-confidence, lack of obligation, and low efficiency. Through several groups of employees in different management, identify that there is no difference significant in job satisfaction and motivation level. An intrinsic reward defines as the factor of feeling on doing the job such feeling of a task, appreciation and responsibility whereby extrinsic reward contains of two categories such as social (relationship and handling with others) and administrative (wage, working environments and safety). Employee contribution plays an important role in an organization. Major factor that influence employee performance is by the job satisfaction.

An argue with increased in performance are possibilities increases the prospects of performance, which leads to rewards also suggest that satisfaction will affect (Porter & Lowler, 1968). Each of every organization or management needs to provide a deliberate reward system for their employee which being an important role in the organization (Sarvadi, 2005). It has also become the main factor for an organization to motivate, attract and retain talented individuals and also the additional rewards can be an

instrumental tool to influence or encourage individual to enhance performance, and develop a career goal.

Wage, advancement, bonuses or other types of rewards to persuade and encourage increasing the performance level of the employees in all types of business (Reena & Ahmed, 2009). Special allowances, fringe benefits, bonuses, compensation based on performance and individual and so on is one type of motivator which consider by manager to encourage the employee other than providing salary (Adeyinka, Ayeni & Popoola, 2007). The reward being one of the factors in influencing an individual or a group performance to make sure firm's effectiveness.

Employee motivation on their work occurs by receiving rewards from their employer and consequently creates satisfaction towards their job said Rafikul, Ahmad & Milne (2008). Additionally, Deeprose (1994) additionally suggests that an effective reward helps an organization to attain the goals and objectives by fascinating and retaining capable talent. To remain the effectiveness effort and strong aspiration to maintain in the organization, the management or supervisors introduce rewards as a significant factor to motivate employees to work willingly by themselves said Durham, Eracleous, & Chamorro (2009). On the other hand, to increase the employee motivation to work, pleasure, superiority of the job, and to decrease absence and turnover, the majority of the organization encourage their employees to purchase the company stock (Vich & Hoon, 2002).

Staff required an intrinsic motivation such as satisfying on doing a superior job and the satisfaction of doing something worth, so by providing a pay that more than subsistence level the intrinsic reward become as a strong motivator to motivate the employees argued



by Frey (1997). In addition, Andrew (2004) determines that an employee contribution is according to rewards and recognition, but an argued, had been voiced out by Lawler (2003) said that wealth and the survival of the organizations resolute on how the organization extravagance their human resource. Furthermore, Lincoln and Kelleberg (1990) as cites in O'Driscoll and Randall (1999) have argued there is an impact on the employee's attitude towards the management and their profession based on the rewards that provided by the management.

The rewards system is defined as a policies that contain a guideline for the management, practices that offer monetary and non-monetary rewards, which conducting the employee performance and also evaluate job evaluation together the process to sustain the coordination and also to make sure the system operates effectively and flexibly and also show the value for money Armstrong (2006).

Additionally, Clark (2001) explains the reliance among job satisfaction and pay for performance are based on the theory of expectations. A reward being the greatest dominant as motivators of performance that leads to job satisfaction. Healthfield, S.M (2012) cites that salary is fixed amount of money, which also called benefit paid by the employer to their employees as an exchange to the efficiency productivity work by the employee.

Organization offer rewards based on the employee performance, so monetary incentives encourage as fulfillment rather than risk-taking argued Alfie Kohn (1993). Another argument had been discussed whereby Kohn explains that to avoid problems in the workplace, monetary incentives have been used to satisfy the employees. For an

example, for a poor management, an incentive has been provided to employee to boost them and used as compensation.

In addition, here the monetary reward defines that the spirit of incentives is to create the organization with preferred performance and the benefit is to make the employee feel (Whetten & Cameron, 2007). Moreover (Khan, Shahid, Nawab, & Wali, 2013), non-monetary plays a significant role in the responsiveness of the worker concerning the reward atmosphere in the workplace. An employee might identify about the organization sustain and being attentive organization when the employer consider the employee's expectation to non-monetary reward by providing holiday and family benefit and many more to encourage them.

Offering rewards for organizational being the most effective motivational tools available to organizations (Byars, 1996). If the staffs need satisfied, it would motivate to perform effectively. However, Bozeman & Gaugan (2011) said that the awareness of paying is being a worth to forecasts the job satisfaction. Additionally, Nordin & Jusoff (2009) shows that the wage appears to represent predecessor situation of the common fulfillment which shows the important impact on job satisfaction.

Additionally, Lincoln & Kallerberg, (1990) argued that there is a strong impact on employee's behavior towards their profession and at the company they work according to the rewards that provide by the management. Besides that, the research explains that satisfaction of the employee on the extrinsic rewards leads to the continued dedication with management consequential to increasing the client fulfillment and faithfulness (O'Reilly, et al. 1991) meanwhile intrinsic reward will be more prominent to job participation (Driscoll & Randall, 1999).

## **2.3 Underpinning Theory**

Here will be discussed about Herzberg's Theory of Motivation and Maslow's Hierarchy of Needs. Brief explanation regarding Herzberg's Theory and Maslow's Hierarchy of Needs will be discussed below. Based on the theory and model, the proposed model for this research will be discussed.

### **2.3.1 Herzberg's Theory of Motivation**

Frederick Herzberg (1923-2000) is a recognized clinical psychologist and pioneer of "job enrichment" is regarded as one of the great original thinkers in management and motivation theory, Frederick was born in Massachusetts on 8 April 1923. The Motivation to Work book which established by Frederick Herzberg was written together with his research colleagues Berbard Mausner and Barbara Bloch Syderman in 1959 where the topic was about the motivation in the workplace. Herzberg is the first person who recognized that satisfaction and dissatisfaction at work environment arise from different factors and it also always showing opposing reaction to the same factors as believed from those days. Few attempts taken to enlighten what are the factors that motivate the individuals throughout identifying and pleasing the employee's needs and the aims pursed to satisfy these desires.

Based on Herzberg's theories, he had revealed that few characteristics of a job are more which related to job satisfaction meanwhile few different factors are allied with job dissatisfaction. These are the details that Herzberg proposed:

**Table 2.1:**

**Herzberg Proposed for Satisfaction and Dissatisfaction**

<b>Factors for Satisfaction</b>	<b>Factors for Dissatisfaction</b>
Success	Company policies
Acknowledgment	Supervision
The work itself	Relationship with supervisor and peers
Responsibility	Work conditions
Progression	Wage
Development	Status
	Security

In order to re-correct the cause to dissatisfaction will not build a satisfaction among the employees. Employee will be satisfy when the employer add factors that create job satisfaction and reduce job dissatisfaction. Providing promotion wont satisfied the employee if the organization provided a hostile work environment. Management need to provide hygiene factors together intrinsic factors which the work itself to make sure employee feels satisfy with their job if the motivation hygiene theory hold.

