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**THE RELATIONSHIPS BETWEEN WORKLOAD,
AUTONOMY, SUPERVISOR'S SUPPORT, RESILIENCE
AND WORK ENGAGEMENT AMONG NURSES IN
KEDAH**

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MASTER OF HUMAN RESOURCES MANAGEMENT

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SUPERVISOR'S SUPPORT, RESILIENCE AND WORK ENGAGEMENT
AMONG NURSES IN KEDAH

By



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ABSTRACT

Work engagement is viewed as a state of positive work-based whereby an individual brings high energy, work pleasure, activation and connection with their jobs. As in healthcare industry, nurses need to deal with high demands to improve quality care, while have to cope with burnout, stress and exhaustion at workplace. Within that, work engagement, is not only express the employees (nurses) with high potency in their task but enables them to be more effective and efficient to tackle issues on their job related. Hence, this study conducted to emphasize the possible variables and specifically to investigate the level of nurses' work engagement by examining the relationship between workload, autonomy, supervisor support, resilience and work engagement among nurses in kedah. Job Demand-Resources (JD-R) model and theory Positive Organizational Behavior (POB) was used to explain the relationship between variables to support the research framework. A total of 225 nurses working in Public Hospital in Kedah participated in this study. Data was analyses by using Statistical Packages for Social Science (SPSS) software 25.0 to test the reliability, correlation, regression and hypothesis of this study. Result on regression analysis show that workload, supervisor support and resilience are positively related with nurses' work engagement. Besides, in this study autonomy is not significant to nurses' work engagement on the regression analysis. Moreover, level of nurses' work engagement in this study is high. Overall, the possible reasons of this findings, as well as implication on individual, management, academic and recommendation for future study are discussed.

Keywords: Work engagement, workload, autonomy, supervisor support, resilience, Public Hospital, Kedah.

ABSTRAK

Penglibatan kerja dilihat sebagai keadaan yang berasaskan kerja yang positif di mana seorang individu membawa tenaga yang tinggi, keseronokan kerja, pengaktifan dan hubungan dengan pekerjaan mereka. Seperti dalam industri penjagaan kesihatan, jururawat perlu menangani tuntutan yang tinggi untuk meningkatkan penjagaan yang berkualiti, sementara perlu mengatasi masalah kecederaan, tekanan dan keletihan di tempat kerja. Dalam hal itu, penglibatan kerja, bukan hanya menyatakan pekerja (jururawat) dengan potensi tinggi dalam tugas mereka tetapi membolehkan mereka menjadi lebih efektif dan efisien untuk menangani isu-isu berkaitan pekerjaan mereka. Oleh itu, kajian ini dijalankan untuk memberi penekanan kepada pemboleh ubah yang mungkin dan khususnya untuk mengkaji tahap penglibatan kerja jururawat dengan mengkaji hubungan antara beban kerja, autonomi, sokongan penyelia, daya tahan dan penglibatan jururawat. Model Permintaan pekerjaan dan Sumber (JD-R) dan teori Tingkah Laku Organisasi yang Positif (POB) digunakan untuk menerangkan hubungan antara pemboleh ubah untuk menyokong rangka penyelidikan. Seramai 225 jururawat yang bekerja di Hospital Awam di Kedah menyertai kajian ini. Data dianalisis dengan menggunakan SPSS untuk menguji kebolehpercayaan, korelasi, regresi dan hipotesis kajian ini. Keputusan terhadap analisis regresi menunjukkan bahawa beban kerja, sokongan penyelia dan ketahanan berkait secara positif dengan penglibatan jururawat. Di samping itu, dalam kajian analisis regresi tersebut, autonomi didapati tidak signifikan terhadap penglibatan jururawat. Selain itu, tahap penglibatan kerja jururawat dalam kajian ini adalah tinggi. Secara keseluruhannya, sebab-sebab berkemungkinan terhadap kajian ini serta implikasinya terhadap individu, pengurusan, akademik dan cadangan untuk kajian masa depan telah dibincangkan.

Kata kunci: Penglibatan kerja, beban kerja, autonomi, sokongan penyelia, daya tahan, Hospital Awam, Kedah.

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TABLE OF CONTENTS

Certification Of Research Paper.....	i
PERMISSION TO USE.....	ii
ABSTRACT.....	iii
ACKNOWLEDGEMENT.....	v
TABLE OF CONTENTS.....	vi
LIST OF TABLES.....	x
LIST OF FIGURES.....	xi
LIST OF ABBREVIATION.....	xii
CHAPTER ONE.....	1
INTRODUCTION.....	1
1.0 Introduction.....	1
1.2 Problem Statement.....	9
1.3 Research Question.....	17
1.4 Research Objective.....	17
1.5 Scope of the Study.....	18
1.6 Significant of Study.....	18
1.7 Definition of Key Terms.....	20
1.7.1 Work engagement.....	20
1.7.3 Autonomy.....	20
1.7.4 Supervisor support.....	21
1.7.5 Resilience.....	21
1.8 Organization of Chapter.....	21
1.9 Summary of Chapter.....	22
CHAPTER TWO.....	23
LITERATURE REVIEW.....	23
2.0 Introduction.....	23
2.1 Work Engagement.....	23
2.1.1 Definition and Concept of Work Engagement.....	23
2.1.2 Previous Study on Work Engagement.....	26
2.2 Workload.....	34
2.2.1 Definition and Concept of Workload.....	34
2.2.2 Previous Study on Workload.....	37
2.2.3 The Relationship between Workload and Work Engagement.....	42

