

The copyright © of this thesis belongs to its rightful author and/or other copyright owner. Copies can be accessed and downloaded for non-commercial or learning purposes without any charge and permission. The thesis cannot be reproduced or quoted as a whole without the permission from its rightful owner. No alteration or changes in format is allowed without permission from its rightful owner.



**THE RELATIONSHIP BETWEEN PSYCHOSOCIAL WORK CONDITIONS
AND EMPLOYEE HEALTH IN CYBERVIEW SDN BHD
AND THE SUBSIDIARIES**

AINIL HAWA BINTI RASPAN



**MASTER OF HUMAN RESOURCE MANAGEMENT
UNIVERSITI UTARA MALAYSIA
August 2018**



**Pusat Pengajian Pengurusan
Perniagaan**

SCHOOL OF BUSINESS MANAGEMENT

Universiti Utara Malaysia

PERAKUAN KERJA KERTAS PENYELIDIKAN
(Certification of Research Paper)

Saya, mengaku bertandatangan, memperakukan bahawa
(I, the undersigned, certified that)

AINIL HAWA RASPAN (821269)

Calon untuk Ijazah Sarjana
(Candidate for the degree of)

MASTER OF HUMAN RESOURCE MANAGEMENT

telah mengemukakan kertas penyelidikan yang bertajuk
(has presented his/her research paper of the following title)

**THE RELATIONSHIP BETWEEN PSYCHOSOCIAL WORK CONDITION AND EMPLOYEE
HEALTH IN CYBERVIEW SDN. BHD. AND THE SUBSIDIARIES**

Seperti yang tercatat di muka surat tajuk dan kulit kertas penyelidikan
(as it appears on the title page and front cover of the research paper)

Bahawa kertas penyelidikan tersebut boleh diterima dari segi bentuk serta kandungan dan meliputi bidang ilmu dengan memuaskan.

(that the research paper acceptable in the form and content and that a satisfactory knowledge of the field is covered by the research paper).

Nama Penyelia
(Name of Supervisor)

PROF. MADYA DR. FADZLI SHAH BIN ABD. AZIZ

Tandatangan
(Signature)

Tarikh
(Date)

29 JULAI 2018

**THE RELATIONSHIP BETWEEN PSYCHOSOCIAL WORK CONDITIONS
AND EMPLOYEE HEALTH IN CYBERVIEW SDN BHD
AND THE SUBSIDIARIES**

By

AINIL HAWA BINTI RASPAN



UUM
Universiti Utara Malaysia

**Dissertation submitted to
School of Business Management,
UUM College of Business, Universiti Utara Malaysia,
in Partial Fulfillment of the Requirement for the
Master of Human Resource Management**

PERMISSION TO USE

In presenting this dissertation in partial fulfilment of the requirements for a Post Graduate degree from the Universiti Utara Malaysia (UUM), I agree that the Library of this university may make it freely available for inspection. I further agree that permission for copying this dissertation in any manner, in whole or in part, for scholarly purposes may be granted by my supervisor or in their absence, by the Dean of School of Business Management. It is understood that any copying or publication or use of this dissertation parts of it for financial gain shall not be allowed without my written permission. It is also understood that due recognition shall be given to me and to the UUM in any scholarly use which may be made of any material in my dissertation.

Request for permission to copy or to make other use of materials in this dissertation in whole or in part should be addressed to:



Dean of School of Business Management
Universiti Utara Malaysia
06010 UUM Sintok
Kedah DarulAman

Universiti Utara Malaysia

ABSTRACT

The purpose of this study is to examine and gain a better understanding of employees health in relation to psychosocial work conditions at Cyberview Sdn Berhad and the subsidiaries. Psychosocial is one of the health aspects that can contribute to the overall health of the individual. This health is closely related to mental health and social function. Conditions such as emotional and stress problems contribute significantly to mental health and social functions. To produce good job performance, organisation needs to create a psychosocial environment that can make individuals feel comfortable to be in groups and organisations, showing high participation, high productivity and quality improvement work. In order to understand the real situation due to the trend in increasing numbers of leave absence taken by employees due to health problems occurred in the organisation, this study were expected to assist management of an organisation to understand the status and health problems and are aware of their relevance to productivity and try to address the problem through related programs. Data were collected from the organisations comprises with 92 respondents. Questionnaires were used and analysed using Statistical Package for Social Science (SPSS) version 21. Using correlation analysis, it was found that there is a significant relationship between the independent variable, psychosocial work conditions with the dependent variable, employees' health in Cyberview Sdn Bhd and its subsidiaries.

Keywords: Employee health, psychosocial work conditions, task level, organisational level

ABSTRAK

Tujuan kajian ini adalah untuk mengkaji dan mendapatkan pemahaman yang lebih baik tentang kesihatan pekerja berhubung dengan keadaan kerja psikososial di Cyberview Sdn Berhad dan anak syarikatnya. Psikososial adalah salah satu aspek kesihatan yang boleh menyumbang kepada kesihatan keseluruhan individu. Kesihatan ini berkait rapat dengan kesihatan mental dan fungsi sosial. Keadaan seperti masalah emosi dan tekanan menyumbang dengan ketara kepada fungsi kesihatan mental dan social. Untuk menghasilkan prestasi kerja yang baik, organisasi perlu mewujudkan persekitaran psikososial yang boleh membuatkan individu berasa selesa dalam kumpulan dan organisasi, menunjukkan penyertaan tinggi, produktiviti tinggi dan peningkatan kualiti kerja. Untuk memahami keadaan sebenar disebabkan oleh trend peningkatan bilangan cuti yang telah diambil oleh pekerja akibat masalah kesihatan yang berlaku di organisasi, kajian ini diharapkan dapat membantu pengurusan organisasi untuk memahami status dan masalah kesihatan dan menyedari kaitannya dengan produktiviti dan cuba menangani masalah melalui program yang berkaitan. Data dikumpulkan dari semua organisasi yang terdiri daripada 92 responden. Soal selidik digunakan dan dianalisis dengan menggunakan SPSS versi 21. Dengan menggunakan analisis korelasi, terdapat hubungan yang signifikan antara variabel bebas, keadaan kerja psikososial dengan pemboleh ubah bergantung, kesihatan pekerja di Cyberview Sdn Bhd dan anak-anak syarikatnya.

Kata kunci: Kesihatan pekerja, keadaan kerja psikososial, tahap pekerjaan, tahap organisasi

ACKNOWLEDGEMENT

This thesis would not have been completed without the support and assistance from many people.

First and foremost I would like to express my gratitude to Allah SWT for giving me the strength and ability to complete my thesis.

First of all I would like to extend my gratitude to my supervisor, Associate Professor Dr. Fadzli Shah Bin Abd. Aziz who has been very supportive and encourage in guiding me to complete this research paper. I definitely could not forget his advice and support throughout the completion of this research.

I am also grateful for the encouragement and love that I received from my family especially my husband, Shahrul Hisam Mohd Said for strongly encourage me to pursue my studies, my father, Haji Raspan Omar and my mother, Hajjah Siti Asiah who are my courage and strength to achieve higher qualifications and my dearest children, Damia' Batrisya, Ammar Amsyar and Muaz who has always be my soul in doing this research.

Also, special thanks to the respondents from both Cyberview Sdn Bhd, CSB Development Sdn Bhd and Futurise Sdn Bhd staff who gave full cooperation filling in the questionnaire with the time constraint.

Not to forget, all my dearest lecturers throughout my master studies. They are so supportive by sharing their knowledge during my study at UUM. I am sure that I could not reach at this stage without them.

Table of Contents

PERMISSION TO USE	i
ABSTRACT.....	ii
ABSTRAK.....	iii
ACKNOWLEDGEMENT	iv
LIST OF TABLES	ix
LIST OF FIGURES	xi
LIST OF APPENDICES.....	xii
CHAPTER 1	1
INTRODUCTION	1
1.1 Background of the study	1
1.1.1 Company Information.....	3
1.2 Problem Statement.....	7
1.3 Research Questions.....	12
1.4 Research Objectives.....	12
1.5 Scope and Limitations of the Study	13
1.6 Significance of the Study.....	14
1.7 Definitions of Key Terms	15
1.7.1 Employee Health.....	15
1.7.2 Psychosocial Work Conditions.....	16
1.7.3 Organizational Level.....	17
1.7.4 Task Level.....	18
1.8 Organisation of the Thesis	18
CHAPTER 2	21
LITERATURE REVIEW	21
2.1 Introduction.....	21
2.2 Employee Health.....	21
2.3 Psychosocial Work Conditions.....	24

2.3.1	Relationship between Psychosocial Work Conditions and Employee Health	25
2.4	Organisational Level.....	27
2.4.1	Relationship between Organisational Level and Employee Health.....	29
2.5	Task level.....	30
2.5.1	Relationship between Task level and Employee health.....	31
2.6	Summary	33
CHAPTER 3		35
METHODOLOGY		35
3.1	Introduction.....	35
3.2	Research Framework	35
3.3	Hypotheses / Propositions Development	36
3.4	Research Design.....	36
3.5	Operational Definition	37
3.5.1	Psychosocial Work Conditions.....	38
3.5.2	Employee Health.....	38
3.6	Measurement of Variables.....	39
3.6.1	Instrument	39
3.6.2	Scale of Measurement.....	41
3.7	Data Collection	43
3.7.1	Population	43
3.7.2	Sampling	44
3.7.3	Data Collection Procedures.....	46
3.7.4	Pilot Test	48
3.8	Techniques of Data Analysis	49
3.8.1	Data Coding	50
3.8.2	Cleaning of Data	50
3.8.3	Reliability Analysis.....	51
3.8.4	Inferential Analysis.....	52

3.8.4.1 Pearson Correlation.....	52
3.8.4.2 Multiple Linear Regression Analysis.....	53
3.9 Summary.....	54
CHAPTER 4	55
RESULTS AND DISCUSSION.....	55
4.1 Introduction.....	55
4.2 Cleaning of Data	55
4.3 Demographics Analysis	56
4.3.1 Respondent's Age	56
4.3.2 Respondent's Gender.....	57
4.3.3 Education Level	57
4.3.4 Positions.....	58
4.3.5 Length of Service	59
4.4 Reliability Analysis.....	60
4.5 Descriptive Analysis	62
4.6 Inferential Analysis.....	63
4.6.1 Hypothesis testing.....	63
4.6.2 Correlation Analysis	64
4.6.3 Regression Analysis.....	65
4.7 Summary	67
CHAPTER 5	68
CONCLUSIONS AND RECOMMENDATIONS	68
5.1 Introduction.....	68
5.2 Recapitulation of the Study.....	68
5.3 Discuss on Research Objectives	69
5.3.1 To access the status of employee health among the employees in Cyberview Sdn Bhd and the subsidiaries.....	71
5.3.2 To access the level of psychosocial work conditions among the respondents in Cyberview Sdn Bhd and the subsidiaries	72

5.3.3 To determine the relationship between psychosocial work conditions and employee health	73
5.4 Recommendations.....	74
5.5 Conclusion	76
References.....	77
Appendix 1: Letter of Data Collection.....	85
Appendix 2: Questionnaires.....	86



LIST OF TABLES

TITLE	PAGE
Table 1.1 Data of medical leave taken by employees for 2015 to 2017	12
Table 3.1 Instruments and item used in the questionnaire	40
Table 3.2 Independent variable five-point-Lickert-scale	41
Table 3.3 Dependent variable five-point-Lickert-scale	42
Table 3.4 Distribution of employees	43
Table 3.5 Percentage of survey responses	47
Table 3.6 Reliability Test (Pilot Test)	48
Table 3.7 Significant relationship strength	53
Table 4.1 Respondent's age	56
Table 4.2 Respondent's gender	57
Table 4.3 Respondent's educational level	58
Table 4.4 Respondent's positions	59
Table 4.5 Length of service	60

TITLE	PAGE
Table 4.6 Cronbach Alpha Coefficient size	61
Table 4.7 Reliability measurement	61
Table 4.8 Descriptions statistics of main variable	62
Table 4.9 Hypothesis	63
Table 4.10 Correlation Coefficient size	64
Table 4.11 Correlation between Psychosocial Work Conditions and Employee Health	65
Table 4.12 Results for regression analysis	65
Table 4.13 Results for Anova analysis	66
Table 4.14 Results for Coefficients	66

LIST OF FIGURES

TITLE	PAGE
Figure 1.1 Development phases of Cyberview Sdn Bhd	4
Figure 1.2 Tech hub services	5
Figure 1.3 Cyberview shareholders structure	6
Figure 1.4 Cyberview group structure	6
Figure 3.1 Research framework	35



LIST OF APPENDICES

Appendix 1 Letter of data collection

Appendix 2 Questionnaires



CHAPTER 1

INTRODUCTION

1.1 Background of the study

Employees are among the most important part and are the key factors that determine the organisation's success in a competitive environment (Fiorita, Young & Meurs, 2007). By looking at employees as capital, the organisation should pay particular attention to its employees and always strive to provide comfort, as well as ensure employee safety during work, so that employees can feel their work as one of life's exciting experiences. This view keeps organisations focused on getting their employees tied to work and organisation. If properly managed, employee commitment can lead to beneficial effects such as increased effectiveness, performance improvement, productivity and attendance and health. In practice there are still many things that many companies in Malaysia need to know. Some things that must be considered are psychosocial factors in the work environment and then implement the related things and need to be done. According to Carlopio and Gardner (1995), working environment affects employee commitment, employee satisfaction, productivity and well-being. A comfortable working environment is an encouragement for employees to produce good work and able to retain employees in the organisation (Jaini, 2013).