Based on Herzberg theory, the factors that lead to job satisfaction are “separate and distinct from those that lead to job dissatisfaction. “Therefore, by eliminating dissatisfy factors which may create peace, yet not going aren't helping the organization to make sure the employee to enhance the performance. The individual character that related to job dissatisfaction is called hygiene factors.

People might be satisfied or not satisfy, when the matter has been handling in a proper manner. In order to encourage the employee, the organizations need to focus factors such as accomplishment, appreciation, and responsibility.

### 2.3.2 Maslow's Hierarchy of Needs

First publication did by Maslow was about topic regarding Motivation and Personality in 1954, which explained about how people expect various satisfaction in the perspective of their working life.

There is a common expectation in the need of appreciation and satisfaction that whereby most of the human being in the same sequences said Maslow's based on his study as a humanistic psychologist, He also explained that a person do not pursue and identify to the higher need in the hierarchy till the person achieve and recognize the need completely satisfied. This perception was called prepotency.

Maslow's hierarchy of needs is shown in table. It is often illustrated as a pyramid with the survival need at the broad-based bottom and self-actualization need at the narrow top.

**Table 2.2:**

#### **Maslow's Hierarchy of Needs**

<b>Level</b>	<b>Type of Need</b>	<b>Example</b>
1	Physiological	Thirst, Shelter, Hunger
2	Safety	Security, Stability, Protection
3	Love and Belongingness	To escape loneliness, love and to be loved, and gain a sense of belonging

4	Esteem	Self-respect, the respect others
5	Self-actualization	To fulfill one's potentialities

The theory "motivation to work" which published by Maslow explains about the topic regarding organizational behavior and management on how to look at the employees concern and behaviors towards their job. This to help the organization to understand on how people being motivated.

Abraham Maslow recognized as a clinical psychologist. His theory about the need hierarchy was based on his own judgment. His theory in general known as need hierarchy. If people hasn't met their expectations and grew in an environment that they didn't prefer, they will be unhealthy individuals and not happy said by Maslow.

Physiological needs are a needed to satisfy the fundamental biological drives. According to Maslow, organizations must provide employees with salary that enable them to afford adequate living conditions. An organization needs to offer a salary that an employee can afford to live in a simple living environment according to the current situation said Maslow. Another level of needs is the safety needs. Safety need is by providing a safe working environment without any fear or problems.

The third level would be the social needs which represent to the allied that is (they needed to be loved and accepted by other people). This need encourages the employee to participate in social events such as picnics, organizations and many more. The fourth level is like appreciating the employee by giving awards banquets to recognize the achievements. This need is like expecting for self-respect by the employee. Finally, the self-actualization needs which point that an employee being

capable among the group in the organization that have the potential to represent being a talented and benefit to human resources in the organization.

## **2.4 Conclusion**

The review of the literature indicates that, there is a significant between an independent variable which is monetary reward and non-monetary reward and dependent variable which is job satisfaction. However, none of the previous study shows the evidence in the context of private hospital employees. Rewards system that implemented in the organization does not impact the effectiveness in productivity, which shows that nurses in that private hospital does not satisfy and expecting more reward.



## **CHAPTER 3**

### **METHODOLOGY**

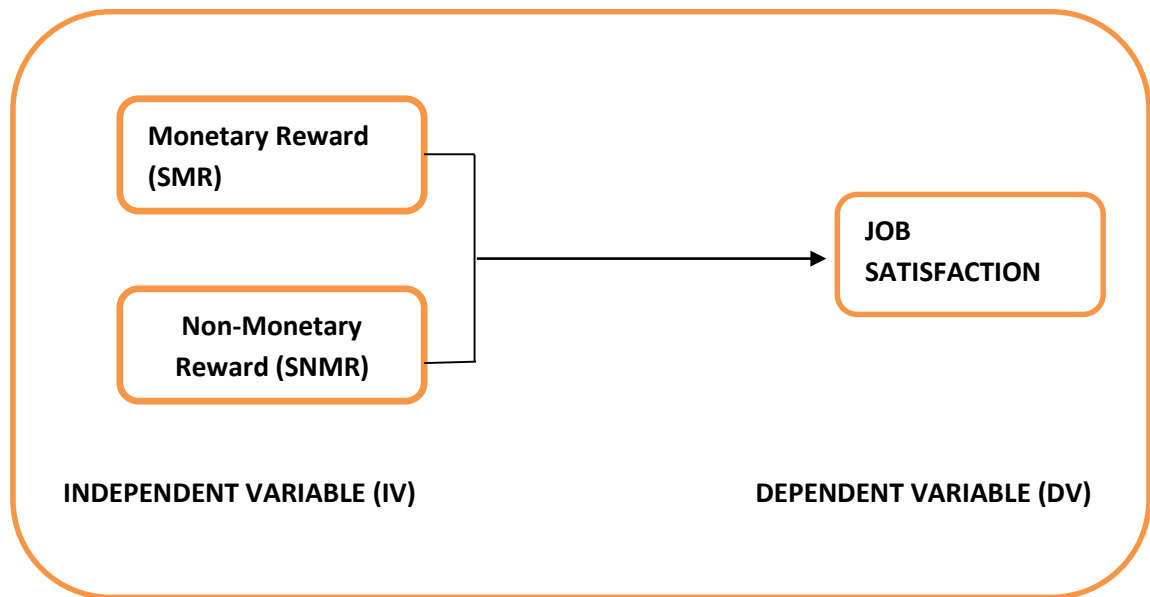
#### **3.0 Introduction**

This chapter consists of the research framework, hypotheses development, research design, operational definition, and population sample along with sampling procedures, unit of analysis, data collection, instrumentation, and data analysis. The main purpose of this study is to investigate the relationship between rewards and job satisfaction.

#### **3.1 Research Framework**

Based on the discussion in chapter 2, the framework for this research has been developed. This study has two categories that is the independent variables and dependent variable. The independent variable in this study is the reward and the dimension of the reward are the monetary reward and non-monetary reward whereby the dependent variable is the job satisfaction. Based on the theory of Herzberg, the need for job satisfaction has been viewed as one of the key factor at workplace. Once the Herzberg theory and the Maslow theory being combined, these theories showed that it does not only affect the motivation of the employee but the satisfaction and willingness to commit to new challenges too. It proposed that the reward will lead to job satisfaction by empirical test using a new model. Thus, the proposed model for this research is shown in Figure 3.1 that attracts the researcher (Sekaran, 1992).





**Figure 3.1:**

### **Research Framework**

**Source: Author**

### **3.2 Research Hypotheses**

Hypotheses are an unproven proposal about the aspect or occurrence that attracts the researcher (Sekaran, 1992). Hypothesis will be based on the researcher's question because it is just a statement fairly there is a question that need to be answered. Therefore, the research hypothesis for this study as follows:

**H1:** There is a relationship between monetary rewards and job satisfaction among the nurses;

There are many types of attitudes that reveal the level on how the employees love their job that optimistically allied with employees' wellbeing and job performance and these are commonly perceived as job satisfaction (O'Leary, Wharton & Quinlan, 2008). In addition, compensation explains that the satisfaction is the most extrinsic factor that

indicates the job satisfaction level for employees with the awareness on how much they have been paid and other securities with their jobs provided.