2.3	Autonomy	44
2.3.1	Definition and Concept of Autonomy	44
2.3.2	Previous Study on Autonomy	45
2.3.2	The Relationship between Autonomy and Work Engagement	52
2.4	Supervisor Support	54
2.4.1	Definition and Concept of Supervisor Support	54
2.4.2	Previous Study on Supervisor Support	55
2.4.3	The Relationship between Supervisor Support and Work Engagement	61
2.5	Resilience	63
2.5.1	Definition and Concept of Resilience	63
2.5.2	Previous Study on Resilience	65
2.5.3	The Relationship between Resilience and Work Engagement	69
2.6	Underpinning Theory	71
2.6.1	Job demand-resources (JD-R) Model	71
2.6.2	Positive Organizational Behavior Theory	74
2.7	Hypothesis of Study	75
2.8	Research Framework	76
2.9	Summary of Chapter	77
CHAPTER THREE		78
METHODOLOGY		78
3.0	Introduction	78
3.1	Research Design	78
3.2	Population, Sample and Sampling Technique	80
3.2.1	Population	80
3.2.3	Sampling Technique	82
3.3	Data Collection Procedure	83
3.4	Measurement of Study	85
3.4.1	Work engagement	86
3.4.2	Workload	88
3.4.3	Autonomy	89
3.4.4	Supervisor Support	90
3.4.5	Resilience	91
3.5	Translation	92
3.6	Pilot Test	93
3.7	Techniques of Data Analysis	95

3.8 Summary of Chapter	95
CHAPTER FOUR.....	96
DATA ANALYSIS AND FINDINGS	96
4.0 Introduction.....	96
4.1 Response Rate.....	97
4.2 Descriptive analysis.....	97
4.2.1 Demographic Information of Respondent	98
4.2.2 Descriptive analysis on all variables	100
4.3 Reliability Test	101
4.4 Mean and Standard Deviation of Data Collection	102
4.4.1 Mean and Standard Deviation of Workload	103
4.4.2 Mean and Standard Deviation of Autonomy.....	104
4.4.3 Mean and Standard Deviation of Supervisor Support	105
4.4.4 Mean and Standard Deviation of Resilience.....	106
4.4.5 Mean and Standard Deviation of Work Engagement.....	107
4.5 Major findings.....	109
4.5.1 Objective 1	109
4.5.2 Objective 2	110
4.5.3 Objective 3	111
4.5.4 Objective 4	112
4.5.5 Objective 5	113
4.6 Multiple Regression analysis	114
4.7 Summary of Hypothesis Testing	116
4.8 Conclusion	116
CHAPTER FIVE	117
DISCUSSION AND CONCLUSION.....	117
5.0 Introduction.....	117
5.1 Discussion of Finding	117
5.1.1 The level of nurses' work engagement.....	117
5.1.3 The relationship between autonomy and nurses work engagement	121
5.1.4 The relationship between supervisor support and nurses' work engagement	122
5.1.5 The relationship between resilience and nurses' work engagement.....	124
5.2 implications of the study	126
5.2.1 Managerial Implication	126
5.2.2 Individual Implication	127

5.2.3 Theoretical Implication	128
5.3 Limitations and Suggestion	129
5.4 Conclusion	132
REFERENCES	134
APPENDIX A – QUESTIONAIRE	145
APPENDIX B- RESPONDENT PROFILE	154
APPENDIX C-RESULT OF DESCRIPTIVE STATISTIC	155
APPENDIX D- RESULT OF RELIABILITY TEST	158
APPENDIX E- RESULT OF PEARSON CORRELATION	163
APPENDIX F- MULTIPLE REGRESSION	164



LIST OF TABLES

Table 2.1 Summarize of work engagement in previous study	30
Table 2.2 Summarize of workload in previous study	40
Table 2.3 Summarize of autonomy in previous study	49
Table 2.4 Summarize of Supervisor support in previous study	58
Table 2.5 Summarize of resilience in previous study	67
Table 2.2 Hypothesis of Study	75
Table 3.1 Total Number of Target population of Staff registered Nurses at Public Hospital in Kedah 2019	81
Table 3.2 Design of Questionnaire	86
Table 3.3 Operational Definition and Items for Work Engagement	87
Table 3.4 Operational Definition and Items for Workload	88
Table 3.5 Operational Definition and Items for Autonomy	89
Table 3.6 Operational Definition and Items for Supervisor Support	90
Table 3.7 Operational Definition and Items for Resilience	91
Table 3.8 Reliability test for Pilot Study	94
Table 4.1 Response Rate	97
Table 4.2 Respondent Demographic Information	98
Table 4.3 Descriptive Statistic of Dependent and Independent Variables	100
Table 4.4 Internal consistency Measurement	101
Table 4.5 Reliability Test Result for Each Variable	102
Table 4.6 Means and standard deviation of Dependent and Independent Variables	103
Table 4.7 Means and standard deviation of Workload	103
Table 4.8 Means and standard deviation of Autonomy	104
Table 4.9 Means and standard deviation of Supervisor Support	105