There are many reasons why psychosocial factors in work environment should be an important consideration for companies in employing their employees. One simple thing to answer is that psychosocial factors are often related to the welfare and work safety of the employee concerned. Employees' health is one important factor in influencing one's life, including in the work context. This can be seen from the results of research conducted by Wright, Cropanzano, and Bonett (2007) who found that job satisfaction can be a predictor of work performance if the person has a high psychological well-being. The results are consistent with research conducted by Aggarwal Gupta, Vohra, and Bhatnagar (2010) which suggests that increased well-being in an organisation can lead to increased affective reactions to work and also affect turnover and absence rates. When associated with work, psychosocial work environment is a factor that can affect employee health. A healthy employee is able to show good performance and attitudes.

According from Report of The Joint ILO/WHO Committee on Occupational Health (1986), said that psychosocial factors are interactions between and within the working environment, job content, organisational conditions and capacity and needs of employee, culture and personal considerations with overwork. through perceptions and experiences and affecting health, performance and job satisfaction. While Borritz, et al. (2005) defined the work environment with everything that is around employees and who can influence himself in carrying out the tasks assigned to him. Psychosocial factors are important to note because it can (1) meet a lot of things related to the psychological side of the employee that will greatly help them to stay focused with their job and

continuously having a stable working motivation and (2) the characteristics of each job, let alone the type of work certain who have a high risk in the workload should be given more attention because the consequences are also relatively more severe than the work in general.

Today, challenging work conditions can cause employee to experience reduced job satisfaction that ultimately affects physical and mental health (Sonnentag & Fritz, 2015). Among today's work conditions that have a negative impact on employee are technological developments, work changes, job psychosocial factors and ergonomics issues (Faragher, Cass & Cooper, 2005). Past literature has found that employee with unpaid work demands and earned rewards, social support and job security see the work environment as well as their duties as satisfactory. This leads to high levels of job satisfaction, commitment and morals and less absence problems (Lowe, Schellenberg & Shannon, 2003). Therefore, this study were examined how psychosocial factors in work environment influence employees health by focusing on task level, and organisational level.

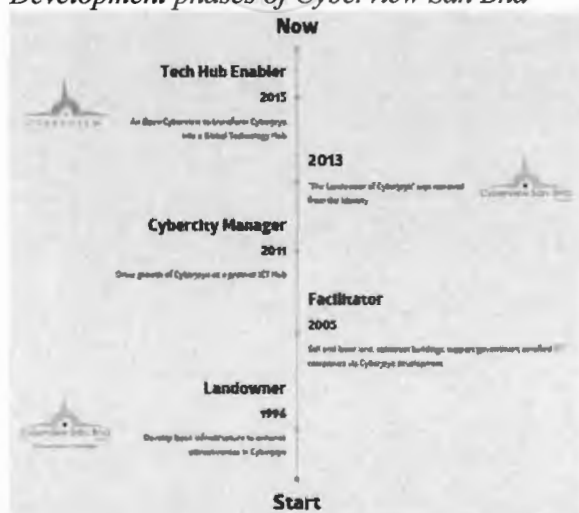
1.1.1 Company Information

After dedicating the role for more than ten years, when the company first took up role as a landowner of Cyberjaya in October 1996. The organisation received a new mandate to taking up the roles by the Malaysian Government to spearhead Cyberjaya's development

to make Cyberjaya one of the first Cybercities in Malaysia. To enable creation, innovation and development as the world's business in technology industry with a holistic ecosystem, hence Cyberview Sdn Bhd embarked on its journey and the responsibility to create the Global Tech Hub in Cyberjaya, Selangor.

The organisation has been appointed Cybercity Manager for Cyberjaya by the Ministry of Science and Technology (MOSTI) in 2011, in recognition of its drive to invest in Cyberjaya and to help investors and stakeholders. As a Cybercity Manager, they are mandated to be the primary reference point for stakeholders and as a one stop centre for information, updates, business matching and opportunities offered by the capital. The development phases were explained in the Figure 1.1 as below.

Figure 1.1
Development phases of Cyberview Sdn Bhd



Source: Cyberview Sdn Bhd website (www.cyberview.com.my)

Cyberview Sdn Bhd is proud to manage the expanded Capital with the work and activity of a home to 800 technology companies and more than 38,000 knowledge workers. It is their duty to ensure everything works efficiently and easily lives up to the optimal level. This is among others that make Cyberjaya Global Global Hub strong. Figure 1.2 below lists the services provided by Cyberview Sdn Bhd and its subsidiaries to ensure Cyberjaya is a Smart City, thereby, to enhance urban life and lifestyle, promoting greater sustainability for the city and promoting the overall growth of economic activity through mass the use of smart technology.

Figure 1.2
Tech Hub services

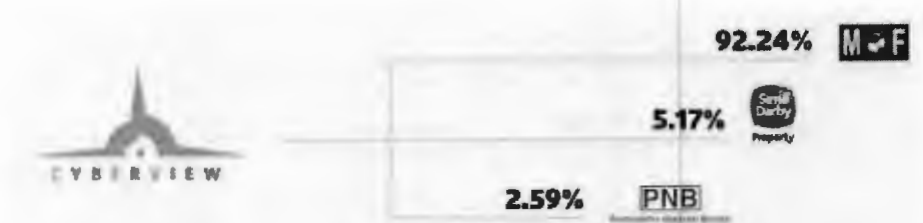


Source: Cyberview Sdn Bhd website (www.cyberview.com.my)

The Malaysian Government and industry leaders with expertise in investments, development and technology provides full supported Cyberview Sdn Bhd. Cyberview Sdn Bhd is the Government-owned company under the Ministry of Finance and

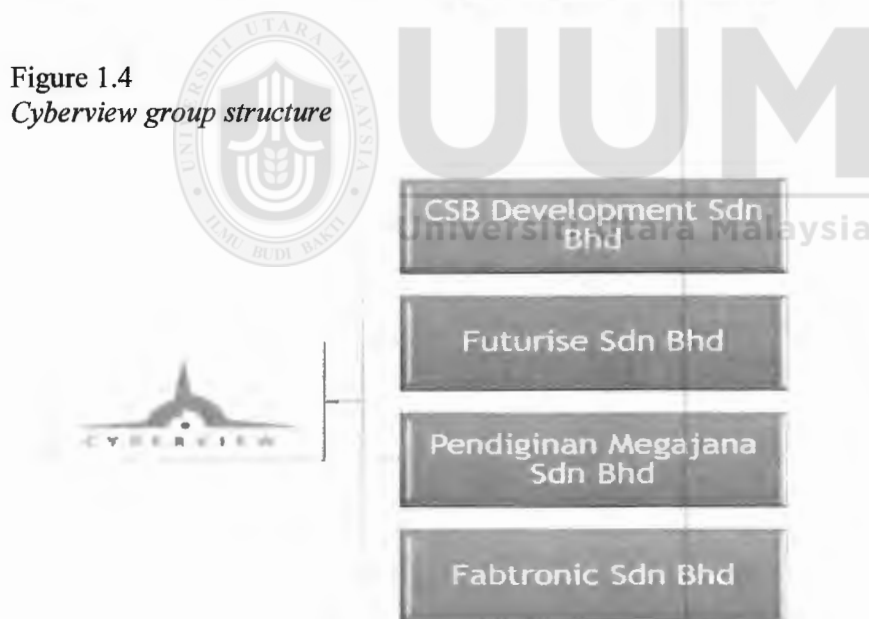
supported by Sime Darby Property and Permodalan Nasional Berhad. Figure 1.3 below shows the distributions among the shareholders.

Figure 1.3
Cyberview shareholders structure



Source: Cyberview Sdn Bhd website (www.cyberview.com.my)

Figure 1.4
Cyberview group structure



On May 31, 2017, the Futurise Centre was announced during the Launch of Cyberjaya as a Smart City. it has been founded as a hub for companies, universities and entrepreneurs

to unite and develop future innovation, the centre will house research universities such as the Multimedia University and Tsinghua University. Also to be located at this Centre are innovative clothing such as Microsoft HoloLens and AI Lab, and the United Nations Innovative Technology Laboratory (UNTIL).

In 2012 CSB Development Sdn Bhd was incorporated with its function to expand Cyberview's investment in Cyberjaya. to strengthen Cyberjaya's competitiveness in infrastructure, connectivity, service and capability, this company has focused on real estate investment and development activities. In 2015, CSB Development Sdn Bhd has signed a joint venture agreement with MRCB to develop 21.6 hectares of land. As a start in the first phase, the Cyberjaya City Centre is in the process of creating a commercial block, runci arena, convention centre, integrated lifestyle and residential complexes

1.2 Problem Statement

The psychosocial term refers to the internal system interaction that occurs within each individual employee, including aspects of emotional, thought and behaviour that are often interrelated and respond to the environment of the place or organization they work on. Psychosocial risk factors are more subjective than physical and biological hazards, and are harder to measure. Yet, they have an impact on employees capacity to do their job effectively and have led to mental health problems and suicide.

Psychosocial is one of the health aspects that can contribute to the overall health of the individual. This health is closely related to mental health and social function. Conditions such as emotional and stress problems contribute significantly to mental health and social functions.

Each organization has its own unique image, identity, vision and mission and procedures and system of action, and all elements are merged and linked to forming a working organizational factor that directly affects the well-being of all employees within the organization. It is reminded that the way an organization serves employees may have a strong impression on employees' attitudes toward the work and organization. Workplace environment suggests job commitment, job satisfaction, productivity and well-being. A comfortable working environment is an incentive for employees to produce good work and can perpetuate employee within the organization (Jaini, 2013).

To produce good job performance, organisation needs to create a psychosocial environment that can make individuals feel comfortable to be in groups and organisations, showing high participation, high productivity and quality improvement work. Psychosocial factors are expected to give a positive effect in encouraging executing tasks optimally (Bakker et al., 2007). Psychosocial factors have their own urgency to get special attention because it is closely related to the productivity and performance of employees' health

This research were intended to help the organisation to understand the actual condition of their workers on the increasing rate of medical leave taken by certain employees from year 2015 to 2017. Even though the trend in overall absent leave taken were decreased, but number of employees were taken medical leave 10 days and above were increased each year. Based from the Table 1.1 below displayed the data on the medical leave taken from year 2015 to 2017. From this study, they can understand the level and condition of the employee's health that always occurred and are aware of their relevance to productivity and try to address the problem through related programs. Besides that, factors associated with non-working may also affect the health of employees.

Based from the observations and interviewed done with the Division Head of Human Capital Division Ms. Suhani Mohd Dom, she mentioned that there were trend in increasing rate number of time off taken by the staff every month. Majority of the working level in these organisations, most of them are in the range of age 30 years old to 40 years old and are having schooling kids and requires their parent's attentions. As the organisations do not practising the flexible working arrangements and job rotation, it may results this issues occurred continuously. Literature recognizes that lack of support and organization, work stress, work-life conflict, the level of job control by individual employees are the factors identified that affected for employee's well-being (Halpern, 2005; Wang et al., 2008; Christopher, 2001).

Absenteeism not only indicates the physical presence it starts with the mental absence, together with the management of participation, firms need to take this as an essential ingredient before starting any remedial action. Not limited to that, based from the interviewed and observations, there were at least two or three employees from different Division had sent an internal transfer form to the Human Capital Division. This was because, they had been doing the same job or tasks for many years. Not limited to that, other reason were due to lack of leadership style portrayed by their direct supervisor such as not providing feedback and being too hands off. Those reasons mentioned above are the most reasons on why the employees are taking medical leave, taking time off frequently and taking emergency leave due to health conditions such as headache, back pain, not enough sleeps, low and high blood pressures.

These organisations needs to reinvest a large amount if employees are absent to work and it is one of the major disasters that all organisations in the modern world produce. Working environment factors are among the common reasons besides using personal reasons if they are absent or present late to the office. Even though the organizations provides with various health programs, wellness activities within and after working hours, but the trend in taking medical leave, emergency leave and time off were not healthy. Thus, this research were intended to investigate if the staggered working hours might be introduced, the employees could plan their work schedule system interactively. Benefits can be gained by increasing their knowledge and skills to manage the health, worker, workplace itself, creating a conducive environment for both indoor and outdoor

workplace health. Thus, this research, will be beneficial regardless of their positions or levels within the organisations in identifying the needs and health related issues. Additionally, this study will be able to enhance knowledge of health and psychosocial as information of these elements are essentials in the organisation in ensuring the success of the organisations.

This study is one of the efforts to assist organization (in this case Cyberview Sdn. Bhd and the subsidiaries.) to deliver the best service to the target group (employees). An institution needs to demonstrate credibility in terms of delivering the needs and wants to the community well and systematically. This study of the relationship between the psychosocial work conditions towards employees' health can at least help the organization to see its own weaknesses, especially among their employees and in turn can provide the best welfare of their staff in order to play a good part in their clusters.