Rad and Moraes (2009), employees that work at hospital influence their job satisfaction through the factor of wages, promotion, supervising, fringe benefits, contingent rewards, working settings, co-workers, work lifestyle, and interaction. The wage gap between low and high income recipients are related to the low self-confidence, lack of obligation, and low efficiency. Thus, the monetary reward relates directly towards the job satisfaction. The gap between the wages show the employees' commitment towards their job.

**H2:** There is a relationship between non-monetary reward and job satisfaction among the nurses.

According to Hoppock (1935) the factors that are psychological, physical and environment circumstances are the factors that makes an employee to feel satisfied with their job as cited in Liew (2006). As stated above, job satisfaction can be an influence in different ways such as satisfaction with supervisors, compensation, co-workers, and management with HR policies. As mention by (Cowin, 2002), income, profits and bonuses are the extrinsic values of the perceptible aspects of the job, while intrinsic values are those with status, identification, personal and professional progress prospective, and other related aspects. Through several groups of employees in different management, it was identified that there are no different significance in job satisfaction and motivation level.

An intrinsic reward defines as the factor that feeling on doing a job such feeling of task, appreciation and responsibility whereby extrinsic reward contains of two categories such as social (relationship and handling with others) and administrative (wage, working

environments and safety). Employees' contribution plays an important role in an organization. Major factor that influence employees' performance is the job satisfaction. There is a relationship between job satisfaction and non-monetary reward as seen in the framework. It showed the lesser amount the non-monetary reward is provided, the lesser satisfaction displayed by the employee towards their job.

### **3.3 Research Design**

Research design defined as a blueprint for the collection, measurement, and analysis of data based on the research questions of the study (Sekaran, 2013). Research design created based on the proposal from the compilation, capacity and investigation of data according to the research project. Quantitative study has been used in this research and it defines that this method used when the researcher measures the number of times a person does something under a certain circumstances. In this study, the purpose is to determine the correlation between one variable (independent) with another variable (dependent) in a population.

Additionally, cross sectional survey has been used in detail. Cross sectional survey defines as a study that undertaken the data collected in order to answer the research questions (Sekaran, 2013). Moreover, Younf & Hagerty 2007 briefed that data from quantitative analysis is more objective and scientific that can be replicated and compared. The advantages of using quantitative analysis is that it allows reporting in summary results in numerical with a specific degree of confident. Research design are included with the type of study, source of data, unit of analysis, population frame, sample size and sampling design.

### 3.4 Sampling Techniques

The element of population, sample size, and unit of analysis refers to the meaning of sampling techniques. Sample design and sample size have been important elements in conducting a study (Uma Sekaran, 2003). To simplify the interest of the population, a proper sampling design and size required to help the researcher to make a conclusion.

#### 3.4.1 Population

Population refers to a total number of people from various group of races. A specific group of individuals is used by the researcher in the related subject (Sekaran, 1992). Hence, the target population for this research will be the employees that are working in the private hospital particularly the nurses. The total number of nurses that are working in the organization targeted by the researcher are 119 employees. All the 119 population sample were drawn 112 times to reach to the desirable sample proposed by Krecjie and Morgan (1970). Below table shows the detail of nurses according to their level of grade:

**Table 3.1:** Universiti Utara Malaysia  
**Number of nurses in the hospital**

<b>Grade</b>	<b>Total Employees</b>
Nurse Aid	55
Staff Nurse	54
Community Nurse	1
Midwife	1
Assistant Nurse	6
Medical Assistant	2
<b>Total (N)</b>	<b>119</b>

### **3.4.2 Sample Size**

Sample defines as a subset of the population. Sample size contributes selected members from the total population. According to Sekaran (1992), the procedures of probability sampling offers a feasible and well-organized with alternative unlimited design. The population of sample size of the respondents would be 112 with different grade level of employees in this hospital. The (n) population in this study considered as the sampling data as the sample size is small.

### **3.4.3 Unit of Analysis**

Individual has been used as a unit of analysis in this research. Unit of analysis refers to the level of data collection for the data analysis in the next step. Unit of analysis for individuals is like referring to the data that collected from each individual and accepting every employee's feedback as an individual facts basis.

### **3.4.4 Sampling Method**

Simple random sampling methods were used in this study. It randomly selects all the respondents throughout the samples. This type of sampling was chosen because it guaranteed an equal chance to be included in the sample for each element in the population (Zikmund, 2003). All the 119 population sample were drawn 112 times to reach to the desirable sample proposed by Krecjie and Morgan (1970). The questionnaires were sent out personally to the respondents to get faster response.

### **3.5 Operational Definition**

Operational definition is operationalizing based on the attitude dimensions, or aspects that according to the concept. It also defines the construct that need to be measured then change into visible and measureable component to expand an index of dimension of ideas

(Sekaran, 2013). The purpose of operational part is to clarify the nature of the variables that involves and helps to link the theoretical constructs under the study.

**Table 3.2:**

**Operational Definition**

<b>Variable</b>	<b>Operationalization of definition</b>	<b>Item</b>	<b>Sources</b>
Independent variable	Monetary rewards includes currency reward such as bonus, increment, short term incentives, long-term incentive and other benefits such as income protection, allowance and others	<b>Monetary rewards</b>	(Milkovich, George. T., and jerry M.Newman, (1993)
	Non-monetary reward focuses on the needs of people for appreciation, accomplishment, task, publicity and personal development	<b>Non-monetary reward</b>	(White and Drucker, 2000)
Dependent variable	Job satisfaction indicates one's enjoying their work, doing well, and suits to give rewards for the effort given.	<b>Job satisfaction</b>	(Schultz & Schultz, 1994)

### **3.6 Measurement Instrument and Scale**

Measurement is the task of statistics or any additional symbols to characterized (or attributes) the substance according to a specific sets of policy. The collected data comes from various demographics since it is own office staffs that the data was easily gathered by asking the employees. In addition, a personal explanation has been done to the respondents in order to avoid any misinterpretation and confusion when completing the survey. The questionnaire is consists of four (4) sections namely demographic profile, job satisfaction, monetary rewards and non-monetary rewards. The summary of the questionnaire are illustrated in table 1 below.

Measurement is the task of statistics or any additional symbols used to characterized (or attributes) the substance according to a specific sets of policy. The measurement that has been adapted in this research is nominal scale that refers to demographic questions in section D and interval scale that refers to Likert scale (1 - 5) in section A till C. The definition of the questionnaire is pre-formulated written set of questions to which respondents record their answers, usually within rather closely defined alternatives. The advantages of using questionnaire is less cost and time consuming compared to other methods.

In this study, the questionnaire contains of reward, job satisfaction and demographic questions.