Table 4.10 Means and standard deviation of Resilience	106
Table 4.11 Means and standard deviation of Work Engagement	108
Table 4.12 Mean of Work Engagement	109
Table 4.13 Measurement of level	109
Table 4.14 Strength of Correlation Coefficient Size	110
Table 4.15 Correlation between workload and work engagement	111
Table 4.16 Correlation between autonomy and work engagement	111
Table 4.17 Correlation between Supervisor Support and work engagement	112
Table 4.18 Correlation between Resilience and work engagement	113
Table 4.19 Multiple Regression Result	114
Table 4.20 Summary of Hypothesis testing	116



LIST OF FIGURES

Figure 1.1: Employee Engagement at Work Worldwide	4
Figure 1.2: Number of Employee Engagement at work by sector in Malaysia	5
Figure 1.3: Number of Hospital in Malaysia	7
Figure 2.1 Research Framework	76

LIST OF ABBREVIATION

POB	Positive Organizational Behavior
JD-R	Job Demand-Resources
PsyCap	Psychological Capital
UUM	Universiti Utara Malaysia
CD-RISC	Conor-Davidson Resilience Scale
WHO	World Health Organizations
NMRR	National Medical Research Registered
SPSS	Statistical Package for Social Science
MOH	Ministry of Health



CHAPTER ONE

INTRODUCTION

1.0 Introduction

Employee dedication to work is an important factor that drives employees to fulfill their duties and obligations towards attaining organizational objectives (Bakker, 2011). Nurses are the largest group of healthcare providers who play the important role as the frontline employees who directly provides services to the patients. Hence, the quality of the healthcare services will be greatly depending on them. Furthermore, work engagement is becoming more important in the nursing context due to several factors such as the shortage of nurses, the increasing costs in the healthcare industry and also the rate of medical mistakes that threatens the health of the general community (Othman, Ghazali & Ahmad, 2017). Therefore, it is critical for healthcare organizations to promote high work engagement among nurses. Healthcare organizations need employees who have high degree of motivation, dedication and vigor in performing their tasks. This could be achieved through providing personal resources such as autonomy, support from supervisors and resilience (Bakker, 2011). However, when nurses have a tremendous workload, lack of control, less supervisor support and poor tolerance on them will make them demotivated with their jobs. Nonetheless, they will be be unable to do their jobs effectively, and that may result in disengagement from their jobs and poor job performance (Freeney & Fellenz, 2013).

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APPENDIX A – QUESTIONNAIRE



UNIVERSITI UTARA MALAYSIA

SCHOOL OF BUSINESS MANAGEMENT

**“THE RELATIONSHIPS BETWEEN WORKLOAD, AUTONOMY,
SUPERVISOR’S SUPPORT, RESILIENCE AND WORK ENGAGEMENT
AMONG NURSES IN KEDAH”**

Dear Sir/Madam,

Thank you for your participation in this survey. I am currently conducting a research project entitled “the relationships between workload, autonomy, supervisor’s support, resilience and work engagement among nurses in kedah”. I appreciate your cooperation, in completing the questionnaire. The questionnaire has 6 sections; section A,B,C,D,E and F. Information provided will be kept **CONFIDENTIAL** and will be used for academic purpose only. Should you have any inquiries, do not hesitate to contact me.
Thank you.

Salam Sejahtera Tuan/Puan,

*Terima kasih atas penglibatan anda dalam kaji selidik ini. Saya sedang menjalankan projek penyelidikan bertajuk "Hubungan Antara Beban Kerja, Sokongan Penyelia, Autonomi, Daya tahan dan Penglibatan Kerja jururawarat di Hospital Awam Kedah". Oleh itu, saya amat menghargai kerjasama daripada pihak anda, untuk membantu saya dalam menjawab soal selidik ini. Soal selidik ini mempunyai enam bahagian iaitu bahagian A,B,C,D,E dan F. Maklumat yang diberikan adalah **SULIT** dan hanya akan digunakan untuk tujuan akademik sahaja. Sekiranya anda mempunyai sebarang pertanyaan mengenai penyelidikan ini, anda boleh terus menghubungi saya.*

Terima kasih.

Yours sincerely,

NUR IFFAH ADILA BINTI MAT JIB (824926)

Master of Human Resource Management School of Business Management, Universiti Utara Malaysia (UUM), 06010 Sintok, Kedah, Malaysia.

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INSTRUCTIONS:

This questionnaire consists of six (6) sections, Section A, Section B, Section C, Section D, Section E and Section F. Please follow the instructions in each section to answers the question.