This report is intended to examine the subject of psychosocial factors at work and their consequences, emphasising health issues. It described the nature of such factors as related to health and the methods of identifying psychosocial factors. Furthermore, this study can provide a point of view and an overview to all employees in order to improve the quality of service delivery especially in meeting the expectations of first-class human capital quality amongst youth as well as the community to uphold the honour of religion, race and nation. Employees also need to know the best ways to overcome working pressure. In addition, this study will also be used as a guide for future researchers.

Table 1.1

Data of medical leave taken by employees for 2015 to 2017

Year	2015	2016	2017
Total medical leave taken yearly	542.5 days	493.5 days	439 days
Number of employees taken medical leaves 10 days and above	12	11	17

1.3 Research Questions

The study were intended to assess the relationship of psychosocial work conditions conducted in organisations within employee health. As a results, the research attempts to answer the following questions.

- i. What is the level of employee health among the respondents?
- ii. What is the level of psychosocial work conditions among the respondents
- iii. Is there significant relationship between Psychosocial Work Conditions and Employee Health?

1.4 Research Objectives

The broad aim of this research is to examine the relationship of psychosocial work conditions and employees health.

Specifically the study is to determine:

- i. To access the level of employee health among the employees in Cyberview Sdn Bhd and the subsidiaries.
- ii. To access the level of psychosocial work conditions among the respondents in Cyberview Sdn Bhd and the subsidiaries
- iii. To determine the relationship between psychosocial work conditions and employee health

1.5 Scope and Limitations of the Study

The area of study is psychosocial work conditions and employee health. It was conducted in Cyberview Sdn Bhd, CSB Development Sdn Bhd and Futurise Sdn Bhd with 120 respondents were selected randomly. These respondents consist of General Managers, Assistant General Managers, Senior Managers, Managers, Assistant Managers, Senior Executives, Executives and Non-Executive level.

The study were focused on the relationship between the psychosocial work conditions towards employees' health in selected company in Malaysia which are Cyberview Sdn Bhd and the subsidiary. This study used quantitative method to gathered data from respondents and only 92 respondents involved in this study. As with other researchers, there are some unavoidable problems in gathering the information needed in this study. Although the problem faced were small, it did little to influence the conduct of the study.

The first limitation of the study was that this study was conducted only at one company in Malaysia which is Cyberview Sdn Bhd and the subsidiaries. So, all the results of this study cannot be generalized to any company whether public sector or private organisation. The second study limitation is the respondent. The respondents of this study were randomly selected. Because this studies involve only a small number of respondents, hence, the results of this study do not represent the entire organisations within the same industries. Lastly, the results of this study depend on the honesty and sincerity of the respondents when responding to the questions. The results of this study cannot be interpreted to represent the context of the Malaysian environment. However, this study can be used as a reference to the organisation in identifying employee personality characteristics and making a comprehensive plan in improving employees' health.

1.6 Significance of the Study

Significant of this study would increase the understanding of the relationship between the psychosocial work conditions and employee health among the employees of Cyberview Sdn Bhd and the subsidiaries.

Specifically this study would attempted to provide a practical understanding on the current situation, and would give a better picture of the changes needed to be done as to stay on track towards achieving the objective and goals to form Cyberjaya to become a

world class cyber city, high-value job provision for Malaysia, increased economic growth, the preferred investment hub for technology companies, and. The recommendations of this study would help the management to improve the employee's health level as well as to increase and sustain the organisational commitment of the assets of the organisation.

1.7 Definitions of Key Terms

1.7.1 Employee Health

William (2016) had defined health at work were influenced by two main forces. One is what brings employees to work, while the second is how workplaces can affect employees. If it were explained in terms of health, it can be explained that, workers who lead to their personal sources of work that may be their genetics, health and wellness practices, beliefs, attitudes and values. World Health Organisations's (WHO) description of health it involved psychological ill health, mental disability and impairment, either development or by injury (Global Health Workforce Alliance and World Health Organization, 2013). Furthermore, the report indicated that they had recognized a variety of factors that influenced individual employee health status. These factors can be classified into several broad categories such as biology and genetic, economic factors, social factors, policy making, health services, physical environment and individual behaviour. According to Cotton and Hart (2003), it is a vital for the researchers and practitioners to be worried with the occupational wellbeing of employees and

organisational performance. This is because, it is not adequate to be concerned with occupational in itself, but instead, occupational wellbeing must be connected to outcomes that affect organizational performance.

1.7.2 Psychosocial Work Conditions

Psychosocial factors at work refer to interactions between and among work environment, organisational conditions, needs, job content and workers' capacities, culture, personal extra-job considerations that may, over observations and experience, influence work performance, health, and job satisfaction. Work environment, organisational factors, and job tasks are demonstrated of occupational concerns (International Labour Office, 1986). Psychosocial work conditions are often measured and deliberated in relations of the individual's demands at work in terms to his or her utilizations of skills and ability to control activities (Karasek & Theorell, 1992). Karasek and Theorell (1992) and Lindstorm (1995) added that, the phenomenon of the psychosocial work environment and its constituents had been presented in several diverse ways and often include a mass of aspects such as organisational climate and culture, work demands, work control, leadership empowerment and support, co-worker support, and collaboration.

1.7.3 Organizational Level

According Moen and Tjalvin (2014), individual's relation to their duties and others in the workplace can explained and defined as the organization of the working environment as well as the practical organization of work. Lee, et al. (2016) observed that the importance of considering organisational factors at higher levels for individual outcomes at lower levels. Individual experienced shared mutual experiences between their colleagues through affective as well as behaviour sharing processes (Cox, Karanika, Griffiths & Houdmont, 2007). Organizational may be disseminated by hearing co-workers available to pick up and cover for employees when they need assistance and lack of resources.

The organization of the working conditions can be well-defined as the individual relation to their duties and to others in the workplace, further explained, and the practical organization of work. This components emphasizes the external influences or motivations at work. Here, one is concerned with specific characteristics of working conditions, for example if the workplace has an organizational chart, if the premises are adequate in terms of equipment available, the expectations and shift work schedule are clearly explained, and etc.

1.7.4 Task Level

Research done by Davidson and Veno (1980), physical situations at the jobsite, management practices, worker/co-worker/supervisor relations as well as the task itself are inclusive of the working conditions. Not limited to those, family or private-life concerns, ease of transport, housing, nutrition and cultural elements are other external factors to the workplace and relevant to psychosocial concerns at work. Mineworkers, prison personnel, firefighter, police officers and soldiers are the certain occupations that had been identified as being high risk in terms of physical danger. Labour markets had been facing thoughtful changes that had a sizeable effect on the working conditions of employees since over the past two decades. For instances, flexible working arrangements, non-standard work arrangement such as temporary work, unregulated work, part-time contract work and etc. had become more common, while the number of standard full time permanent jobs has decreased (Kivimaki et al., 2007).

1.8 Organisation of the Thesis

This chapter includes the introduction of the research background, research problem, research questions and research objectives. The chapter also discussed the significance of the research and presents a brief research scope and methodology. Nevertheless,

explanation on conceptual framework are also included followed by an outline of the structure of the overall thesis.

Chapter 2: Literature review

This chapter has presented the definitions of psychosocial work condition by focusing on task level, social and organisational level as well that will affect employees' health discusses. In addition, literature review related to the context of the study were focused on the psychosocial work environment (task level, and organisational level) had also discussed along with the relationship of these variables to employee health.

Chapter 3: Research Methodology

Furthermore, this report described the design relating to the research data. This section discussed research samples, data collection techniques, operational and measurement definitions, experimental design, and the design of statistical data analysis tools. The development of the research hypothesis were then explained also based on previous literature review and supporting theories of this research.

Chapter 4: Result and Findings Analysis

This section were described the interpretation of the research findings, the characteristics of participants, the results of descriptive statistics, the results of hypothesis testing, and evaluation of research results. There were reports of the statistical analysis of the study in

the form of figures. The results are summarized in a number of tables conduct to the explanation and conclusion.

Chapter 5: Conclusion and Recommendations

The final section of this report described the answers to the research questions expressed at the beginning of the report by concluding the research results and suggestions for further research. The contributions and implications of the study were also explained to build further research.



CHAPTER 2

LITERATURE REVIEW

2.1 Introduction

This chapter discusses the concepts, findings of previous studies a pertaining to the study. It provides a detailed explanation of chosen variables that relate to the psychosocial work condition and employee health. In this chapter, some of literatures relevance to this study has been explored. Sekaran (2003) stated that a literature review is a documentation of the inclusive reviews from the published work and is obtained from the sources of data information gathered in the specific subject of the researchers. This section hence would look at the factors that decisively effects on employee's health in the organizations.

2.2 Employee Health

According to Naidoo and Wills (2000), they defined employee health is a widespread idea, covering a tremendous scope of implications, from a specialized clarification to a good or philosophical one. As the idea of health is mind boggling and hard to characterize, it is much harder to gauge. The large negative impacts on workers, employers and the community have all affected the work-absence of illness. They may suffer from various health problems. If workers are experiencing weak psychosocial

factors in their workplace or they may be a contributor to chronic illness and this can be a particularly harmless illness like having a few days of headache or neck pain. According to William (2016), there are two main forces that affect health at work. The first is to bring the worker to work, while the second is how the workplace can affect the worker. If explained in terms of health, it can be explained that, employees who lead to their own genetics, beliefs, health practices, attitudes and their values.

Inside the humanistic viewpoint, the emphasis is all in all individual, dynamic and making, in connection to his/her unique situation or condition (Sonnetag & Fritz, 2015). Task based wellsprings of stress can prompt a scope of physical, mental, passionate, conduct and monetary outcomes (Semmer, 2006). Despite the fact that the stress performance connection explored in current examination is an under-inquired about zone, the impacts of occupation weight on the health of workers, and the subsequent organizational expenses, are very much looked into and generally perceived.

The health impacts related with work strain incorporate physiological conditions, for example, serious strong pressure, cerebral pain, heartburn and cardiovascular malady (Kivimaki et al., 2007). It was found that (Donald, Taylor, Johnson, Cooper, Cartwright & Robertson, 2005; Fahlen, Goine, Edlund, Arrellov, Knutsson & Richard 2009) health related effects on employees encountering work strain additionally incorporate mental results, for example, burnout, misery, unending uneasiness and different types of psychological instability. At the organizational level, based on Donald et al(2005) work

pressure can prompt low generation amount and quality, notwithstanding creation blunders. Reineholm (2013) and Rasmussen and Jeppesen (2006) found that the organizational expenses of pressure incorporate work process intrusion, staff substitution and retraining and diminished profitability, despite the fact that these are normally neglected while deciding the general effect of occupation push. The organizational misfortunes related with word related pressure imply that worry in the work environment isn't just a medical issue for employees, however ought to likewise be viewed as lost of human resources with the ability to affect authoritative viability (Delarue, et al. (2008).

Ljungblad, Granstrom, Dellve and Akerlind (2014) reported that if health promotion work were done at the workplace, it can contribute substantial and significant to the health of employees. Offering a wide range of health-specific programs and activities, and forming a quality working environment in general including leadership styles that support development, prevention of role conflicts and comfortable social climate are among the activities and programs that employers can provide as a way of promoting the well-being of employees. Characteristics of health-specific measures may differ from individualized instructional interventions such as health and education projects to managers, non-market campaigns, fitness activities, health advisor and more.

2.3 Psychosocial Work Conditions

Psychosocial work conditions are regularly evaluated and examined as far as the person's requests at work in connection to his/her capacity to control exercises and uses of aptitudes. his ability to manage work and application skills in the workplace is related to psychosocial working conditions are often considered and discussed in terms of individual claims (Reineholm, 2013). High control, high independence and assortment at workplace are known to build employee's motivation inspiration, mentioned in Demerouti (2006) and may subsequently be imperative factors in the present working life time for advancing level of health at workplace.

A significant part of the single employees had been superseded by performing tasks in teams or work gatherings, with a specific end goal to build adaptability in the work procedure. Research done by Rasmussen and Jeppesen (2006) found that an increased level of control were frequently assigned from the administrative level to the groups or work gatherings, which gives the work aggregate more fluctuated work errands, and more chances to design and choose how function ought to be achieved. Usage of self-sufficient gatherings has likewise been found to build workers' activity fulfilment (Delarue et al., 2008; Rasmussen & Jeppesen, 2006)

According to Delarue et.al (2008), expanded control and self-rule for the work gathering may likewise have negative reactions, for example, expanded pressure and expanded

turnover, as the individuals from the work amass need to take awkward choices or manage issues within work bunches that were already the managerial's activity or obligation. An increase level of social capital at work mentioned in Schaufeli and Bakker (2004) were known to diminish strain and stress, yet can likewise be expected to enhance co-activity and execution in the work gathering. When all said were done, psychosocial work conditions are thought to be of equivalent significance for employees health, paying little respect to progressive level. Up to this point, little consideration has been paid to progressive contrasts in organizations, albeit a few investigations recommend that directors and subordinates have diverse psychosocial work conditions.

The primary concentration has, be that as it may, been on distinguishing hazard factors identified with sick health as opposed to factors advancing health, as mentioned by Schaufeli and Bakker (2004). Extra aspects might be of significance for workers' health. To build up a decent workplace and sound work environments, more learning is required with respect to the psychosocial work conditions that advance health. Besides, the concentration when examining work related health should be widened from the employee's level to likewise join the work environment and the organization.