**Table 3.3:**

**Independent Variable and Dependent Variable Measurement**

Section	Sources	Measure	Type of scale	No. of questions
<b>Section A: Monetary</b>	Wan  Sakizah  (2011)	1. I receive a worth basic salary	Likert scales	10
		2. My cost of living adjustment is sufficient enough to support my living		
		3. I feel my current salary is commensurate to my job		
		4. My current salary reflects the market trend		
		5. My take home pay is reasonable		
		6. I receive merit increment that my productivity and contribution in the organization		
		7. My performance bonus reflects my productivity in organization		



- 
8. My performance bonus  
reflects my job quality in  
organization
  9. There are many types of  
incentives offered by my  
productivity
  10. Allowance is paid  
according to my  
entitlement

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**Section B:**

**Non-  
monetary  
reward**

Wan  
Sakizah  
(2011)

- |   |                  |                 |
|---|------------------|-----------------|
| 1. I get the recognition I<br>deserve when I do a good<br>job | Likert<br>scales | 13<br>questions |
|---|------------------|-----------------|
- 
2. I have an opportunity for  
advancement to higher  
level jobs
  3. I always clear on what are  
my duties and  
responsibilities
  4. I feel that I have chances  
of getting ahead on this  
job
  5. I know that there are
-

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many opportunities to  
advance within the  
company

6. The feeling of satisfaction  
in every accomplishment I  
get from the job

7. I receive recognition for  
my job accomplishment  
and contribution

8. Promotions and transfers  
are made fairly

9. I have a good  
understanding of my

potential career moves in  
the company

10. I have the opportunity to  
grow and learn new things  
and skill

11. I received good learning  
opportunity

12. The challenging task  
given by the organization  
can improve my job

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quality

Recognition and motivation helps

to improve my productivity

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<b>Section C:</b>	Weiss,	1	I have the chances to do	Likert	20
<b>Job</b>	Dawis,		different things from time	scale	
<b>Satisfaction</b>	England		to time		
	and	2	I have the opportunity to		
	Lofquist		participate in determining		
	(1967)		the methods, procedures		
			and goals in my job		
		3	I have the ability to do		
			things that do not go		
			against my conscious		
		4	I have chance to do things		
			for other people		
		5	I have chance to tell		
			people what to do		
		6	The work in this		
			organization keep me		
			busy all the time		
		7	I get the feeling of worth		
			wile accomplishment from		
			the work in the		

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organization

8 I have opportunity to  
perform up to my abilities

9 I feel satisfied with the  
extent to which my job  
gives me a definite place  
in the community

10 I have the opportunity to  
work alone on my job

11 I have the freedom to use  
my own judgment at work

12 I feel that my salary is fair  
for the kind of job I  
perform

13 I feel satisfied with the  
way that the job provides  
for steady employment

14 I feel satisfied with the  
working conditions in the  
organization(air-  
conditioning, lighting,  
ventilation, and many  
more)



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15 I feel satisfied with the  
way my Manager helps  
make my job more  
pleasant

16 I feel satisfied with the  
way Manager feels each  
employee is important

17 I feel satisfied with the  
recognition I get from a  
job well done

18 I am satisfied with the  
chance advancement in  
this organization

19 I feel satisfied with the  
way my peers get along  
with one another

20. I am satisfied with the  
way work policies in this  
organization are put into  
practice.

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<b>Section D:</b>	General	1. Gender	5
<b>Demographic profile</b>	Question	2. Age	
		3. Marital Status	
		4. Length of employment in this company	
		5. Current Position	

### 3.8 Data Collection

The primary data has been used as the main instrument to gather information from the respondents. The advantage of using the questionnaire is it minimize the cost and the details of ambiguity amongst respondents that will lead to honest responses (Schermerhorn, 2000).

The questionnaire was administered in structured questions through Likert Scale. Specifically in data collection, the researcher used personal administered questionnaires to do the survey. The advantage is the researcher can get all the survey feedback in short period of time compared to mail or electronic questionnaires. The researcher can recognize the exact requirement to measure the important variable by using the questionnaire meanwhile the data will be collected effectively.

Approximately 112 sets of questionnaires were prepared for distribution that consists of nurses as mentioned above. The questionnaire was distributed individually to each department. The respondents were given sufficient time of more than one day to answer the questionnaire.

### **3.9 Techniques of Data Analysis**

To analyze the data, few steps have been taken. The feedback form from the respondent will be arranged according to the serial number. The feedback form has been checked to make sure the form has been answered and completed based on the data gathered. The purpose of checking is to ensure the collected data is accurate, trustworthy in information given, complete and arranged accordingly to shorten the coding and tabulation.

In this study, Statistical Package for Social Science (SPSS) program will be used to process the responses from survey questionnaires. Frequency analysis is used to generate the data from the demographic profiles. The frequency analysis produce an easy solution in generating and analyzing number of respondents based on gender, age, length of employment in the company, marital status and position in the organization. Additionally, it explains that regression analysis is used to investigate the hypothesis and to verify the link between independent variables and dependent variables.

#### **3.9.1 Descriptive Statistic**

This statistic is used to explain about the vital features of the data in a study. It is also explained about the observation on the study and also explains the easy summaries about the sample. The summary has been explained in quantitative form by providing details in statistic and graph. Descriptive statistics also explains about the presentation of the data that forms the tables and also charts with the mean of percentiles and standard deviation.

This statistics does not make any conclusion based on the data analyzed but explains about the data. This descriptive analysis helps the researcher to present quantitative description in a manageable way. Descriptive analysis also helps to simplify the huge amount of data into a wise way and also reduces data into a simpler outline.

Descriptive statistics shows the missing values, normality test, frequency, mean, and standard deviation that was used to illustrate the essential features of the data in a study. It will provide simple summaries about the sample and the measures together with simple graphics analysis.

### 3.9.2 Reliability Result for Pilot Test

According to Sekaran and Bougie (2010), pilot studies are to collect details from a limited number of occurrences. Pilot test is done to test the reliability of the questionnaire that given to the respondents before the run of actual output for total respondent. About 25% of the respondents chose to run the pilot test with total of number of 26 respondents for this study. The questionnaires that have been answered by the respondents were evaluated to test the reliability of study's variables, the Statistical Package for Social Sciences (SPSS). According to Sekaran and Bougie (2010), they indicated that the closer Cronbach Alpha to 1, the higher would be the consistency of reliability of reliability factor.

**Table 3.4:**  
**Reliability (Pilot Test)**

Section	Cronbach's Alpha	Number of Items
Section A: Monetary Reward	.789	10
Section B:Non-Monetary Reward	.787	13
Section C:Job Satisfaction	.739	20

The highest Cronbach's Alpha for reliability is monetary reward that is 0.789. The lowest Cronbach's Alpha for reliability is interruption that is 0.739. Overall result for the



reliability is above 0.7 and considered good and acceptable. Therefore, the full responds of the survey taken to run the SPSS output.