Soal selidik ini terdiri daripada enam (6) bahagian, Seksyen A, Seksyen B, Seksyen C, Seksyen D, Seksyen E dan Seksyen F. Sila ikut arahan di setiap bahagian untuk menjawab soalan.

SECTION A: DEMOGRAPHIC PROFILE

Please tick (/) in the box given about yourself.

Sila tandakan (/) di dalam kotak yang disediakan berkaitan diri anda.

1. Gender
Jantina
- Male (*Lelaki*) Female (*Perempuan*)
2. Race
Bangsa
- Malay (*Melayu*) Indian (*India*)
 Chinese (*Cina*) Others (*Lain-lain*)
3. Age
Umur
- 20- 29 years old (*tahun*)
 30 - 39 years old (*tahun*)
 40 - 49 years old (*tahun*)
 Above 50 years old
(*50 tahun keatas*)
4. Marital Status
Status perkahwinan
- Single
Bujang Married
(Berkahwin) Others
(Lain-lain)
5. Employment tenure
Tempoh pekerjaan
- Less than 5 years
(*Kurang dari 5 tahun*) 11 - 20 years
(*11- 20 tahun*)
 5 - 10 years
(*5-10 tahun*) More than 20 years
(*Lebih dari 20 tahun*)

SECTION B: WORKLOAD

Please read each of the following statements and answer all of the questions based on your level of frequency with the given statement. Indicate your answer by **circling the number** in the scale given.

*Sila baca setiap kenyataan berikut dan jawab semua soalan berdasarkan tahap kekerapan anda terhadap kenyataan yang diberikan. **Bulatkan** jawapan anda dengan menggunakan skala yang diberikan.*

1	2	3	4	5
Never <i>Tidak Pernah</i>	Almost Never <i>Hampir tidak pernah</i>	Sometime <i>Kadang-kadang</i>	Almost every time <i>Hampir setiap masa</i>	Every time <i>Setiap masa</i>

No	Statement	1	2	3	4	5
1	Do you have to work very fast? <i>Adakah anda perlu bekerja dengan cepat?</i>	1	2	3	4	5
2	Do you have too much work to do? <i>Adakah anda mempunyai banyak kerja yang perlu dilakukan?</i>	1	2	3	4	5
3	Do you consider your work mentally very challenging? <i>Adakah anda menganggap kerja anda sangat mencabar dari segi mental?</i>	1	2	3	4	5
4	Do your work demand a lot from you emotionally? <i>Adakah beban kerja anda menuntut emosi yang lebih daripada anda?</i>	1	2	3	4	5
5	Do you find your work physically strenuous? <i>Adakah anda merasa bahawa pekerjaan anda berat (dari segi fizikal)?</i>	1	2	3	4	5

SECTION C: AUTONOMY

Please read each of the following statements and answer all of the questions based on your level of frequency with the given statement. Indicate your answer by **circling the number** in the scale given.

*Sila baca setiap kenyataan berikut dan jawab semua soalan berdasarkan tahap kekerapan anda terhadap kenyataan yang diberikan. **Bulatkan** jawapan anda dengan menggunakan skala yang diberikan.*

1	2	3	4	5
Never <i>Tidak pernah</i>	Rarely <i>Jarang Sekali</i>	Sometimes <i>Kadang-kadang</i>	Most Of the Time <i>Selalunya</i>	Always <i>Sentiasa</i>

No	Statement					
1	How much are you left on your own to do your own work? <i>Berapa banyakkah anda bergantung pada diri sendiri untuk melakukan kerja anda?</i>	1	2	3	4	5
2	To what extent are you able to act independently of your supervisor in performing your job function? <i>Sejauh manakah anda boleh bertindak secara bebas daripada penyelia anda dalam menjalankan fungsi tugas anda?</i>	1	2	3	4	5
3	To what extent are you able to do your job independently of others? <i>Sejauh manakah anda boleh melakukan pekerjaan anda secara bebas daripada orang lain?</i>	1	2	3	4	5
4	The freedom of working or make decision pretty much what I want on my job <i>Kebebasan untuk bekerja atau membuat keputusan agak banyak atas apa yang saya inginkan terhadap pekerjaan saya</i>	1	2	3	4	5
5	The opportunity for independent thought and action <i>Peluang untuk berfikir dan bertindak bebas</i>	1	2	3	4	5
6	The control I have over the pace of my work <i>Kuasa yang saya ada dalam melaksanakan kerja melebihi kadar kerja saya</i>	1	2	3	4	5

SECTION D: SUPERVISOR SUPPORT

Please read each of the following statements and answer all of the questions based on your level of agreement with the given statement. Indicate your answer by **circling the number** in the scale given.