2.3.1 Relationship between Psychosocial Work Conditions and Employee Health

Mentioned by Tengland (2011), the idea of work capacity has been portrayed as the specialist's capacity to perform work errands, considering work requests, the labourer's

employees health and assets. Characterizes work capacity as having the capacity to achieve (average) business related objectives, or utilize one's ability when the workplace is adequate, or can be made satisfactory. As per Nordenfelt (2008), particular work capacity identifies with work-particular manual and scholarly capability, required physical, quality, resilience, boldness, significant self-restraint, and, mental and health to satisfy the jobs, and achieve the objectives inside that particular occupation, in an adequate given or can be made worthy.

Tengland (2011) and Nordenfelt (2008) added that, all-encompassing way to deal with work capacity, which infers that work capacity might be accomplished if the employees had the vital assets, and is permitted to utilize those assets amid satisfactory work conditions. In utilizing their assets, works conditions may assist or hinder people.

According to Zilinski (2004), the concept of health workplace defines an situation whereby it invest in it's employees' mental as well as physical health, distresses about their general welfare and generates an atmosphere where employees can professionally evolving their career while preservative work-life balance. In fact that, place of work stress is another important factors which may requires attentions when explaining about psychosocial work environment. Prolonged exposure to stressful situations at workplace in addition with poor management support has been associated to a range of health conditions including depression, anxiety and cardiovascular disease.

Employees adds to their work capacity within various human resources functions, for example, health, instruction, ability, aptitudes, qualities, states of mind, and inspiration. Ilmarinen (2001) had discussed that, these Human Resource are thus identified with the work circumstance, where diverse organizational elements, for example, requests, work content, work network and administration, impact the employee's work capacity. According to Nordenfelt (2008) Work capacity is in this manner the after effect of the inter-relationship with the employee and their work conditions. As the conditions for work might be influenced by modifications in working life, for instance by expanded requests and changed necessities for various work tasks, authoritative alterations may decrease work's tasks capacity.

As mentioned in Ilmarinen (2007), it had been discovered that better health and greater work capacity are identified with better execution i.e. great health and great work capacity can be viewed as assets for elite. In this unique circumstance, execution can be considered as a business related part of health.

2.4 Organisational Level

Moen and Tjalvin (2014) had mentioned that, organizational level as individual's relation to their duties and others in the workplace can explained and defined as the organization of the working environment as well as the practical organization of work. Organizations are isolated into three levels, Organizational, Process, and Occupation or Entertainer. At

each level, you need to characterize objectives and measures, demonstrate what was to be done (Outline), and figure out what level of administration is in charge of ensuring the change happens. As of late, there has been an expanding enthusiasm for how authoritative level work related health intercessions went for enhancing psychosocial work conditions and worker health and prosperity might be arranged, actualized and assessed. When it comes in discussing about workplace psychosocial factors, Dollard et al. (2007) had mentioned that positive organizational performance, healthy employee, employee wellbeing were the assumptions and nurtured from the healthy workplace. By identifying and addressing problematic job and organizational characteristics this can be accomplished.

It has been asserted that such intercessions have the most obvious opportunity with regards to accomplishing a huge effect on the off chance that they take after a mediation procedure that is organized and furthermore incorporates the investment of workers. This paper gives a diagram of noticeable European strategies that portray deliberate ways to deal with enhancing employee health and prosperity through the modification of the manner by which work is outlined, sorted out and overseen. In terms of organizational focus, the workplace health and wellness community has primarily focused exclusively on the physical environment as well (William, 2016)

Similar examinations uncover that these techniques all comprise of a five-stage process and that they share various centre components inside these stages. Be that as it may, in

general the five techniques have not been completely approved. To look at the legitimacy of the centre components, we audit them in the light of flow inquire about with a specific end goal to help their fittingness in directing organizational level word related health intercessions. At long last, we talk about where despite everything we require more research to decide the working elements of organizational level word related health mediations

2.4.1 Relationship between Organisational Level and Employee Health

Lately, there had been an expanding enthusiasm for organizational level word related health mediations went for enhancing psychosocial working conditions and worker health and prosperity. Authoritative level word related health mediations can be characterized as arranged, conduct, theory based activities to evacuate or change the reasons for work pressure (stressors) at work and plan to enhance the health and prosperity of members (e.g. Faragher, Cass and Cooper, 2005).

It gives the idea that word related health intercessions have the most obvious opportunity with regards to accomplishing a critical effect on the off chance that they take after an organized and participatory mediation process. Bourbonnais, Brisson, Vinet, Vezina, Abdous and Gaudet (2006) characterized process as "individual, group or administration recognitions and activities in executing any intercession and their impact on the general aftereffect of the mediation".

2.5 Task level

Tasks are fundamental parts of a man's general work or occupation circumstance. A task is an "arrangement of recommended exercises a man regularly performs amid a run of the mill work period" (Bourbonnais et al., 2006). Just exceptionally dull occupations include not more than maybe a couple diverse assignments. Relatedly, later research on workday outline (Broadbridge, 2002) proposed joining diverse sorts of errands when making progress toward an ideal designation of time and mental assets amid the workday.

The larger part of employment configuration approaches specifying "assignment qualities" (Morgeson & Humphrey, 2006) have really taken a gander at an occupation's normal level of particular errand characteristics. For example, things of the Work Plan Poll (Morgeson & Humphrey, 2006) address highlights of the activity, and not highlights of single errands.

Thus, the activity requests work assets show as the most powerful model indicating indicators of work commitment examines assignment highlights (Bakker & Demerouti, 2007; Schaufeli & Bakker, 2004). Be that as it may, it doesn't address them at the assignment level, however centres around errand highlights at the activity level.

Elsbach and Hargadon (2006) had contended that workdays that involve just subjectively requesting and testing assignments may drain employees' inventive potential, though workdays that take into account some "thoughtless work" can be useful for workers'

innovativeness. This thinking infers that the intellectually less requesting assignments that are subsumed under "thoughtless" work contrast in their mental ramifications from the all the more requesting assignment

2.5.1 Relationship between Task level and Employee health

A general perspective is that activity versatility may ruin the organisation as fitness and human capital speculations vanish with the workers who quit. Today, the photo of employment versatility is changing and work portability may likewise be both sound and creating since turnover frequently conveys new thoughts and fitness to the organisation (Origo & Pagani, 2009).

Be that as it may, the chances to really change occupations may contrast, because of individual and ecological elements, yet it is once in a while examined how health, regarding activity capacity or an asset, may identify with work portability. Changing occupations has been appeared to enhance work fulfilment, enhance psychosocial work conditions and lessening physical and passionate strain (Mor et al., 2006), though staying in a non-favoured business or "being secured", expands the danger of sick health (Fahlen et al., 2009).

In this manner, changing occupations may build health (Wright, 2004) however for people who do not have the capacity or the assets to really change employments there is an expanded danger of being secured. The adjustments in working life have brought

about new work assignments and new sorts of employments. For the employees, changing occupations has turned into a characteristic piece of working life and new examples with respect to profession and business have showed up (Naswall, Hellgren & Sverke, 2008).

Occupation versatility has, nonetheless, essentially been contemplated regarding workers' purpose to leave the activity, as opposed to real employment portability. High turnover goals are identified with negative components at work, for example, high workload (Conklin & Desselle, 2007) and work disappointment (Coomber & Barriball, 2007), i.e. awful psychosocial work conditions appear to influence the readiness to change employments.

Most research inside work related health has examined psychosocial work conditions in connection to sick health, i.e. anticipation. To build up a decent workplace and sound working environments, more learning is required with respect to the psychosocial work conditions that advance individual assets and health. Health is a mind boggling idea, and this may clarify why it is estimated as far as indications or sick health as opposed to great health. Psychosocial work conditions are likewise for the most part, explored at an individual level, without taking the organisation or the work environment into thought. In this theory, the attention is on a comprehensive approach, as far as organisational and working environment conditions advancing individual assets and activity capacity

2.6 Summary

This study had given learning with respect to various parts of health and psychosocial work conditions. Conditions at the authoritative and working environment level set the requirements for if and how employees utilize their assets and their capacity to act. Access to assets and the ability to utilize them may fluctuate contingent upon the employees' hierarchal position. Work related health research needs to centre around contrasts in psychosocial work conditions at various progressive levels.

Organisations with clear objectives and desires may make more positive conditions at work, supporting employees' space for manoeuvre, social capital and their capacity to adapt to working life, thus advancing health. Health advancement has an all-encompassing methodology and thinks about the workplace, the individual and the exchange between them. In any case, most health mediations at working environments are coordinated to employees' health conduct as opposed to enhancements in organisational and work conditions. To build up a decent workplace it is important to distinguish conditions at work that advance diverse parts of health.

These conditions should be handled at the authoritative, working environment and individual level, as great health is formed by the interchange between the worker and the conditions for work. Future research should keep on investigating psychosocial work conditions and the relationship with various parts of health. This postulation demonstrates

that health is made in the interrelation between the organisation, the working environment and the individual, however advance examination, particularly utilizing longitudinal material is required.

This chapter included a summary of past literature on the generational issues on psychosocial work conditions towards the employee health. Then Chapter 3 will cover the instrumentation, data collections and data analysis.



UUM
Universiti Utara Malaysia

CHAPTER 3

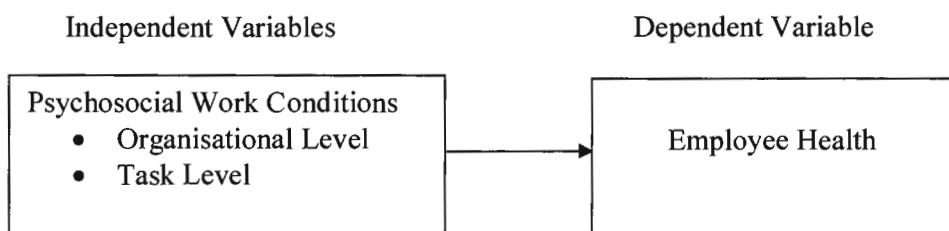
METHODOLOGY

3.1 Introduction

This section, the researcher discussed the research methodology to carry out this study. It is begins with the research framework as well as hypotheses produced based from the literature review in the chapter two. Chapter three primarily clarifies the research design, operational definition of variables, population and sample of research and the sampling method implemented, data collection technique, measurement development and questionnaire administration, measurements of research variables and also particularises in detail the data analysis procedures.

3.2 Research Framework

Figure 3.1
Research Framework



As illustrated in Figure 3.1, employee health is influenced from psychosocial work environment, from task level and organisational level as well. All of these factors, directly or indirectly contribute to employee health and effectiveness as well as adversely affect employees' psychological health (Bakker et al., 2007) and impact on their job performance. These situations indirectly change the job characteristics, particularly in terms of job demands (Wright, Cropanzano & Bonett, 2007).

3.3 Hypotheses / Propositions Development

This study is aimed in examining the relationship on the factors that employee health among employees in Cyberview Sdn Bhd. Statistical Package for Social Science (SPSS) version 21 were utilized. A ray of statistical tests was conducted to process the data. Therefore, the hypotheses suggested in this study is listed below:

Hypothesis 1: There is a positive relationship between Employee Health and sub dimensions towards Psychosocial Work Conditions among employees in Cyberview Sdn Bhd and the subsidiaries.

3.4 Research Design

The well-known two approaches in conducting research used by researchers namely are quantitative and qualitative research approaches (Hair et al., 2007). Research design as

defined by Sekaran (2003) involves the overall arrangement and methods applied in conducting the test to prove the hypothesis according to the standards maintained for data collection and analysis.

Hence, quantitative approach were used in the present study, in order to test the hypothesis that a relationship exist between independent variable of psychosocial work environment and employee health. A cross sectional data collection defined by Sekaran (2003), to collect data from the intended sample group once.

3.5 Operational Definition

Definition is an important factor in all of the things that we do. To do things right, people can understand that goal by definition. Definitions can be categorized into two-dimensional conceptual and operational. Defining the meaning of certain words according to the dictionary is referring to conceptual definitions. While the metaphorical operation refers to or denotes the variables by describing what investigators need to do to measure the variables. It means that the researcher had defined the words according to the context of the research. Below are the conceptual and the operational definition of the words and phrase used in this study.

3.5.1 Psychosocial Work Conditions

Conceptual definition:

According to Harenstam (2006), in an organisation / enterprise, a psychosocial work environment were intended to cover an organisational and organisational organisation; attitude; the values, beliefs and practices shown daily.

Operational definition:

For the purpose of this study psychosocial work conditions were adapted and all the dimensions have been develop by Lindstrom et.al. (2000). The dimensions were consisting about organisational level and task level.

3.5.2 Employee Health

Conceptual definition:

Health was defined by Reineholm (2013) as in a humanistic perspective, the focus is on the whole of the individual, active and creating, as well as with the context of the environment.