### **3.8.3 Hypotheses Testing**

Several variables were included in a research project that shows the researcher is interested to get to know how could one variable is correlated with another variable other than knowing what is the mean and standard deviation of the dependent and independent variables (Sekaran,2003). There are two (2) types of test that are called Pearson Correlation Coefficient and Multiple Regression has been used to determine the existence of any relationship between the independent variables and the dependent variables.

### **3.8.4 Person Correlation Coefficient**

Correlation test was used to measure the relationship between the independent variable and the dependent variable. The range of the correlation is -1.00 to +1.00 and the symbol of the correlation is r. The value of +1.00 signifies to perfect positive correlation whereby value of -1.00 signifies to a perfect negative correlation. Lack of correlation refers to the value of 0.0.

The closer the measure to 1.00, the more likely the relationship is statistically significant (Munchinsky, 1993). According to “Guilford Rule of Thumb”(Guilford, 1956) the strength of correlation shown in Table 3.5 below.

**Table 3.5:**

#### **Interpretation of Strength of Correlation Coefficient**

<b>Value</b>	<b>of Relation between variables</b>
<b>Coefficient</b>	

<0.30	Very Low Relationship
0.30 – 0.50	Low Relationship
0.50 – 0.70	High Relationship
>0.70	Very High Relationship

### 3.8.5 Multiple Regressions

Linear regression tries to model the link between two variables by appropriate linear equation to perceived data. In multiple regression, one variable had been used as an exploratory variable and another variable was considered as a dependent variable. Linear regression test is used to examine the link between two variables. The reason of experiment the unit is to identify the best straight line throughout the data.

It is advisable to conduct a preliminary test, for example, a scatter plot to determine whether there is a relationship in existence between the two variables of interest to perform a linear regression. The model will not be useful by fitting the linear regression model to the data if there is no relationship.

### 3.9 Conclusions

This chapter has enlightened the research design, elements of methods and the strategy for this study. In this chapter, it has define on how the instruments used in data collection, criteria for the assortment of respondents, improvement of the questionnaire, collection of the research materials and technique of the survey. This chapter has explained in detail about the adoption of several analyses such as regression and correlation analysis to test the research hypothesis. The results and the findings of the study will be discussed in Chapter 4.

## **CHAPTER 4**

### **FINDINGS**

#### **4.0 Introduction**

The purpose of this study is to determine the relationship between rewards and job satisfaction among the nurses in one of the private hospital that is located in Kajang, Selangor. Statistical Package of the Social Science (SPSS) was used to examine all the data. This data examined with descriptive analysis, reliability analysis, regression analysis and correlation analysis. Moreover, frequency analysis has been used to analyses the respondents' demographic characteristics such as gender, age, and marital status. In this chapter, it deliberates the statistical methods used in analyzing the sample data and interprets the findings correlated to the study's hypothesis.

#### **4.1 Reliability Analysis (Cronbach's Alpha)**

Cronbach's Alpha is one of the most general tests used for reliability analysis (Coakes, Steed & Ong, 2010). Furthermore, Cronbach's Alpha analysis shows that it has become an average covariance between the items when item is not standardized and when the item is standardized, the average will be correlation within the test. It is because the correlation of coefficient is interpreted by Cronbach's Alpha gives value in the range of 0 to 1.

According to Sekaran (2003), the focus of the Cronbach's Alpha is to test for consistency and stability. The reliability coefficient explains how could one variable is positively correlated with another variables. The higher internal consistency reliability can be seen when Cronbach's Alpha is closer to 1 that is called better. Scores that is more

than 0.8 is considered good, meanwhile scores of 0.7 is acceptable and scores less than 0.6 is considered poor.

**Table 4.1:**

**Reliability Statistics Item -Total Statistics**

Scale	No. of items	Cronbach's Alpha ( $\sigma$ )
Rewards – Monetary	10	0.851
Rewards – Non Monetary	13	0.825
Job Satisfaction	20	0.869
Overall	43	0.912

Reliability test were conducted for both independent and dependent variable that are the monetary rewards, non-monetary rewards and job satisfaction by using the Cronbach's alpha. The value from 0 to 1 might defined as the better consistency reliability but according to Malhotra (2000) that the value 0.6 for the scale still considered acceptable and reliable.

For the total Cronbach's Alpha in reliability statistics shows (0.912). The consistency score shows in the table are acceptable and reliable. Moreover, the Cronbach's alpha for the reward monetary shows (0.851) with 10 items, rewards non-monetary shows Cronbach's alpha (0.825) with 13 items and job satisfaction shows (0.869) with the total of 20 items. The above table shows that all the value in the level of 0.8 is good and acceptable.

## 4.2 Data Recording Process

The process of inserting raw data from the questionnaire that has been received is the first step before the data analyzed by SPSS software. Each data entered by using the coding system based on the item category and the number of questions in the questionnaires. The coding refers to the Table 4.2.

**Table 4.2:**

**Code List**

Code List	Description
MR	Monetary Reward
MNR	Non- Monetary Reward
JS	Job Satisfaction

## 4.3 Data Screening

According to Allison (2002) that the data screening is to make sure the given set has been return to the researcher, an authentication process is followed that checks for the suitability of numerical codes for each of the values that has been placed in each variable under the study.

Data screening is defined as the process of exploratory error data and correcting them based on previous studies in data analysis (Allison, 2002). The showing may involve checking the unprocessed data. The purpose of data screening is to identify the outliers and handle the missing data. In this study, there is no missing and input errors have been found.

#### 4.4 Detection of Outliers

According to Hair (2014) that outlier is an extreme response to a certain question or to all questions. There are two methods to detect outliers. First method is by observing the value of z-score. To check the omitted for univariate data, the z-score must not exceed 3.29. According to Tabachnick and Fidell (2007) that the z-score greater than 3.29, the figure omitted for univariate data. The results of the observation of data found no significant univariate z-score value exceeding 3.29. Second method by observing the Mahalanobis distance value. This study has no Mahalanobis distance and no outlier's issues found.

#### 4.5 Descriptive Test

Descriptive analysis is to gain details regarding respondents' background information. This technique is used to describe data collected from the distribution of the questionnaire, the frequency, and the percentages of the particular type of analysis are used in getting the general information of the data.

Thus, descriptive analysis will become initial point to represent the detail information of sample data collected and its followed by the descriptive analysis for each of the element in each construct of this study namely the independent and dependent variables.