*Sila baca setiap kenyataan berikut dan jawab semua soalan berdasarkan tahap penyetujuan anda terhadap kenyataan yang diberikan. **Bulatkan** jawapan anda dengan menggunakan skala yang diberikan.*

1	2	3	4	5
Strongly disagree <i>Sangat tidak bersetuju</i>	Disagree <i>Tidak bersetuju</i>	Partially Agree <i>Sebahagiannya bersetuju</i>	Agree <i>Bersetuju</i>	Strongly agree <i>Sangat bersetuju</i>

No	Statement					
1	My supervisor takes the time to learn about my career goals and aspirations. <i>Penyelia mengambil masa untuk memahami aspirasi dan matlamat saya dalam kerjaya</i>	1	2	3	4	5
2	My supervisor cares about whether or not I achieve my goals. <i>Penyelia mengambil berat sama ada saya mencapai matlamat saya atau tidak</i>	1	2	3	4	5
3	My supervisor keeps me informed about different career opportunities for me in the organization. <i>Penyelia sentiasa memaklumkan saya tentang peluang kerjaya yang berbeza untuk saya di dalam organisasi</i>	1	2	3	4	5
4	My supervisor makes sure I get the credit when I accomplish something substantial on the job. <i>Penyelia sentiasa memastikan saya mendapat penghargaan apabila saya mencapai sesuatu yang baik dalam pekerjaan saya</i>	1	2	3	4	5
5	My supervisor gives me helpful feedback about my performance. <i>Penyelia memberi maklum balas yang berguna tentang prestasi saya</i>	1	2	3	4	5
6	My supervisor gives me helpful advice about improving my performance when I need it. <i>Penyelia memberi nasihat berguna kepada saya untuk memperbaiki prestasi apabila saya memerlukannya</i>	1	2	3	4	5
7	My supervisor supports my attempts to acquire additional training or education to further my career. <i>Penyelia menyokong usaha saya untuk memperoleh latihan atau pendidikan tambahan untuk mengembangkan kerjaya saya</i>	1	2	3	4	5

8	My supervisor provides assignments that give me the opportunity to develop and strengthen new skills. <i>Penyelia menyediakan tugas yang dapat memberi peluang kepada saya untuk membina dan mengukuhkan kemahiran baru</i>	1	2	3	4	5
9	My supervisor assigns me special projects that increase my visibility in the organization. <i>Penyelia memberikan projek khas kepada saya supaya saya lebih menonjol dalam organisasi</i>	1	2	3	4	5

SECTION E: RESILIENCE

Please read each of the following statements and answer all of the questions based on your level of agreement with the given statement. Indicate your answer by **circling the number** in the scale given.

*Sila baca setiap kenyataan berikut dan jawab semua soalan berdasarkan tahap persetujuan anda terhadap kenyataan yang diberikan. **Bulatkan** jawapan anda dengan menggunakan skala yang diberikan.*

1	2	3	4	5
Strongly disagree <i>Sangat tidak bersetuju</i>	Disagree <i>Tidak bersetuju</i>	Partially Agree <i>Sebahagiannya bersetuju</i>	Agree <i>Bersetuju</i>	Strongly agree <i>Sangat bersetuju</i>

No	Statement	1	2	3	4	5
1	I am able to adapt according to changes <i>Saya mampu menyesuaikan diri dengan perubahan</i>	1	2	3	4	5
2	I can cope with whatever job given. <i>Saya boleh menghadapi segala tugas yang diberi</i>	1	2	3	4	5
3	I try to look at the humorous side of things when I am faced with problem. <i>Saya cuba melihat perkara yang menghiburkan apabila berhadapan sebarang masalah</i>	1	2	3	4	5
4	Having cope with stress make me stronger <i>Menghadapi tekanan membuatkan saya lebih kuat</i>	1	2	3	4	5
5	I tend to build up after illness, injury or other hardship <i>Saya tampil lebih kuat setelah sembuh daripada penyakit, kesukaran dan lain-lain bentuk kesusahan</i>	1	2	3	4	5
6	I believe I can achieve my goals even though there are obstacles. <i>Saya yakin saya dapat mencapai matlamat saya walaupun terdapat halangan</i>	1	2	3	4	5

7	Whenever under stress, I still stay focus and think clearly. <i>Apabila menghadapi tekanan, saya tetap boleh fokus dan berfikir dengan jelas.</i>	1	2	3	4	5
8	I am not easily discouraged by failure. <i>Kegagalan tidak akan membuatkan saya berputus asa</i>	1	2	3	4	5
9	I think of myself as a strong person when dealing with life's challenges and difficulties. <i>Saya merasakan diri saya sebagai seorang yang kuat apabila menghadapi cabaran dan kesukaran dalam hidup</i>	1	2	3	4	5
10	I am able to handle unpleasant or painful feelings like anger, fear and sadness. <i>Saya mampu menangani perasaan yang tidak menyenangkan seperti marah, takut dan sedih dengan baik</i>	1	2	3	4	5

SECTION F: WORK ENGAGEMENT

Please read each of the following statements and answer all of the questions based on your level of agreement with the given statement. Indicate your answer by **circling the number** in the scale given.