Operational definition:

For the purpose of this study, three dimensions were adapted from Eriksson, Unden and Elofsson (2001)

3.6 Measurement of Variables

Research Instruments are measurement tools (for example, questionnaires or scales) designed to obtain data on a topic of interest from research subjects. In this study, the data will be collected through the survey questionnaires distributed among employees in the organisation. The questionnaire consists of three (3) sections. Section A measured the demographic profile including the gender, the age, educational level, length of services and working position. Then Section B focused on measuring the influence of psychosocial work conditions. Section C will measure factors influencing the employee health in the organisation. All the questions in each Section B and Section C were measured by using a 5 point Likert Scale. All of these measures were adopted from the combination of QPS Nordic General Questionnaire for Psychosocial and Social Factors at Work and Self Rated Health Survey (Lindstrom, K. et.al 2000).

3.6.1 Instrument

The researches had used a structured questionnaire as a research instrument tool which consist of multiple choice and dichotomous questions in order to get data. Thus, questionnaires were the data collection instruments used in the study. All staff were selected to participate in this research. There are mostly associates from non-executive positions to General Manager inclusive those who holding department's head functions.

Questionnaires were used to gather the required data from all 170 respondents. The questionnaire were distributed to all Cyberview Sdn Bhd staff and the subsidiaries namely CSB Development Sdn Berhad and Futurise Sdn Bhd.

The questionnaires was divided into three major sections. The first section were asked to access demographic information of the respondents. The second section investigated psychosocial work conditions and the last section sought to access the employee health. The summary of the questionnaire are illustrated in table 3.1 below.

Table: 3.1

Instrument and item used in the questionnaire

Variables	Number of items	Sources
Demographic information	5	General
Psychosocial Work Conditions	34	General Nordic Questionnaire for Psychological and Social Factors at Work by Lindstrom, K., Elo, A., Skogstad, A., Dallner, M. Gamberale, F. Hottinen, V. (2000)
Employee Health	3	Self-rated health. Comparisons

		between three different measures. Results from a population study by Eriksson,I., Unden, A.L. & Elofsson,S. (2001)
--	--	---

3.6.2 Scale of Measurement

In this study, respondents were asked for every item in the questionnaire to show their degree of agreement or disagreement using five – Point Likert – type scales which make it easier for the respondents to comprehend the format and produce more precise answers. In this study, five Likert scales had been applied in the instrument development. The term for five - point Likert - scale are explain in Table 3.2 below:

Table 3.2
Independent Variable Five-Point Likert- Scale

Scale	Description	Question Number
1	Very seldom or never	1-21 and 27-30
2	Rather seldom	
3	Sometimes	
4	Rather often	
5	Very often or always	

Scale	Description	Question Number
1	Very little or not at all	22 - 26 and 31 - 34
2	Rather little	
3	Somewhat	
4	Rather much	
5	Very much	
4	Rather much	
5	Very much	

As for dependent variable, five Lickert scales had been applied in the instrument development. The term for five - Point Lickert - scale were explained in Table 3.3 below:

Table 3.3
Dependent Variable Five-Point Lickert- Scale

Scale	Description
1	Strongly disagree
2	Disagree
3	Neither agree nor disagree
4	Agree
5	Strongly agree

3.7 Data Collection

3.7.1 Population

Sekaran (2003) defined, population refers to the researcher intention to examine the total number of people, things or event and also defined by Zikmund (2000) the researcher require that this population usually share a common characteristics. Zikmund (2000) In addition, it is also the total category of a matter which is the focus of attention on a particular research subject. Based from the data received from the Human Capital Division and interviewed session with the personnel which was held in February 2018, the total number of staff working in three organisations namely Cyberview Sdn Bhd, CSB Development Sdn Bhd and Futurise Sdn Bhd is 170 staff as of February 2018. Hence, in this study, the total population were 120 staff. The distributions of questionnaire were explained under the Table 3.4 as below:

Table 3.4
Distribution of Employees

Respondent	Population size	Proportionate Sample (70% from the population size for each organisation)
Cyberview Sdn Bhd	111	79
CSB Development Sdn Bhd	27	19
Futurise Sdn Bhd	32	22
Total	170	120

The researcher wants to see which of its independent variable (psychosocial work environment) have significant relationship with the dependent variable (employee health). For this purpose, data will have to be collected from each individual staff member and the unit of analysis is the individual.

3.7.2 Sampling

Zikmund (2000) and Sekaran (2003) defined sample is the subset of the population. For conducting a study it is important to determine sample size where difficulty in gathering all the data and information from respondents (Zikmund, 2000). The actual sample size to conduct a research mentioned by Roscoe (1975) usually is above 30 and less than 500 in generally is accepted. Sampling is an important characteristics in conducting a research that entails in-depth examination (Zikmund, 2000) while for the use of sampling in business research in order to examine the unidentified characteristics of the population. Various sampling method widely been used in the academic research. Probability and non-probability sampling both are basically in categorized in sampling method (Zikmund, 2000 & Sekaran, 2003). Researcher opted to use stratified random sampling.

According to Sekaran (2003), stratified random sampling were defined as identifiable subgroups of elements within the population that may be expected to have different parameters on a variable of interest to the researcher. In reference to Table 3.5 above, thus, in this study, researcher had decided to choose in the sample 70% of staff from

every organisation. That is, members represented in the sample from each organisation which had proportionated to the total number of elements in the relevant population. Based from the manpower report received from the Human Division personnel and interviewed sessions done on February 2018, were used as reference. The total number of population were 170 which consists of General Managers to Non-Executives level. The number of staff for these three organisations represented as per Table 3.4. Based from this study, the sampling frame were consists of all staff ranging from non-executive to General Manager position in three organisation at Cyberview Sdn Bhd, CSB Development Sdn Bhd and Futurise Sdn Bhd. The size of the population were 170 which 120 employee were selected as the sampling frame for this study. For a 120 of total population, a sample size consist of 92 respondents were sufficient to conduct a research (Krejcie & Morgan 1970). Therefore, in this study, the researchers decided the sample size were 92 in order to increase the response rate.

In summary, by taking proportionate or disproportionate samples from every levels, stratified random sampling contains stratifying the components along the important levels. According to Sekaran (2003) stratified random sampling design is more effective than the simple random sampling design. This is due to better representation the same sample size for each important segment of the population. Further, more valuable and different segregation of information and data were obtained with respect to each group.

3.7.3 Data Collection Procedures

This study aims to determine the relationship between psychosocial work conditions and employee health in Cyberview Sdn Bhd and the subsidiaries. A quantitative methodology also has the capacity to derive results that can lead to definition conclusion.

Before the questionnaire were distributed, a letter were sent to the Divison Head of Human Capital Division for study approval. The questionnaire were distributed in 15 January 2018 for two months until 15 March 2018. Respondents were informed that all information gathered will be kept private and confidential and only to be used for study purposes.

Choosing the size of sample in this study was done in a various methods, which consist of three steps. The researcher went to each Divisions and distributed to the Administrative of each Division. Later, the Admin staff will distribute to all employees in their Division was the first step. This were done for 1 week. The second step, researcher sent the questionnaire link to the employees working with the subsidiaries namely CSB Development Sdn Bhd and Futurise Sdn Bhd. each employees were received the link through phone number. Population refers to a total number of people from various group of positions.

The third approach, the researcher were using the Google documents questionnaire due to user-friendly features, availability, easy and security of the accumulated data from

respondents where this survey method can reduced the cost of data collection suitable for target population which is highly computer literate to complete the online questionnaire. Based on the study done by Nulty (2008), most of the online surveys achieved response rates on average of 33% compared to paper based surveys. Thus, in general, data show that online surveys do not achieve response rates that are even close to what is achieved with paper-based surveys which is 56%. Hence, based on the rate mentioned, the researcher had sent few reminders to the respondents and walked in to every Divisions in order to increase the response rates. The first reminder and second follow up were sent on 30 January 2018 and 1 March 2018 respectively. The questionnaire provided were included with consent letter and contact information should they require further information regarding the study conducted or they feel need to have a conversation with the researcher after completing the questionnaire. Based on Table 3.5 below explained on the percentage of response rate, in which the researcher distributed questionnaires to 120 respondents. However, only 92 respondents submitted the complete questionnaires in which 77% from the total collections.

Table 3.5
Percentage of survey responses

Respondent	Total	Percentage (%)
Distributed questionnaires	120	100
Collected questionnaires (Completed)	92	77
Uncollected questionnaires	28	23

3.7.4 Pilot Test

The main study was then piloted in January 2018 where the questionnaire were distributed to 50 employees in Cyberview Sdn Bhd and the subsidiaries. However, only 30 were received. Pilot test were undertaken to 30 respondents in order to get initial data and information about the nature of the research before the actual questionnaire were distributed. The pilot test were conducted to make sure the questionnaire were understandable, consistent and reliable and usable to gather the data. The questionnaires were self-distributed to the management staff in Cyberview Sdn Bhd. The reliability test were run to test the internal consistency of the instrument. Table 3.6 summarize the Cronbach's Alpha value for the pilot test.

Table 3.6
Reliability Test (Pilot Test)

Variables	Number of Items	Cronbach's Alpha
Employee health	3	0.763
Psychosocial Work Conditions	34	0.801
All items	37	0.791

From the Table 3.6 above, the results shows that the psychosocial work conditions, the alpha value is 0.801, which is high and good. While for alpha value of Employee Health

is 0.763 which is also good. It explained that, the Cronbach flow closer to 1, has proven that the more consistent internal consistency (Sekaran, 2003). In general, if the reliability is less than 0.60 were considered poor, while within 0.70 were acceptable and higher 0.80 is good. Therefore, the internal consistency ability of the measures used in this study can be considered as good

3.8 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) version 21 program were 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 organisation. Additionally, it explains that regression analysis is used to investigate the hypothesis and to verify the link between independent variables and dependent variables.

3.8.1 Data Coding

Data coding is one of the main process in data analysis. Sekaran (2003) explained that the data coding is a process converting data to easy and understandable version. The 92 returned questionnaire were entered with code in SPSS. The researcher assign code to each questions. For example, the gender for male coded as 1 and female coded as 2 other example is age. For age between 20 -29 years, the given code was 1, for 30-39 years coded as 2, 40 -49 years coded as 3 and 50 years and above coded as 4. Other that age, length of service in the organisation coded as 1 for less than 1 year, 2 for length between 2 to 5 years. For length of services between 6 to 10 years coded as 3, while for 11 to 15 years coded as 4 and lastly employees who have length of service more than 15 years coded as 5. Another example for education level, Doctorate of Philosophy was coded as 1, Master coded as 2, Bachelor of Degree coded as 3, Diploma coded as 4, Malaysian Skills Certification coded as 5, Sijil Tinggi Persekolahan Malaysia coded as 6 and Sijil Pelajaran Malaysia coded as 7.

3.8.2 Cleaning of Data

Data must be edited especially when the researcher had chosen the open ended questions for interviews and also questionnaires or observations. To be simplify, the researcher must take note on the information that may have been noted down by the interviewer, observer, or researcher in a hurry must be clearly translated so that it may be coded

systematically. Incoming emailed questionnaire must be checked regularly to avoid any missing information. Data have to be checked for incompleteness and inconsistencies, if any, the research should be rectified and edited logically. However, to ensure the correctness, the researcher may ask and confirm the correct information.

The questionnaires were distributed among employees in Cyberview Sdn Bhd and the subsidiaries namely CSB Development Sdn Bhd, Futurise Sdn Bhd. In the present study, data were screened for errors in coding. The cleaning process of data were carried out immediately after the questionnaires returned by the respondents. The researcher check the missing values and outliers. By using the missing value analysis in the SPSS, the researcher were able to identify if there were missing data or coding.

3.8.3 Reliability Analysis

According to Sekaran (2003), the reliability analysis is a test to identify the consistency and reliability of variable. Hair, Money, Samouel and Page (2007) also define reliability as a degree of consistency or the pattern of the variable. The most know test to measure the reliability is Cronbach's Alpha test. The test shows the correlation coefficient of the variables (Sekaran, 2003). The value of coefficient alpha ranges from 0 to 1. The minimum alpha value accepted to measure the variables is 0.7

3.8.4 Inferential Analysis

In extracting the required information from the collected data, there are three types of inferential statistics used to analyze the data of a study. Among them is the Pearson correlation coefficient test that can be used to identify significant relationships between independent and dependent variables. In addition, a method of variance test (ANOVA) can be used to examine the differences between free and dependent variables and independent T-test samples. Multiple regression can also be used to identify more dominant independent variables.

3.8.4.1 Pearson Correlation

It is a technique to describe the strength and direction of linear relationship between independent variables and dependent variable. A correlation measures three things: the direction of the relationship i.e. whether there is a positive or negative relationship, the form of the relationship (linear or curvilinear) and the degree of the relationship. Range is from +1 (a perfect positive relationship, as one variable increase and the other is increase too); to -1 (a perfect negative relationship: as one increases the other decreases). This is sometime called an inverse relationship.

In the other words, the correlation coefficient is to measure a linear correlation between two variables. The result shall be in index number and should fall in between the range of -1.0 and +1.0, Sekaran (2003). If the index number show +1.0 is means a positive correlation, 0 is no correlation and -1.0 is negative correlation between the two variables. According to Cohen (1988) the strength value of the significant relationship is as follows:-

Table 3.7
Significant Relationship Strength

No	Value	Relationship Strength
1	0.1 to 0.29 or - 0.1 to - 0.29	Weak
2	0.30 to 0.49 or - 0.30 to - 0.49	Moderate
3	0.50 to 1.0 or - 0.50 to -1.0	Strong

Source: Cohen, J. (1988) Statistical Power Analysis for the Behavioral Sciences, 2nd ed. Hillsdale, NJ:Erlbaum.