**Table 4.3:**

##### **Frequencies Analysis**

<b>Demographic Variables</b>	<b>Frequency</b>	<b>Percentage</b>
<i>Age :</i>		
Below 20	3	2.9

Between 21-30	75	73.5
Between 31-40	18	17.6
Above 41	6	5.9

*Gender :*

Male	9	8.8
Female	93	91.2

*Tenure :*

Below 2 years	58	56.9
Between 3-6 years	25	24.5
Between 7-19 years	16	15.7
More than 20 years	3	2.9

*Marital Status :*

Single	49	48.0
Married	51	50.0
Divorced / Separated	1	1.0
Widowed	1	1.0

*Position :*

Nurse Aid	44	43.1
Staff Nurse	50	49.0

Community Nurse	1	1.0
Mid Wife	1	1.0
Assistant Nurse	4	3.9
Medical Assistant	2	2.0

#### 4.5.1 Background of Respondents

A total of 112 questionnaires have been distributed to the respondents but only 102 questionnaires were able to get back. Therefore, 102 responded questionnaires were used in analyzing process. The response rate in percentage was 91%. According to Hair et al (1984), 50% response rate was generally acceptable and above 80% is far more desirable to accept. This study shows the response rate is 91%, hence it is desirable and can be used in analyzing. The age range of the employees shown in the table 4.3. The highest participation in this study was nurses aged between 21-30 years (73.5%) followed by nurses aged between 31-40 years (17.6%). The least participants aged below 20 years (2.9%).

Female respondent in this study are the largest respondents as shown in the table below with 91.2% meanwhile the male respondent only 8.8%. Almost 56.9% have working experience below than 2 years this organization that is categorized as new employees followed by 24.5% of respondent employed between 3 to 6 years and only 2.9% respondent worked more than 20 years that is categorized as senior staff to the hospital industry.

50% of the respondents are married followed by 48% single employees meanwhile the least is 1% for divorced/separated and widowed respectively. The largest respondents are




categorized as staff nurse (49%) followed by nurse aid 43.1%. The least respondent are community nurse and midwife with 1% from total respondents.

#### 4.5.2 Mean and Standard Deviation

Mean defines as the average value of data set Fah and Hoon (2009). Mean and standard deviation can be used to deliberate figures that can use to report essential propensity. Meanwhile, standard deviation is used to calculate the “dispersion” or “spread”. It is required to identify the means and standard deviations of each variable to test the significance between the independent and dependent variables. Following table represent the mean, standard deviation, minimum and maximum values of all variables.

**Table 4.4:**

##### **Descriptive Statistics**



<b>Variance</b>	<b>Mean</b>	<b>Standard Deviation</b>
<b>Monetary Reward</b>	2.981	5.614
<b>Non-Monetary Reward</b>	3.547	6.090
<b>Overall Reward</b>	3.301	9.482
<b>Job Satisfaction</b>	3.285	8.946

Table 4.4 above shows that the mean, standard deviation, variance, minimum and maximum value of the data. The mean value shows the data for monetary reward is 2.981, whereby mean for non-monetary reward is 3.547 and for job satisfaction is 3.285. This shows that non-monetary reward is being in the highest ranking. The standard deviation shows that the value for monetary reward is 5.614, whereby for non-monetary

reward is 6.090 and lastly, job satisfaction shows the value of 8.946. This shows that nurses' perception on reward system provided by the management is moderate with the mean value of 3.301. The nurses' perceived job satisfaction at moderate level with the mean value of 3.285.

#### 4.5.3 Descriptive Analysis of the Dependent Variable

Following findings describe the responses received from each of the element in the variable construct. The dependent variable in this study is job satisfaction. This variable contains 20 questions to evaluate by respondents. In this research the respondents requested to answer from the range strongly disagree to strongly agree for every question that specified. For an example 1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree and 5=Strongly Agree.

**Table 4.5:**

#### **Descriptive Analysis for Dependent Variable**

<b>Elements for Job Satisfaction</b>	<b>Mean</b>
Q1: I have the chances to do different things from time to time	3.32
Q2: I have the opportunity to participate in determining the methods, procedures and goals in my job	3.51
Q3: I have the ability to do things that do not go against my conscious	3.46
Q4: I have chance to do things for other people	3.66
Q5: I have chance to tell people what to do	3.64
Q6: The work in this organization keep me busy all the time	3.33
Q7: I get the feeling of worth while accomplishment from the work in the Organization	3.24

Q8: I have opportunity to perform up to my abilities	3.59
Q9: I feel satisfied with the extend to which my job gives me a definite place in the community	3.51
Q10: I have the opportunity to work alone on my job	3.22
Q11: I have the freedom to use my own judgment at work	2.98
Q12: I feel that my salary is fair for the kind of job I perform	2.73
Q13: I feel satisfied with the way that the job provides for steady employment	3.03
Q14: I feel satisfied with the working conditions in the organization(air- conditioning, lighting, ventailation, and many more)	3.28
Q15: I feel satisfied with the way my Manager helps make my job more Pleasant	3.18
Q16: I feel satisfied with the way Manager feels each employee is important	3.18
Q17: I feel satisfied with the recognition I get from a job well done	3.22
Q18: I am satisfied with the chance advancement in this organization	3.21
Q19: I feel satisfied with the way my peers get along with one another	3.23
Q20: I am satisfied with the way work policies in this organization are put into practice	3.21
<b>Total Average Mean</b>	<b>3.29</b>

Table 4.5 indicates the descriptive analysis on job satisfaction towards nurses. According to the table above, there are 20 elements was used to evaluate the job satisfaction among

nurses in a private hospital. The total mean was 3.29 calculated for the perception of employees towards job satisfaction. From the analysis, the highest mean is 3.66 that refers to question 4, whereby the lowest mean is 2.98 that refers to question 11. Overall, the answer range of respondents is agree, that job satisfaction exist among nurses at the total average of 3.29. The value of 3.29 is moderate. This explains that the respondents are moderately satisfied with the current remuneration and expect to have more benefits that satisfies them.

#### **4.5.4 Descriptive Analysis for Independent Variable**

Table 4.6 below indicates the descriptive analysis result from the respondents about the monetary reward elements towards employees' job satisfaction. There are 10 questions used to evaluate the monetary reward and mean obtained after the analysis. The response rate range from respondents is less too strongly agrees that the monetary reward contributing more job satisfaction. Based on the analysis, the highest mean for monetary reward is 3.25 that the nurses agree that there are many types of incentives offered by their productivity. Meanwhile, the lowest mean in this analysis is 2.74 that the nurses saying their cost of living adjustment is sufficient enough to support their living. Overall, the answer range of respondents is to agree to say the monetary reward that offered to the nurses influences the satisfaction on their work.