*Sila baca setiap kenyataan berikut dan jawab semua soalan berdasarkan tahap persetujuan anda terhadap kenyataan yang diberikan. **Bulatkan** jawapan anda dengan menggunakan skala yang diberikan.*

1	2	3	4	5
Strongly disagree <i>Sangat tidak bersetuju</i>	Disagree <i>Tidak bersetuju</i>	Partially Agree <i>Sebahagiannya bersetuju</i>	Agree <i>Bersetuju</i>	Strongly agree <i>Sangat bersetuju</i>

No	Statement	1	2	3	4	5
1	At work, I feel that I am bursting with energy. <i>Saya sentiasa penuh bertenaga semasa di tempat kerja</i>	1	2	3	4	5
2	At work, I feel strong and vigorous. <i>Saya rasa bertenaga dan bersemangat semasa di tempat kerja</i>	1	2	3	4	5
3	When I get up in the morning, I feel like going to work. <i>Setiap pagi saya bersemangat untuk pergi berkerja</i>	1	2	3	4	5

4	I can continue working for very long period at a time. <i>Saya boleh bekerja untuk tempoh yang panjang pada suatu jangka masa</i>	1	2	3	4	5
5	At work, I am very resilient, mentally <i>Saya mempunyai daya tahan mental yang kuat semasa bekerja</i>	1	2	3	4	5
6	At work, I always persevere, even when things do not go well. <i>Semasa bekerja, saya akan tetap ikhtiar melakukan kerja saya walaupun ianya tidak berjalan dengan lancar</i>	1	2	3	4	5
7	I find the work that I do, has its own full of meaning and purpose. <i>Saya percaya setiap tugas yang dilaksanakan mempunyai tujuan dan keperluan tersendiri</i>	1	2	3	4	5
8	I am enthusiastic about my job. <i>Saya sangat berminat dengan pekerjaan yang dilakukan</i>	1	2	3	4	5
9	My job inspires me. <i>Kerjaya saya memberi insiprasi kepada saya</i>	1	2	3	4	5
10	I am proud of the work that I do. <i>Saya bangga dengan pekerjaan yang saya lakukan</i>	1	2	3	4	5
11	To me, my job is challenging. <i>Pada saya, pekerjaan saya adalah sesuatu yang mencabar</i>	1	2	3	4	5
12	Time flies when I'm working. <i>Masa berlalu pantas semasa saya bekerja</i>	1	2	3	4	5
13	When I am working, I forget everything else around me. <i>Saya tidak berfikir tentang perkara di sekitar saya semasa bekerja</i>	1	2	3	4	5
14	I feel happy when I am working intensely. <i>Saya berasa gembira apabila dapat melaksanakan tugas dengan tekun</i>	1	2	3	4	5
15	I am immersed in my work (Fully involved) <i>Saya sentiasa kusyuk terhadap kerja saya (sepenuhnya terlibat)</i>	1	2	3	4	5

16	I get carried away when I'm working. <i>Saya terbawa-bawa (keterlaluan) semasa saya bekerja</i>	1	2	3	4	5
17	It is difficult to detach myself from my job. <i>Sukar untuk membebaskan diri dari pekerjaan saya</i>	1	2	3	4	5

THANK YOU ☐



APPENDIX B- RESPONDENT PROFILE

Gender

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	42	18.7	18.7	18.7
	Female	183	81.3	81.3	100.0
	Total	225	100.0	100.0	

Age

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	20-29 years old	151	67.1	67.1	67.1
	30-39 years old	47	20.9	20.9	88.0
	40 to 49 years old	17	7.6	7.6	95.6
	Above 50 years old	10	4.4	4.4	100.0
	Total	225	100.0	100.0	

Marital Status

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Single	116	51.6	51.6	51.6
	Married	107	47.6	47.6	99.1
	Others	2	.9	.9	100.0
	Total	225	100.0	100.0	

Employment Tenure

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Less than 5 years	110	48.9	48.9	48.9
	5-10 years	79	35.1	35.1	84.0
	11-20 years	28	12.4	12.4	96.4
	More than 20 years	8	3.6	3.6	100.0
	Total	225	100.0	100.0	

APPENDIX C-RESULT OF DESCRIPTIVE STATISTIC

a) Mean of Workload, Autonomy, Supervisor Support, Resilience and Work Engagement

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
Workload	225	1	5	3.85	.778
Autonomy	225	2	5	3.50	.678
SupervisorSupport	225	1	5	3.50	.955
Resilience	225	2	5	3.96	.647
WorkEngagement	225	2	5	3.83	.597
Valid N (listwise)	225				

b) Descriptive statistic of Workload

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
Do you have to work very fast?	225	1	5	4.07	.899
Do you have too much work to do?	225	1	5	3.89	.861
Do you consider your work mentally very challenging?	225	1	5	4.03	1.000
Do your work demand a lot from you emotionally?	225	1	5	3.81	1.116
Do you find your work physically strenuous?	225	1	5	3.45	1.068
Valid N (listwise)	225				

c) Descriptive statistic of Autonomy

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
How much are you left on your own to do your own work?	225	1	5	3.97	1.037
To what extent are you able to act independently of your supervisor in performing your job function?	225	1	5	3.25	1.036
To what extent are you able to do your job independently of others?	225	1	5	3.34	.992
The freedom of working or make decision pretty much what I want on my job	225	1	5	3.45	.954
The opportunity for independent thought and action	225	1	5	3.57	.971
The control I have over the pace of my work	225	1	5	3.42	1.099
Valid N (listwise)	225				