3.8.4.2 Multiple Linear Regression Analysis

It is a measurement for the influence of independent variables on dependent variable. Gujarati (2005) defined the study of regression analysis as a research on the relationship of variables with other variables. The multiple linear regression analysis is a method that generally used by many researchers in determining the influence and cause and effect of independent variables and dependent variable.

The process were involved using several tests to determine the significant relationship of independent variables on dependent variable. The tests used are the statistics F test and if the test result is not significant then the model should be dismissed. Then follow up by examining the individual statistical test for each parameter estimate and the model R². The level of significance in the study has been set to 0.05. From this analysis, the Pearson correlation: R were tested to describe the influence strength of the variables and beta value will express the significant relationship between the independent variables and dependent variable

3.9 Summary

It is important to provide sufficient information about the research methodology in this chapter on the implementation plan as soon as the method were determined. All steps have been described clearly for detailed investigation process from beginning to end.

In sum, data were collected to gather the information related to the study. The population for this study were used stratified sampling method and the questions are distributed to all employees of total 120 in Cyberview Sdn Bhd and the subsidiaries. The pilot test was conducted to find out the reliability of the dependent variable and independent variable. The result of the pilot study indicated that the data collected from the respondents are usable for continuing the study. The collected data were tested using Pearson Correlation and Annova and the results of the analysis will be reported in Chapter 4.

CHAPTER 4

RESULTS AND DISCUSSION

4.1 Introduction

This chapter reported the result of the study which comprises of five sections. In the first part of this chapter were discussed about overview of data that had been collected. The second section shown demographic respondent profile and third section explaining the reliability of the final study instrument was covered. While last section covered the relationship between the independent variables and dependent variables were determined using Pearson Correlation.

4.2 Cleaning of Data

The questionnaires were distributed among employees in Cyberview Sdn Bhd and the subsidiaries namely CSB Development Sdn Bhd, Futurise Sdn Bhd. 120 questionnaires were distributed. The cleaning process of data were carried out immediately after the questionnaires returned by the respondents. The researcher check the missing values and outliers. There were no missing value in the returned questionnaire.

4.3 Demographics Analysis

4.3.1 Respondent's Age

The analysis of respondent's background determined the distribution of respondent's gender, age, educational level and position and length of service. Tables below shows the frequency and the percentage of the respondent's background. Based from Table 4.1 below, most participants in this research are the adult generations. From the total respondents, 18 (19.6%) aged 20 to 29, 35.3% or 49 respondents were aged 30 to 39. 13 respondents aged 40 to 49 with 14.1% and 50 years and above respondent with 12 respondents or 13%.

Table 4.1
Respondent's Age

Variables	Frequency	Percent
20 to 29	18	19.6
30 to 39	49	53.3
40 to 49 years	13	14.1
50 years and above	12	13.0
Total	92	100

4.3.2 Respondent's Gender

Based from Table 4.2, 44 respondents were male (47.8%). Female consist of the remaining 48 respondents (52.2%). This implies that the research is female dominated.

Table 4.2
Respondent's Gender

Variables	Frequency	Percent
Male	44	47.8
Female	48	52.2
Total	92	100

4.3.3 Education Level

In reference to table 4.3 as below, all the participants responded to this question (92 responses or 100%). Participants were asked to indicate their education level by placing a tick next to the relevant options provided. 51.1% of the respondents had college degree (47 responses) and constituted the bulk of the sample. 13% of the respondents were Diploma graduate (12 responses). 7.6% of the respondents were post graduate (7 responses). 6.5% of the respondents were Malaysian Skill Certification (6 respondents). 3 respondents with Sijil Tinggi Pelajaran Malaysia holder (3.3%) while 16.3% (15 responses) were with Sijil Pelajaran Malaysia

Table 4.3
Respondents Education Level

Variables	Frequency	Percent
Doctorate	2	2.2
Master	7	7.6
Degree	47	51.1
Diploma	12	13.0
MSC	6	6.5
STPM	3	3.3
SPM	15	16.3
Total	92	100

4.3.4 Positions

Based from the Table 4.4, it shows that 27 respondents or 29.3% were received from Senior Executives, followed by 28.3% (26 respondents) from the Executives. 13 respondents or 14.1% are from the Managers and 13% (12 respondents) were received from Assistant Managers. 7 respondents (76%) from the Senior Manager level submitted the questionnaires followed by 1 General and Assistant General Manager with 1.1% respectively.

Table 4.4
Respondent's Positions

Variables	Frequency	Percent (%)
General Manager	1	1.1
Assistant General Manager	1	1.1
Senior Manager	7	7.6
Manager	13	14.1
Assistant Manager	12	13
Senior Executive	27	29.3
Executive	26	28.3
Administrative	5	5.4
Total	92	100

4.3.5 Length of Service

Based from Table 4.5, all the participants responded to this question (92 responses or 100%). Participants were asked to indicate their length of service by placing a tick next to the relevant option provided. 13% of the respondents were in the less than 1 year working experience category (12 responses). 31.59% of the respondents were in 2 to 5 years working experience category (29 responses) and constituted the bulk of the sample. 20.7% of the respondents were in the 6 to 10 years working experience category (19 responses). 16.3 % of the respondents were in the 11 to 15 years working experience (15

responses) in various Division. Followed by 17 respondents (18.5%) were in more than 15 years of length of service.

Table 4.5
Length of Service

Variables	Frequency	Percent
Less than 1 year	12	13.0
2 to 5 years	29	31.5
6 to 10 years	19	20.7
11 to 15 years	15	16.3
More than 15 years	17	18.5
Total	92	100.0

4.4 Reliability Analysis

The purpose of doing the reliability analysis is to indicate the stability and consistency with the instruments measures the concept and helps to assess to “goodness” of a measure (Cavana, D. and Sekaran, 2001). Coefficient alpha or also stated as Cronbach’s alpha is ranged from 0 to 1. If the alpha value is 0.7 (as a minimum), it is accepted and considered that the items can be used to measure the variables. The closer Cronbach’s alpha is to 1, the higher the internal consistency reliability (Sekaran, 2003). Table 4.6 below were explained on the Cronbach Alpha Coefficient size.

Table 4.6

Cronbach Alpha Coefficient Size

Alpha Coefficient Range	Strength of Association
<0.6	Poor
0.6 to <0.7	Moderate
0.7 to <0.8	Good
0.8 to <0.9	Very good
≥ 0.9	Excellent

Source: Hair, F.J., Money, A.H., Samouel,P., & Page,M.(2007), Research methods for business, England John Wiley & Sons Ltd.

Table 4.7

Reliability Measurement

Section	Variables	Number of Items	Cronbach's Alpha
A	Demographic	5	Not applicable
B	Psychosocial Work Conditions	34	0.807
C	Employee health	3	0.889
	All items	37	0.807

As displayed from the Table 4.7 above, the results found that the Cronbach Alpha for Psychosocial Work Conditions with 34 items were 0.807 and 0.889 were represented Cronbach Alpha for Employee Health.

4.5 Descriptive Analysis

In order to define the response for major variables under this study, descriptive statistics such as maximum, minimum, means, and standard deviations, were obtained for the interval-scaled independent and dependent variables. The results are shown in Table 4.8 below. It may be mentioned that all variables were tapped on a 5-point scale. From the results, it may be seen that the mean on psychosocial work conditions is 3.52 and employee health is higher (4.09 on a 5-point scale). As displayed in the Table 4.8, the psychosocial work conditions were dominated to employee health.

Table 4.8
Descriptions Statistics of Main Variables (n=92)

Variables	Mean	SD
Psychosocial Work Condition	3.52	0.32
Employee health	4.09	0.82

Thus, according to the findings, we had indicated that, that most respondents are very close to the mean on the variable.

4.6 Inferential Analysis

In extracting the required information from the collected data, there are three types of inferential statistics used to analyse the data of a study. Among them is the Pearson correlation coefficient test that can be used to identify significant relationships between independent and dependent variables.

4.6.1 Hypothesis testing

Correlation and regression analysis which had been developed to test the hypothesis as per table 4.9 below. The result of both analysis were explained in the next section.

Table 4.9

Hypothesis

Hypothesis	
H1	There is a positive relationship between employee health towards the psychosocial work conditions

4.6.2 Correlation Analysis

It is a technique to describe the strength and direction of linear relationship between independent variables and dependent variable. A correlation measures three things: the direction of the relationship i.e. whether there is a positive or negative relationship, the form of the relationship (linear or curvilinear) and the degree of the relationship. Range is from +1 (a perfect positive relationship, as one variable increase and the other is increase too); to -1 (a perfect negative relationship: as one increases the other decreases). This is sometime called an inverse relationship. The value of Correlation Coefficient were displayed as per table below.

Table 4.10

Correlation Coefficient Size

Value	Relationship Strength
0.1 to 0.29 or - 0.1 to - 0.29	Weak
0.30 to 0.49 or - 0.30 to - 0.49	Moderate
0.50 to 1.0 or - 0.50 to -1.0	Strong

Source: Cohen, J. (1988) Statistical Power Analysis for the Behavioral Sciences, 2nd ed. Hillsdale, NJ:Erlbaum

The Pearson correlation matrix obtained for the independent variable is shown in Table 4.11 below. From the results, it was found that the psychosocial work conditions, as

would be expected, significantly, moderately correlated to perceived employee health with 0.328. This implies that, psychosocial work conditions is a factor that contributed to employees' health. From the findings shows that a positive change in psychosocial work condition will positively affect the employees' health.

Table 4.11

Correlation between Psychosocial Work Conditions and Employee Health

Variables	EH	PWC
Employee Health (EH)	1.00	
Psychosocial Work Conditions (PWC)	0.328	1.00

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

4.6.3 Regression Analysis

The result of regression are explained in the Table 4.12, Table 4.13 and Table 4.14, shows the result of analysis below:

Table 4.12

Result for Regression Analysis

Model Summary ^b							
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics		
					R Square Change	F Change	df1
1	.328 ^a	.108	.098	2.32721	.108	10.852	1

Table 4.13
Result for Anova Analysis

ANOVA ^a					
Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	58.774	1	58.774	10.852	.001 ^b
Residual	487.433	90	5.416		
Total	546.207	91			

Table 4.14
Result for Coefficients

Coefficients ^a					
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	3.220	2.759		1.167	.246
Total for PWCR	.072	.022	.328	3.294	.001

a. Dependent Variable: Total Employee Health

b. All requested variables entered.

Table 4.13 shows the Anova results from this analysis are significant. The table 4.12 shows the result of model summary for this study. With r value .0108. That's mean 10% employee health were explained by psychosocial work conditions. That's mean, every programmes must be related to employee's health.

Based on the table standardize beta measure a contribution of each variable to the model. Based on the output, regression coefficient of psychosocial work conditions is 0.72. It means that the influence of employee health will increase 0.72 when psychosocial work conditions factor decrease in one unit while the others remain.

The results shows that the psychosocial work conditions is significance influence towards employee health at Cyberview Sdn Bhd and subsidiaries ($\beta=-0.328, .329; p<0.05$)

4.7 Summary

The chapter discusses the findings for the hypotheses and research objectives that have been set at the beginning of the research. The descriptive findings for each of the variables are also presented in table forms while the hypotheses were tested using the appropriate test method. Qualitative analysis was also conducted to answer the objective of this research. The findings for the hypothesis H1 testing are accepted.



UUM
Universiti Utara Malaysia

CHAPTER 5

CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter presents a summary of the study, findings and conclusions. It also includes the recommendations for future research, as well as its implications. The chapter begins with a brief overview of the study. The second section discusses the results as well as the conclusion for the study. The implications, recommendations, limitations of the study, and suggestions for possible future research are identified in the section three. Therefore, this chapter includes these three parts as the conclusion of the whole study.

5.2 Recapitulation of the Study

This chapter is the final chapter of the study. This chapter will discuss about the findings of the study for future research. This study were designed to identify the level of employee health in Cyberview Sdn Bhd and the subsidiaries. To achieve this objectives, the paper will investigate three specific research objectives:

- i. To access the level of employee health among the employees in Cyberview Sdn Bhd and the subsidiaries.

- ii. To access the level of psychosocial work conditions among the respondents in Cyberview Sdn Bhd and the subsidiaries
- iii. To determine the relationship between psychosocial work conditions and employee health

The descriptive of this research was to investigate the relationship between psychosocial work condition with employee health among employee in Cyberview Sdn Bhd and the subsidiaries. The findings indicated that the objective of the research were accomplished.