**Table 4.6:**

#### **Descriptive Analysis on Monetary Reward**

<b>Elements for Monetary Reward</b>	<b>Mean</b>
Q1: I receive a worth basic salary	2.89
Q2: My cost of living adjustment is sufficient enough to support my living	2.74

Q3: I feel my current salary is commensurate to my job	2.75
Q4: My current salary reflects the market trend	2.96
Q5: My take home pay is reasonable	3.05
Q6: I receive merit increment that my productivity and contribution in the Organization	2.91
Q7: My performance bonus reflects my productivity in organization	3.08
Q8: My performance bonus reflects my job quality in organization	3.14
Q9: There are many types of incentives offered by my productivity	3.25
Q10: Allowance is paid according to my entitlement	3.04
<b>Total Average Mean</b>	<b>2.98</b>

Table 4.7 below indicates the descriptive analysis result from the respondents about the non-monetary reward elements towards employees' job satisfaction. There are 13 questions used to evaluate the non-monetary reward and mean obtained after the analysis. Based on the analysis, the highest mean for monetary reward is 3.89 that the nurses agree that they received good learning opportunity. Meanwhile the lowest mean in this analysis is 3.05 that the nurses saying their promotions and transfers are made fairly. Overall, the answer range of respondents is to agree to say the non-monetary reward that offered to the nurses influences the satisfaction on their work

**Table 4.7:**

**Descriptive Analysis Non- Monetary Reward**

<b>Elements for Non-Monetary Reward</b>	<b>Mean</b>
Q1: I get the recognition I deserve when I do a good job	3.25

Q2: I have an opportunity for advancement to higher level jobs	3.27
Q3: I always clear on what are my duties and responsibilities	3.85
Q4: I feel that I have chances of getting ahead on this job	3.65
Q5: I know that there are many opportunities to advance within the company	3.50
Q6: The feeling of satisfaction in every accomplishment I get from the job	3.65
Q7: I receive recognition for my job accomplishment and contribution	3.17
Q8: Promotions and transfers are made fairly	3.05
Q9: I have a good understanding of my potential career moves in the company	3.58
Q10: I have the opportunity to grow and learn new things and skill	3.75
Q11: I received good learning opportunity	3.89
Q12: The challenging task given by the organization can improve my job	3.74
Quality	
Q13: Recognition and motivation helps to improve my productivity	3.77
<b>Total Average Mean</b>	<b>3.54</b>

Based on the data collected, the mean value for the overall total result of monetary reward and non-monetary reward is 2.98 and 3.54 respectively. According to the result, non-monetary reward shows higher value compared to the monetary reward. As a conclusion, non-monetary reward showed as to be the leading factor that influences the employees' job satisfaction compared to the monetary reward.

#### 4.6 Correlation

Correlation was taken to identify the relationship between variables. The objective of a correlation analysis is to quantify whether the variables correlate to each other.

**Table 4.8:**

**Correlation Matrix**

Variable	SMR	SNMR	SJS
SMR	1		
SNMR	.312**	1	
SJS	.493**	.527**	1

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

SMR: Monetary Rewards;

SNMR: Non-Monetary Reward;

SJS: Job Satisfaction;

The above Pearson correlation in table 4.8 shows that the monetary rewards variable (SMR) correlation value is 0.493\*\* and for non-monetary reward value is 0.527\*\*. The correlation is significant at the level of 0.01 level 2 tailed. Thus, regression analysis is used to further prove the significant correlation.

#### **4.7 Hypothesis Testing**

Hypothesis testing in the correlation coefficient analysis result has been shown the magnitude and direction of relationship of independent variables and dependent variables in this study (Table 4.8). The relationship between variables is useful to test the developed hypothesis. Multi regression analysis has been use to test the relationship as per hypothesis develop in this study. The results show as below:

**Table 4.9:****Summary of Regression Analysis**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.630 <sup>a</sup>	.397	.385	7.015

a. Predictors: (Constant), SNMR, SMR

b. Dependent Variable: SJS

According to the table 4.9 above, the R square shows result of 0.397 (39.7%). In other words, the result describes that the independent variable of this research includes monetary and non-monetary rewards are the main factors in contributing towards the employees' job satisfaction in a private hospital. It also refers that 39.7% of the variance had been found and explained by using this independent variables. However the remaining 60.3% is unexplained in this research paper. The overall conclusion of the regression analysis said that only 39.7% of monetary reward and non-monetary reward have been identified towards employees' job satisfaction.

**Table 4.10:****Anova Analysis**

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	3212.396	2	1606.198	32.644	.000
	Residual	4871.182	99	49.204		
	Total	8083.578	101			

a)Predictors: (Constants), monetary rewards, non-monetary rewards.

b)Dependent Variable: Job Satisfaction



The results shown in Table 4.10 indicates that the predictors (monetary and non-monetary reward) are significantly related to job satisfaction. The model in this study reaches statistical significance of 0.05( $p < 0.05$ ).

**Table 4.11: Coefficients <sup>a</sup>**

Model	Standardized Coefficient	
	Beta	Sig.
1	(Constant)	.001
	Monetary Reward	.365 .000
	Non-Monetary Reward	.413 .000

a. Dependent Variable: SJS

The table above shows that monetary rewards (SMR) are positively related job satisfaction (SJS) as the beta value for SMR = 0.365. The relationship between non-monetary rewards and job satisfaction also shows positive relation with the beta value for SNMR=0.413.

The highest beta value in coefficient test is non-monetary reward. This shows that non-monetary being the factor that influences the highest compared to the monetary reward. Nurses in private hospital expecting non-monetary that makes them feel appreciated for the work done. It has been proven and stated by past researcher (Khan et al., 2013) says that non-monetary plays an important role in the responsiveness of the worker about the reward atmosphere in the workplace. The multi regression result shows that there is a very strongly related relationship between reward and employees'

job satisfaction in private hospital. Hence, the relationship between reward factor and employees' job satisfaction are positively correlated at 0.630 significant points. In this chapter, the summary result for the hypothesis testing is shown in the below table:

**Table 4.12: Summary Result of the Regression Analysis**

<b>Hypothesis</b>	<b>Hypothesis</b>	<b>Result</b>
H1	There is a positive relationship between monetary reward and job satisfaction among nurse	Accepted
H2	There is a positive relationship between non-monetary reward and job satisfaction among nurses.	Accepted

#### **4.8 Summary**

This section presents a detailed SPSS output. This chapter discussed the results of the analysis in the descriptive and inferential statistical analysis on the data collected through the questionnaire distributions. From the findings, it can be concluded that the hypothesis developed earlier in this study is supported and proven through regression analysis. It is also shows positive correlation between the rewards and job satisfaction.

## **CHAPTER 5**

### **DISCUSSION AND CONCLUSION**

#### **5.0 Introduction**

In this chapter, it discusses about the recommendation and conclusion of this study. The purpose of this study is to provide a summary of findings that can be obtained from the test conducted for this study. The conclusion is based on the findings in answering the research questions that posed in this study to verify the link between reward and job satisfaction among nurses in a private hospital. All the related recommendation and conclusion are linked with the research objective that is mentioned earlier in Chapter One. Based on the research findings, the researcher provides recommendations for future research. Previous literatures and current findings that has been included in Chapter Two will be able to provide valuable insights for the employers to identify employee's job satisfaction in private hospital.

#### **5.1 Discussion**

The researcher focuses on measuring the factors that influences job satisfaction among the employees in the private hospital. The selected scope of company is located in Kajang, Selangor. Total of 112 questionnaires have been distributed, but the researcher was able to collect only 102 questionnaires. Furthermore, the researcher recognized the dimension below the needs of the factors that influences the dominant that is the job satisfaction.