d) Descriptive statistic of Supervisor Support

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
My supervisor takes the time to learn about my career goals and aspirations.	225	1	5	3.32	1.042
My supervisor cares about whether or not I achieve my goals.	225	1	5	3.54	1.157
My supervisor keeps me informed about different career opportunities for me in the organization	225	1	5	3.27	1.191
My supervisor makes sure I get the credit when I accomplish something substantial on the job.	225	1	5	3.33	1.278
My supervisor gives me helpful feedback about my performance.	225	1	5	3.62	1.096
My supervisor gives me helpful advice about improving my performance when I need it.	225	1	5	3.72	1.105
My supervisor supports my attempts to acquire additional training or education to further my career.	225	1	5	3.64	1.069
My supervisor provides assignments that give me the opportunity to develop and strengthen new skills.	225	1	5	3.70	1.007
My supervisor assigns me special projects that increase my visibility in the organization	225	1	5	3.40	1.165
Valid N (listwise)	225				

e) Descriptive statistic of Resilience

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
I am able to adapt according to changes	225	2	5	4.08	.831
I can cope with whatever job given.	225	1	5	3.91	.830
I try to look at the humorous side of things when I am faced with problem.	225	1	5	4.09	.904
Having to cope with stress make me stronger.	225	1	5	3.84	.999
I tend to build up after illness, injury or other hardship	225	1	5	3.95	.867
I believe I can achieve my goals even though there are obstacles.	225	1	5	4.08	.833
Where never under stress, I can still stay focus and think clearly.	225	1	5	3.67	.986
I am not easily discouraged by failure	225	1	5	4.18	.839
I think of myself as a strong person when dealing with life's challenges and difficulties.	225	1	5	3.98	.906

I am able to handle unpleasant or painful feelings like anger, fear and sadness.	225	1	5	3.78	.947
Valid N (listwise)	225				

f) Descriptive statistic of Work Engagement

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
At work, I feel that I am bursting with energy.	225	1	5	3.69	.829
At work, I feel strong and vigorous.	225	1	5	3.72	.918
When I get up in the morning, I feel like going to work	225	1	5	3.55	.999
I can continue working for very long period at a time.	225	1	5	3.50	1.090
At work, I am very resilient, mentally.	225	2	5	3.91	.835
At work, I always preserve, even when things do not go well.	225	1	5	3.99	.818
I find the work that I do has its own full of meaning and purpose.	225	2	5	4.16	.704
I am enthusiastic about my job.	225	1	5	3.93	.982
My jobs inspires me.	225	1	5	3.98	.961
I am proud of the work that I do.	225	1	5	4.14	.854
To me, my job is challenging.	225	2	5	4.33	.785
Time flies when I'm working.	225	1	5	4.00	.938
When I am working, I forget everything else around me.	225	1	5	3.35	1.079
I feel happy when I am working intensely.	225	1	5	4.19	.819
I am immersed in my work.(Fully involved)	225	1	5	3.87	.843
I get carried away when I'm working.	225	1	5	3.20	1.055
It is difficult to detach myself from my job.	225	1	5	3.62	1.058
Valid N (listwise)	225				

APPENDIX D- RESULT OF RELIABILITY TEST

a) Reliability Result of Workload

Case Processing Summary

		N	%
Cases	Valid	225	100.0
	Excluded ^a	0	.0
	Total	225	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.842	5

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
Do you have to work very fast?	15.17	11.448	.472	.853
Do you have too much work to do?	15.36	10.659	.662	.809
Do you consider your work mentally very challenging?	15.22	9.814	.688	.799
Do your work demand a lot from you emotionally?	15.44	8.961	.736	.784
Do you find your work physically strenuous?	15.80	9.422	.695	.797

b) Reliability Result of Autonomy

Case Processing Summary

		N	%
Cases	Valid	225	100.0
	Excluded ^a	0	.0
	Total	225	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.751	6

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
How much are you left on your own to do your own work?	17.03	13.762	.225	.785
To what extent are you able to act independently of your supervisor in performing your job function?	17.75	11.154	.627	.676
To what extent are you able to do your job independently of others?	17.66	11.530	.602	.685
The freedom of working or make decision pretty much what I want on my job	17.55	11.981	.558	.699
The opportunity for independent thought and action	17.43	12.505	.455	.725
The control I have over the pace of my work	17.58	11.548	.511	.710

c) Reliability Result of Supervisor Support

Case Processing Summary

		N	%
Cases	Valid	225	100.0
	Excluded ^a	0	.0
	Total	225	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.951	9