5.3 Discuss on Research Objectives

The data was analysed to answer the research question which were the driving force of the study. Variables analysis, reliability analysis, descriptive and correlation analysis was implemented to analyse the data. There were several findings and conclusion revealed from the analysis of data. For this study, the implementation of three objectives which are to access the level of employee health among the employees in Cyberview Sdn Bhd and the subsidiaries, to access the level of psychosocial work conditions among the respondents in Cyberview Sdn Bhd and the subsidiaries and to determine the relationship between psychosocial work conditions and employee health shown by the hypothesis. There is a significant relationship between psychosocial work conditions and employee health. The outcome were compatible by Tuomi, Huuhtanen, Nykyri &

Ilmarinen, 2001). It has been discovered that great health and great work capacity are identified with better execution, i.e. great health and great work capacity can be viewed as assets for elite. In this unique circumstance, execution can be considered as a business related part of health. On the other hand, organisations with clear objectives and techniques give better chances to employees to comprehend what is required and how to play out the function (Panaccio & Vandenberghe, 2011; Wright, 2004), which thusly expands execution in the organisation (Katz & Kahn, 1978, Lang et al., 2007; Shikdar & Das, 2003).

It has been discovered that great health and great work capacity are identified with better execution (Ilmarinen, 2001), i.e. great health and great work capacity can be viewed as assets for elite. In this unique circumstance, execution can be considered as a business related part of health.

When all is said in done, psychosocial work conditions are thought to be of equivalent significance for employees' health, paying little respect to progressive level. Up to this point, little consideration has been paid to progressive contrasts in organisations, albeit a few investigations recommend that directors and subordinates have diverse psychosocial work conditions.

5.3.1 To access the status of employee health among the employees in Cyberview Sdn Bhd and the subsidiaries.

The objective of this research is to access the employee health in Cyberview Sdn Bhd and the subsidiaries from the result shows mean value 4.09 in the scale of 1 to 5 scale (as explained in 4.8 chapter 4 –mean value). That's mean, the perception on employee health among the respondent are quite high. Based on the result they indicate that the respondent understand the employee health level. Cyberview Sdn Bhd are concern with the employee health level as the happy and healthy employee will be more productive employees. As to ensure the level of employees' health is at the maximum level, Human Capital Divison is organizing wellness programme to the employee such as health campaign for a week by providing a free health screening programme to the employees.

Besides that, the companies are also encourage their employees to use the staircase to the office in every Wednesday on weekly basis. The programme is called "Sweatnessday". In addition, all staff are encourage to leave the office by 6.15pm on that day. This will not only made the staff healthy, but also to reduce the electricity cost. On top of that, the company will organize a marathon activity which called "Fun Run" whereby this programme is a yearly activity to encourage all employees and the community to participate in a healthy programme. Recently, most companies are taking wellbeing of employees' activities are more seriously to combat the health rising issues among the employees.

5.3.2 To access the level of psychosocial work conditions among the respondents in Cyberview Sdn Bhd and the subsidiaries

The result shows the mean value for Psychosocial Work Conditions among the respondent is 3.52 (in the scale of 1 to 5). This mean value is quite high which mean the employees understand the Psychosocial Work Conditions. In Cyberview Sdn Bhd, the company is organizing a team-building activities to the employees once a year. The programmes were developed by experts, which can help to build flexibility and emotional intelligence by improving the capability of leaders and team members to respond and communicate effectively to workplace stressors, resolve issues, and support each other in the team in facing challenging time. Through team-building activities, it will also strengthen the engagement levels among employees in the organisation. On top of that, the companies is organizing a town hall sessions every quarterly with the management team to engage and provide the latest updates on companies information. By doing this, it is a excellent example of how leaders will be more engaged or engage their team. The more unrestricted effort you get, the employees would generate more innovation ideas in performing their tasks. The above tips will work for every organisation, and one can grab the attention of their employees and get people to look forward to town halls. A town hall session is the part of never ending story of the organisation and it could a good start for communication and one should ensure that the next town hall is the part of a never-ending story of the organisation.

5.3.3 To determine the relationship between psychosocial work conditions and employee health

To answer this research objectives correlation and regression analysis was performed to get the related result. Similarly, hypothesis testing have been develop based on the previous study. Correlation analysis revealed that they are moderate correlation between Psychosocial Working Conditions and Employee Health and regression analysis indicate that .32 were explained as at moderate level. This study, similarly with research done by Ljungbad et.al (2013). They found that the establishment of traditional health detailed measures for individual is important for health and validates its place in a inclusive approach. This means, they found a direct relationship between psychosocial work conditions, work health promotions and health status of employees.

Nordenfelt (2008) in his research found that work capacity is in this manner the after effect of the inter-relationship with the employee and their work conditions. As the conditions for work might be influenced by modifications in working life, for instance by expanded requests and changed necessities for various work tasks, authoritative alterations may decrease work's tasks capacity.

5.4 Recommendations

Support workers' spaces for enhancing their skills, social capital and their ability to cope with work life, so promoting health can be created if the organisation has a clear goal and expectation. Future research should continue to investigate psychosocial work conditions and the association with different aspects of health. This thesis shows that health is created in the interrelation between the organisation and the workplace, but further investigation, especially using longitudinal material is needed.

In relations to improve the employees' health and well-being, workplace health and well-being activities and programmes will not limited to a positive impact on your employees' wellness, but it can also lead to a significant increase in the team's engagement, cohesiveness and overall productivity and will lead in increasing the performance of the organisation.

By providing more programmes such as workplace health promotion campaign will definitively increase the level of employees' health in Cyberview Sdn Bhd and the subsidiaries. Programme such as 5S programme (Sort, Set in order, Shine, Standardize and sustain). To do their jobs without wasting time or risking injury, 5S is a system for organizing spaces so work can be performed efficiently, effectively, and safely. This system emphasises on placing everything where it belongs and ensuring the workplace

clean, which makes it easier for the employees. Cyberview Sdn Bhd could consider to organize the 5S programme twice a year, which they are not practising at the moment.

Secondly, Cyberview Sdn Bhd and the subsidiaries can also provide incentive based wellness programme to the employees. For example, staff who actively involves in sports activities or become a member and participates in a wellness centre, the monthly fees is claimable. For a start, set a minimum limit of RM100.00 per month for each employees. This will not only encourage the staff stay healthy but also feel good and feels appreciated by the management as an individual.

In order to increase the psychosocial work conditions, Cyberview Sdn Bhd and the subsidiaries are encourage to offer to their staff flexible work arrangements. Not everyone can work from home effectively. But for those who can, it may lead to a huge improvement in productivity and provide a mental and emotional break from a long travelling and being in the office. If it's appropriate for the work environment, it will give employees the option to work from home a day a week and the employees could have the potential to see an increase in productivity and morale.

Not limited to that, in organizing Peer Supporters programme the employees who have had similar life experiences regarding coping with illness and share resources or strategies that might be useful to the employees. For example, each management team level could be assigned with the working level employees such as Senior Executives and

below as their mentee. During this programme, it could be a great opportunity to spend time with someone who has felt the same way and at the same time, the mentor could assist to identify and classify your fears to help reduce stress and anxiety in coping with personal as well as at working environment

5.5 Conclusion

It can be recommended that, for the future sustainability of work, employers, workers and governments should closely monitor the tendencies in relation to psychosocial risks – and not just provide recommendations or legislative provisions, as they are doing in some countries. In addition, they should assess outcomes of measures and initiatives to guarantee a productive and healthy future for the workplaces, reducing the present levels of absenteeism and incapacities related to mental health. A prerequisite for that is to develop a psychosocial risks prevention culture. Furthermore, it is clear that involving workers leads to positive outcomes. Future research should continue to investigate psychosocial work conditions and the association with different aspects of health. This thesis shows that health is created in the interrelation between the organisation and the workplace, but further investigation, especially using longitudinal material is needed

References

- Aggarwal-Gupta, M., Vohra, N., & Bhatnagar, D. (2010). Perceived organisational support and organisational commitment: the mediational influence of psychological well being. *Journal of Business and Management*, 16(2), 105-124. Retrieved from <http://search.proquest.com/docview/847845672>
- Bakker, A.B., Hakanen, J.J., Demerouti, E. & Xanthopoulou, D. (2007). Job resources boost work engagement, particularly when job demands are high. *Journal of Educational Psychology*, 99, 274-284.
- Borritz, M., Bultmann, U., Rugulies, R., Christensen, K.B., Villadsen, E. & Kristensen, T.S. (2005). Psychosocial work characteristics as predictors for burnout. Findings from 3-year follow up of the PUMA Study. *Journal of Occupational and Environmental Medicine*, 47, 1015-1025.
- Bourbonnais, R., Brisson, C., Vinet, A. Vezina, M., Abdous, B. & Gaudet, M. (2006). Effectiveness of a participative intervention on psychosocial work factors to prevent mental health problems in a hospital setting. *Occupational Environmental Medicine*, 63, 335–342.
- Broadbridge, A. (2002). Retail Managers: Their work stressors and coping strategies. *Journal of Retailing and Customer Service*, 9, 173 – 183.
- Carlopio J., Gardner D. (1995). Perceptions of work and workplace: Mediators of the relationship between job level and employee reactions. *Journal of Occupational and Organisational Psychology*, 68, 321 – 326.
- Christopher, T. (2001), “Work-related stress and depressive disorders”, *Journal of Psychosomatic Research*, Vol. 51 No. 5, pp. 697-704.
- Cohen, J. (1988). *Statistical Power Analysis For The Behavioral Sciences*, 2nd ed. Hollsdale,NJ: Erlbaum.
- Conklin, M.H. & Desselle, S.P. (2007). Job turnover intentions among pharmacy faculty. *American Journal of Pharmaceutical Education*, 71, 62.

- Coomber, B. & Barriball, K.L. (2007). Impact of job satisfaction components on intent to leave and turnover for hospital-based nurses: a review of job- related and non-related factors. *International Journal of Nursing Studies*, 44, 297- 314.
- Cotton, P. & Hart, P.M (2003). Occupational wellbeing and performance: A review of organizational health research. *Australian Psychologist*, 38(2), 118-127.
- Cox, T., Karanika, M., Griffiths, A. & Houdmont, J. (2007). Evaluating organisational-level work stress interventions: Beyond traditional methods; *Work & Stress*, 21, 348-362.
- Davidson, M.J; Veno, A. (1980). *Stress and the policeman*, in Cooper, C.L. and Marshall, J. (eds.): White collar and professional stress. London, John Wiley & Sons.
- Delarue, A., Van Hootegem, G., Procter, S. & Burrige, M. (2008). Teamworking and organisational performance: A review of survey-based research. *International Journal of Management Reviews*, 10, 127-148.
- Demerouti, E. (2006). Job characteristics, flow, and performance: The moderating role of conscientiousness. *Journal of Occupational Health Psychology*, 11, 266-280.
- Dollard, M., Skinner, M. Tuckey M. & Bailey, T. (2007) National surveillance of psychosocial risk factors in the workplace: An international overview. *Work and Stress*, 21(1), 1-29.
- Donald, I., Taylor, P., Johnson, S., Cooper, C., Cartwright, S. & Robertson, S. (2005). Work environments, stress, and productivity: An examination Using ASSET. *International Journal of Stress Management*, 12, 409-423.
- Elsbach, K.D & Hargadon, A.B. (2006). Enhancing creativity through “mindless” work: a framework of workday design. *The Institute of Operations Research and the Management Sciences*. Doi:10.1287/orsc.1060.0193
- Eriksson, I., Undén, A.L. and Elofsson, S. (2001). The moderating role of employee positive well-being on the relation between job satisfaction and job performance. *Journal of Occupational Health Psychology*, 12, 93-104.

- Fahlen, G., Goine, H., Edlund, C., Arrelov, B., Knutsson, A. & Richard, P. (2009). Effort-reward imbalance, “locked-in” at work, and long-term sick leave. *International Archive of Environmental Health*, 82, 191–197.
- Faragher, E. B., Cass, M., & Cooper, C. L. (2005). The relationship between job satisfaction and health: A meta-analysis. *Occupational And Environmental Medicine*, 62(2), 105- 112.
- Fiorita, J., Bozeman, D.P., Young, A., & Meurs, J.A. (2007). Organisational commitment, human resource practices, and organisational characteristics. *Journal of Managerial Issues*, 19(2), 186–200.
- Global Health Workforce Alliance and World Health Organization. (2013). *A Universal truth: No health without a workforce*. Third Global Forum on Human Resources for Health Report. Retrieved from <http://www.who.int/workforcealliance/knowledge/resources/hrhreport2013/en/>
- Gujarati, D.N. (2005). *Essentials of Econometric*. 3rd. ed. Homewood:IL
- Hair, F.J., Money, A.H., Samouel, P., & Page, M. (2007). *Research methods for business*. England John Wiley & Sons Ltd.
- Halpern, D. (2005). How time-flexible work policies can reduce stress, improve health, and save money. *Stress and Health*, 21(3), 157-168.
- Harenstam A., Marklund S., Berntsson E., Bolin M. & Ylander J. (2006). *Understanding the organisational impact on working conditions and health*. 2006:4. Stockholm: Arbetslivs Institute (The National Institute for Working Life).
- Ilmarinen, J. (2001). Aging workers. *Occupational & Environmental Medicine*, 58, 546-552.
- Ilmarinen, J. (2007). The work ability index (WAI). *Occupational Medicine*, 57, 160.