This was analyzed by using the questionnaire that consists of four sections and those are the Section (A) regarding the dimensions monetary rewards, Section (B) regarding the dimension non-monetary reward, Section(C) regarding dimension job satisfaction and

Section (D) the dimension of demographic characteristics. These sections provide a scale of all factors in order to know exactly the needs of the employees. All the data will be analyzed by using the SPSS data software.

The main objective is to measure the levels of job satisfaction among the nurses. The finding through the regression analysis indicates that the column R square shows 0.397 (39.7%). This percentage of 39.7% shows that the employee is satisfied with their work and it have been identified through the independent variable that is the reward. There are other factors besides rewards as in working environment, training, motivation and many more that contributes 60.3%. Schuler and Jackson, (1996) found that the connection between rewards, appreciation and enthusiasm of employees is deliberately important to the organization's achievement. Moreover (Adeoti & Isiaka, 2006), found that non-monetary reward such as acknowledgement, accomplishment, responsibility and personal development have an optimistic impact on the workers' performance. Additionally, the mean value in this study is 3.29. This result shows that the respondents are moderately satisfied with the current benefit. The respondents show that they expect more benefits for their self-satisfaction and at the same time, productive work.

The second objective is about how the nurses perceive the reward program provided by the company. This finding indicates through the correlation test whereby the mean value shows the value of monetary reward and job satisfaction are 2.98 and the value between non-monetary reward and job satisfaction are 3.55. This shows that non-monetary reward influence the most compared to the monetary reward. An effective non-monetary reward package reflects the employees' performance that motivates the employees and leads them to be satisfied (Strovall, 2003).

Moreover, (Michael, 2004) recommended that non - monetary reward can be used for the employees that performs well. According to (Dewhurst et al, 2009), most of them prefer non-monetary reward and recognition as they think it serve to be a better motivator than money. Besides that, Andrew (2004) determines that commitment of employee on their work is based on rewards and recognition.

The third objective was about whether a reward (monetary and non-monetary reward) influences the job satisfaction among the nurses. According to the coefficient test analysis as discussed above, the test shows that both monetary reward and non-monetary reward influence the job satisfaction among the nurses in the private hospital but non-monetary reward shows the highest beta value that is 0.413 and monetary is 0.365 beta value. Indirectly, it shows that employees' satisfaction lies in the non-monetary reward. Non-monetary reward plays an important role in influencing the perception of the employee in the workplace (Khan et al., 2013).

Most of the companies focuses on monetary reward to motivate their employees and at the same time, the company should introduce non-monetary reward for those performs well as many employees prefer the former over the latter said Dzuaranin (2012). Moreover, Allen and Kilmann (2001), explained that reward practices plays a vital role in encouraging the employees to improve their performance to achieve the organizational goals. However, reward has offered various types of profitable remuneration that had been provided by the management pay, encouragement, oral acknowledgment and responsibilities (Deperi, Tortia and Capita, 2010). Furthermore, appreciation was the most conventional and authoritative tool that was used in the organization to drive employee engagement in workplace (Sun, 2013).

## **5.2 Theoretical and practical implications**

Job satisfaction brings a lot of significant effects to the organization especially in achieving the mission and vision of the organization that gives a great impact on the image and reputation of the organization. Reward that is being an independent variable in this study displays that this factor contributes a high relationship in job satisfaction among nurses. According to the research study discussed above, the satisfaction by the respondents showed the effective productivity towards their job. This study also explains that dissatisfaction by the employees can cause a bad image and reputation to the organization. The analysis clearly showed that the reward in the private hospital indicates a lot of significance in employees' perception. Therefore, the management should fully understand in employees' needs to fulfill the employees' job satisfaction. Necessary action should be taken to prevent future problems in order to sustain the best services among other private hospitals.

The result of the study shows that the independent variables are rewards (monetary and non-monetary) is related with the dependent variable that is job satisfaction among the nurses. The management of the hospital should take note as this factor is the vital motivator in satisfying the employees in the private hospital. With this, the management can avoid problem of lower productivity and dissatisfaction by the patients. The results shows that reward is being the factor in influencing the job satisfaction among the nurses. These results will give the organization a guideline on ways to satisfy their employees, fulfill the needs of employees and maintain the productivity level. Moreover, most of the respondents agreed anonymously that the level of payment is unequal and not based on the salary structure.

Finding shows that both variables that the monetary reward and non-monetary reward have significance towards the job satisfaction. It clearly explains that the non-monetary reward shows the highest influence compared to monetary rewards. So, the management should focus on non-monetary rewards to enhance the non-monetary package to motivate their employees.

### **5.3 Recommendations for future research**

This study provides a small segment of idea regarding the factors that influence the job satisfaction among nurses. Hereafter, it would be a valuable study for the future researcher to deliberate the following recommendations that it can be expanded to cover the entire respondents from all level of departments such as administration, technical, finance and more to enhance the consistency of the results. It is because the researcher only focused on one department in this study that is the nurses may not reflect the real situation in the hospital. Additionally, this study should also include other aspects from human resource practices such as staffing, motivation, leadership, workforce diversity and others so that it could show the accuracy of the understanding the impact of the job satisfaction as there might be several factors that contribute to job satisfaction. Future researcher must also take effort to collect data from other private hospitals to see the comparison between few hospitals and identify factors that exactly impact the job satisfaction.

### **5.4 Limitation of the study**

This research is restricted with several limitations. There are many private hospitals that are operating in Malaysia but the researcher's knowledge focused only on one hospital, thus the references and output are limited. In this research, only one independent variable

that has been discussed but there are many other factors that contributed the employees satisfaction towards their job. Factors such as motivation, leadership, human resources practices, working environment and others may be potential to create impact to job satisfaction that was not covered in this study. Additionally, this research had a limited time to be conducted for several hospitals. It is because of the lack of commitment from other hospitals in collecting data. The researcher faced problem in getting approval from the hospital management to conduct the study. The advantage in doing the thesis in this hospital is the easy communication with the staff and get information from them. The disadvantage is the less information from the staff.

## **5.5 Conclusions**

Based on the discussions from the earlier chapters, the researcher focuses on the job satisfaction among nurses. According to the findings, the researcher focuses only on one independent variable that is the reward. The reward has two dimensions that is the monetary reward and non-monetary reward. Reward is being an important tool for the employees to show their level of productivity.

From the result, it shows that the nurses' concern are more on the non-monetary reward. This can be identified through the test that has been conducted in chapter 4. The relationship between job satisfaction and rewards (monetary and non-monetary) is significant. From the researcher's view, the organization should not ignore this problem that may cause a sudden decrease in the satisfaction of the nurses. It is very important in maintaining a quality work force with productive effort whereby hospital is a place that is being used by the public.



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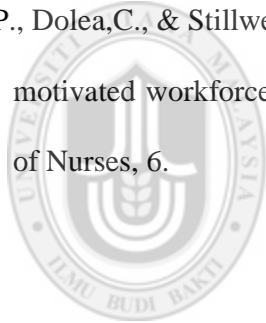
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