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
My supervisor takes the time to learn about my career goals and aspirations.	28.21	60.794	.739	.949
My supervisor cares about whether or not I achieve my goals.	28.00	57.719	.843	.943
My supervisor keeps me informed about different career opportunities for me in the organization	28.27	57.716	.815	.945
My supervisor makes sure I get the credit when I accomplish something substantial on the job.	28.20	56.628	.812	.945
My supervisor gives me helpful feedback about my performance.	27.92	58.458	.849	.943
My supervisor gives me helpful advice about improving my performance when I need it.	27.82	58.489	.839	.944
My supervisor supports my attempts to acquire additional training or education to further my career.	27.90	59.740	.786	.946
My supervisor provides assignments that give me the opportunity to develop and strengthen new skills.	27.84	60.102	.818	.945
My supervisor assigns me special projects that increase my visibility in the organization	28.14	58.953	.759	.948

d) Reliability Result of Workload

Case Processing Summary

		N	%
Cases	Valid	225	100.0
	Excluded ^a	0	.0
	Total	225	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.898	10

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
I am able to adapt according to changes	35.50	34.823	.654	.888
I can cope with whatever job given.	35.67	34.161	.729	.883
I try to look at the humorous side of things when I am faced with problem.	35.48	35.126	.558	.894
Having to cope with stress make me stronger.	35.73	32.777	.712	.884
I tend to build up after illness, injury or other hardship	35.63	35.512	.548	.894
I believe I can achieve my goals even though there are obstacles.	35.49	33.858	.761	.881
Where never under stress, I can still stay focus and think clearly.	35.91	34.067	.598	.892
I am not easily discouraged by failure	35.40	35.017	.625	.890
I think of myself as a strong person when dealing with life's challenges and difficulties.	35.60	33.733	.700	.885
I am able to handle unpleasant or painful feelings like anger, fear and sadness.	35.80	34.348	.602	.891

e) Reliability Result of Workload

Case Processing Summary

		N	%
Cases	Valid	225	100.0
	Excluded ^a	0	.0
	Total	225	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.913	17

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
At work, I feel that I am bursting with energy.	61.45	91.044	.704	.665	.905
At work, I feel strong and vigorous.	61.42	88.986	.752	.696	.903
When I get up in the morning, I feel like going to work	61.60	88.537	.709	.727	.904
I can continue working for very long period at a time.	61.65	89.666	.582	.544	.909
At work, I am very resilient, mentally.	61.24	92.279	.616	.483	.907
At work, I always preserve, even when things do not go well.	61.16	93.471	.552	.487	.909
I find the work that I do has its own full of meaning and purpose.	60.98	94.196	.599	.534	.908
I am enthusiastic about my job.	61.21	88.633	.718	.647	.904
My jobs inspires me.	61.17	89.096	.708	.635	.904
I am proud of the work that I do.	61.00	90.719	.702	.658	.905
To me, my job is challenging.	60.81	96.420	.378	.523	.913
Time flies when I'm working.	61.14	91.489	.585	.505	.908
When I am working, I forget everything else around me.	61.80	91.723	.483	.450	.912
I feel happy when I am working intensely.	60.96	92.601	.609	.536	.908
I am immersed in my work.(Fully involved)	61.28	91.084	.688	.593	.906
I get carried away when I'm working.	61.95	93.582	.400	.342	.914
It is difficult to detach myself from my job.	61.52	93.947	.380	.365	.915

APPENDIX E- RESULT OF PEARSON CORRELATION

Correlations

		Workload	Autonomy	Supervisor Support	Resilience	Work Engagement
Workload	Pearson Correlation	1	.242**	-.096	-.138*	.027
	Sig. (2-tailed)		.000	.151	.039	.692
	N	225	225	225	225	225
Autonomy	Pearson Correlation	.242**	1	.501**	.369**	.329**
	Sig. (2-tailed)	.000		.000	.000	.000
	N	225	225	225	225	225
Supervisor Support	Pearson Correlation	-.096	.501**	1	.478**	.507**
	Sig. (2-tailed)	.151	.000		.000	.000
	N	225	225	225	225	225
Resilience	Pearson Correlation	-.138*	.369**	.478**	1	.651**
	Sig. (2-tailed)	.039	.000	.000		.000
	N	225	225	225	225	225
Work Engagement	Pearson Correlation	.027	.329**	.507**	.651**	1
	Sig. (2-tailed)	.692	.000	.000	.000	
	N	225	225	225	225	225

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

* . Correlation is significant at the 0.05 level (2-tailed).

APPENDIX F- MULTIPLE REGRESSION

Variables Entered/Removed^a

Model	Variables Entered	Variables Removed	Method
1	Resilience, Workload, Autonomy, Supervisor Support ^b	.	Enter

- a. Dependent Variable: Work Engagement
 b. All requested variables entered.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.700 ^a	.490	.481	.430

- a. Predictors: (Constant), Resilience, Workload, Autonomy, Supervisor Support

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	39.098	4	9.774	52.922	.000 ^b
	Residual	40.633	220	.185		
	Total	79.731	224			

- a. Dependent Variable: Work Engagement
 b. Predictors: (Constant), Resilience, Workload, Autonomy, Supervisor Support

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.930	.248		3.751	.000
	Workload	.109	.040	.142	2.729	.007
	Autonomy	-.045	.053	-.051	-.838	.403
	Supervisor Support	.175	.038	.280	4.613	.000
	Resilience	.511	.052	.555	9.825	.000

- a. Dependent Variable: Work Engagement