- International Labor Office. (1986). Psychosocial factors at work: Recognition and control. *Report of the Joint ILO/WHO Committee on Occupational Health Ninth Session*, Geneva.
- Jaini, A. (2013) *A Study On The Factors That Influence Employees Job Satisfaction At Scope International (M) Sdn. Bhd.* (Unpublished Doctoral Thesis). Uitm Shah Alam.
- Karasek,R. & Theorell, T. (1992). *Healthy work stress: Productivity, and the Reconstruction of Working Life*. New York: Basic Books: New York,NY,USA.
- Kivimaki, M., Vahtera, J., Elovainio, M. Virtanen, M. & Siegrist, J. (2007). Effort-reward imbalance, procedural injustice and relational injustice as psychosocial predictors of health: Complementary or redundant models? *Occupational and Environmental Medicine*, 64, 659-665.
- Krejcie,R.V. & Morgan,D. W. (1970). *Educational and Psychological Measurement*, 607 - 610.
- Lee, S., Kelly,Davis D., Neuendorf, C. Grandey, A., Bun Lam, C. & Almeida, D.M. (2016). Individual-and organization-level work-to-family spill over are uniquely associated with hotel Managers' work exhaustion and satisfaction. *Frontiers in Psychology*, 7 (1180), doi:10.3389/fpsyg.2016.01180
- Lindstrom, K., Elo, A., Skogstad, A., Dallner, M., Gamberale, F. & Hottinen, V.(2000). *User`s Guide for the QPSNordic. General Nordic Questionnaire for psychological and social factors at work*. Copenhagen: TemaNord.
- Ljungblad,C., Granstrom, F., Dellve, F., and Akerlind, I. (2014). Workplace health promotion and working conditions as determinants of employee health. *International Journal of Workplace Health Management*, 7(2). P. 89-104
- Lowe, G. S., Schellenberg, G., & Shannon, H. S. (2003). Correlates of employees' perceptions of a healthy work environment. *Am J Health Promote*, 17(6), 390-399.

- Moen, B.E. & Tjalvin, G. (2014). *Psychosocial work environment: A good work environment and stress* [Web log post]. Retrieved from <https://www.futurelearn.com/courses/occupational-health-developing-countries/0/steps/13136>
- Mor Barak, M.E., Levin, A., Nissly, J. A. & Lane, C. J. (2006). Why do they leave? Modeling child welfare workers' turnover intentions. *Children and Youth Services Review*, 28, 548–577.
- Morgeson, F. P. & Humphrey, S. E. (2006). The work design questionnaire (WDQ): developing and validating a comprehensive measure for assessing job design and the nature of work. *Journal of Applied Psychology*, 91, 1321–1339.
- Naidoo, J. & Wills, J. (2000). *Health Promotion – Foundations for Practice*. Edinburgh: Bailliere Tindall.
- Naswall, K., Hellgren, J. & Sverke, M. (2008). *The individual in the changing working life*. Cambridge: Cambridge University Press.
- Nordenfelt, L. (2008). *The Concept of Work Ability*. Brussels: P.I.E. Peter Lang.
- Nulty D.D, (2008). The adequacy of response rates to online and paper surveys: what can be done? *Assessment & Evaluation in Higher Education*, 33(3), 301–314.
- Origo, F. & Pagani, L. (2009). Flexicurity and job satisfaction in Europe: the importance of perceived and actual job stability for well-being at work. *Labour Economics*, 16, 547–555.
- Rasmussen, T.H. & Jeppesen, H.J. (2006). Teamwork and associated psychological factors: A review. *Work & Stress*, 20, 105–128.
- Reineholm, C. (2013). *Psychosocial Work Conditions and aspects of health*. National Centre for Work and Rehabilitation Division of Community Medicine, Linköping University Medical Dissertations No. 1366

- Roscoe, J.T. (1975). *Fundamental research statistics for the behavioral Sciences*. New York: Holt, Rinehart and Winston
- Schaufeli, W.B. & Bakker, A.B. (2004). Job demands, job resources, and their relationship with burnout and engagement: a multi-sample study. *Journal of Organisational Behavior*, 25, 293-315.
- Sekaran, U. (2003). *Research Methods for Business* (4th Ed.), New York: John Wiley and Son
- Semmer, N. (2006). Job stress interventions and the organisation of work. *Scandinavian Journal of Work and Environmental Health*, 32, 515-527.
- Sonnentag, S., & Fritz, C. (2015). Recovery from job stress: The stressor-detachment model as an integrative framework. *Journal of Organisational Behavior*, 36(S1), S72-S103. doi: 10.1002/job.1924
- Tengland, P.A. (2011). The concept of work ability. *Journal of Occupational Rehabilitation*, 21, 275-285.
- Tuomi, K., Huuhtanen, P., Nykyri, E. & Ilmarinen, J. (2001). Promotion of work ability, the quality of work and retirement. *Occupational Medicine*, 51, 318 – 324.
- Wang, J., Lesage, A., Schmitz, N., & Drapeau, A. (2008). The relationship between work stress and mental disorders in men and women: findings from a population-based study. *Journal of Epidemiology and Community Health*, 62(1), pp. 42-47.
- William, M. (2016). Workplace psychosocial factors: neglecting it is bad for employee health and wellbeing. *Employee Benefits and Wellness Excellence Essentials*, Aurora (Mar 2016). 1-7 Retrieved from <http://www.proquest.com>
- Wright, B.E. (2004). The role of work context in work motivation: a public sector application of goal and social cognitive theories. *Journal of Public Administration Research and Theory*, 14, 59-78.
- Wright, T. A., Cropanzano, R., & Bonett, D. G. (2007). The moderating role of employee positive well being on the relation between job satisfaction and job performance.

Journal of Occupational Health Psychology, 12(2), 93-104. doi: 10.1037/1076-8998.12.2.93

Zikmund, W.G. (2000). *Business Research Methods* (6th Ed.) Mason, OH: Thompson South Western.

Zilinski, J.K. (2004). *Work environment, job satisfaction and employee health in an academic setting* (Master thesis, University of Alberta, Canada).





APPENDIX

Appendix 1: Letter of Data Collection



UUM Kuala Lumpur
Universiti Utara Malaysia
41-3, Jalan Raja Muda Abdul Aziz
50300 Kuala Lumpur, Malaysia
Tel: (603) 2610-8000
Fax: (603) 2610-8000
http://www.uum.edu.my

"AMBAFAKAT KEDAH"

Our Ref : UUM/UUMKL/P-39/133

Date : 23 Mei 2018

TO WHOM IT MAY CONCERN

COLLECTION OF DATA FOR RESEARCH PURPOSES

We are pleased to inform you that the following individual is UUM Kuala Lumpur student who is presently pursuing his/her Master of Human Resource Management. He/she is required to collect data from your organization as a requirement for the BPM26912 Research Paper courses that he/she is pursuing this semester.

No.	Nama	Matric No.	UD No.
1	Muradully bin Abdul Rahim	821315	841126016179
2	Noradza Binti Othman	821323	800627086262
3	Nur Hawa Binti Ruspan	821269	770700145776
4	Nurayuni Binti Abdul Aziz	820835	910902155048


Please be informed that the data collected is purely for academic purposes and we assure you that all information or data will be kept strictly confidential.

We really appreciate your kindness and cooperation in the above matter.

Thank you.

"SCHOLARSHIP, VIRTUE AND SERVICE"

Sincerely yours,


NUR AFIQAH BINTI ABD SAMAD
Assistant Registrar
Universiti Utara Malaysia
Kuala Lumpur (UUMKL)



The Human Management System

Appendix 2: Questionnaires



Othman Yeop Abdullah
Graduate School of Business

Universiti Utara Malaysia

Relationship of Psychosocial Work Conditions in Relation To Employee Health: A Case Study in Cyberview Sdn Bhd

Dear Sir/Madam,

This questionnaire is conducted as part of a research project, which shall be submitted in part completion of the Master of Human Resource Management from Universiti Utara Malaysia (UUM). The objective of this research is to investigate the relationship of psychosocial work conditions in relation to employee health in Cyberview Sdn Bhd.

I would like to invite you to participate in this survey by completing the attached questionnaire. The whole exercise will not take more than 15 minutes of your valuable time to complete the questionnaire. There is no right or wrong answer. Please rest assured that all information will be treated with the strictest confidentiality and will only be used for academic purpose.

This questionnaire consists of four sections, i.e., Section A, B, and C. Please answers for all sections. Your kind cooperation and participation in this survey will be greatly valued and highly appreciated. Should you have any queries about this questionnaire or research, you may contact the undersigned.

Thank you for your cooperation.

Yours sincerely,

Ainil Hawa Raspan (821269)

Universiti Utara Malaysia

06010 Sintok, Kedah

SECTION A: RESPONDENTS DEMOGRAPHIC

1. Gender
- ☐ Male
☐ Female
2. Age
- ☐ 20 -29 years
☐ 30 -39 years
☐ 40 – 49 years
☐ 50 years and above
3. Length of service in the organisation
- ☐ Less than 1 year
☐ 2 to 5 years
☐ 6 to 10 years
☐ 11 to 15 years
☐ More than 15 years
4. Education level
- ☐ Doctorate of Philosophy
☐ Master
☐ Bachelor of Degree
☐ Diploma
☐ Malaysian Skills Certification
☐ Sijil Tinggi Persekolahan Malaysia (STPM)
☐ Sijil Pelajaran Malaysia (SPM)
5. Position in Organisation
- ☐ General Manager
☐ Assistant General Manager
☐ Senior Manager
☐ Manager
☐ Assistant Manager
☐ Senior Executive
☐ Executive
☐ Administrator

SECTION B: PSYCHOSOCIAL WORK CONDITIONS

On the following pages you will find questions and statements about your work and the organisation where you work. The purpose of this questionnaire form is to collect the information needed to develop the work and the work environment.

Take your time in answering. Answers to most of the questions are given by circle the alternative which best describes your opinion.

	Very seldom	Rather seldom	Sometimes	Rather seldom	Very often or always
	1	2	3	4	5
1. Is your work load irregular so that the work piles up?	1	2	3	4	5
2. Do you have too much to do?	1	2	3	4	5
3. Are your work tasks too difficult for you?	1	2	3	4	5
4. Do you perform work tasks for which you need more training?	1	2	3	4	5
5. Are your skills and knowledge useful in your work?	1	2	3	4	5
6. Is your work challenging in a positive way?	1	2	3	4	5
7. Have clear, planned goals and objectives been defined for your job?	1	2	3	4	5
8. Do you know exactly what is expected of you at work?	1	2	3	4	5
9. Do you receive incompatible requests from two or more people?	1	2	3	4	5
10. Can you influence the amount of work assigned to you?	1	2	3	4	5
11. Can you set your own work pace?	1	2	3	4	5
12. Can you decide yourself when you are going to take a break?	1	2	3	4	5
13. Can you influence decisions that are important for your work?	1	2	3	4	5
14. Do you know in advance what kind of tasks to expect a month from now?	1	2	3	4	5
15. Are there rumors concerning changes at your workplace?	1	2	3	4	5
16. Are you content with your ability to solve problems at your workplace?	1	2	3	4	5

17.	If needed, can you get support and help with your work from your coworkers?	1	2	3	4	5
18.	If needed, can you get support and help with your work from your immediate superior	1	2	3	4	5
19.	Are your work achievements appreciated by your immediate superior?	1	2	3	4	5
20.	Does your immediate superior encourage to participate in important decisions?	1	2	3	4	5
21.	Does your immediate superior help you develop your skills?	1	2	3	4	5

Very little or not at all	Rather little	Somewhat	Rather much	Very much
1	2	3	4	5

22.	Do you feel that your friends/family can be relied for support when things get tough at work?	1	2	3	4	5
<i>What is the climate like in your work unit?....</i>						
23.	Encouraging and supporting	1	2	3	4	5
24.	Relaxed and enjoyable	1	2	3	4	5
25.	Rigid and rule-based	1	2	3	4	5
26.	Do you appreciate belonging to your workgroup or team?	1	2	3	4	5

Very seldom or never	Rather seldom	Sometimes	Rather often	Very often or alway
1	2	3	4	5

27.	Is your group or team successful at problem solving?	1	2	3	4	5
28.	Are workers encouraged to think of ways to do things better at your workplace?	1	2	3	4	5
29.	Is there sufficient communication in your department?	1	2	3	4	5
30.	Have you noticed any disturbing conflicts between co-workers?	1	2	3	4	5

Very little or not at all	Rather little	Somewhat	Rather much	Very much
1	2	3	4	5

31.	Have you noticed any inequalities in how men and women are treated at your workplace?	1	2	3	4	5
32.	Have you noticed any inequalities in how older and younger employees are treated at your	1	2	3	4	5

	workplace?					
33.	At your organisation, are you rewarded (money, encouragement) for a job well done?	1	2	3	4	5
34.	To what extent is the Management of your organisation interested in the health and well-being of the personnel?	1	2	3	4	5

SECTION C: EMPLOYEE HEALTH

The following statements are about employee's health status. Please indicate your degree of agreement with each of the following statements by circling one number that best represents your opinion based on the following scale:

Poor	Quite poor	Neither good nor poor	Quite good	Very good
1	2	3	4	5

1.	How would you rate your general health status?	1	2	3	4	5
2.	How do you regard your health?	1	2	3	4	5
3.	How would you assess your general health status compared to that of others of your own age?	1	2	3	4	5

Thank you for your time and participation.