FACTORS INFLUENCING JOB SATISFACTION AMONG MEDICAL SURGEON SPECIALISTS IN PUBLIC HOSPITALS IN SOUTHERN MALAYSIA.

NURUL HANANY BINTI A RAHMAN

(822656)

MASTER OF HUMAN RESOURCE MANAGEMENT

UNIVERSITI UTARA MALAYSIA

DECEMBER 2018

FACTORS INFLUENCING JOB SATISFACTION AMONG MEDICAL SURGEON SPECIALISTS IN PUBLIC HOSPITALS IN SOUTHERN MALAYSIA.

By

NURUL HANANY BINTI A RAHMAN

Thesis submitted to

School of Business Management

Universiti Utara Malaysia

In Fulfillment of the Requirement for the Project Paper

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)
NURUL HANANY BINTI A.RAHMAN (822656)

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)

FACTORS INFLUENCING JOB SATISFACTION AMONG MEDICAL SURGEON SPECIALISTS IN PUBLIC HOSPITALS IN SOUTHERN MALAYSIA

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 Pertama : **PROF. MADYA DR. MOHD FAIZAL BIN MOHD ISA**
(Name of 1st Supervisor)

Tandatangan :
(Signature)

Nama Penyelia Kedua : **PUAN NUR FITRIAH BT. AHMED FADZIL**
(Name of 2nd Supervisor)

Tandatangan :
(Signature)

Tarikh : **17 DISEMBER 2018**
(Date)

PERMISSION TO USE

In presenting this thesis in partial fulfilment of the requirements for the Master Degree from Universiti Utara Malaysia, I agree that the Library of this study may make it freely available for inspection. I further agree that permission for copying of this thesis in any manner, in whole or in part, for scholarly purpose may be granted by my supervisor or, in their absence, by the Dean of Othman Yeop Abdullah Graduate School of Business where I did my thesis. It is understood that any copying or publication or use of this thesis or parts of it for financial gain shall not be allowed without my 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 thesis.

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

Dean of Othman Yeop Abdullah Graduate School of Business

Universiti Utara Malaysia

06010 UUM Sintok

Kedah Darul Aman

Malaysia

ABSTRACT

This study investigated the factors that influencing job satisfaction among medical specialist in public hospital, Southern Malaysia between rewards, management and resource availability. A total of 48 questionnaires were personally distributed to the respondents in the public hospital within southern areas which are Negeri Sembilan, Malacca and Johor. From the 48 questionnaires distributed, 42 questionnaires were returned, representing a response rate of 85%. The hypotheses for direct effect were tested using multiple regression analysis, and data was also analysed for data screening, descriptive, factors and correlation analysis. The result shows that rewards and resource availability have influence with job satisfaction while management do not have influence with job satisfaction among medical specialists in public hospitals in Southern Malaysia.

Keyword: Job satisfaction, rewards, management, resource availability

ABSTRAK

Kajian ini menyiasat faktor-faktor yang mempengaruhi kepuasan kerja di kalangan pakar perubatan di hospital awam, Malaysia Selatan antara penghargaan, pengurusan dan ketersediaan sumber. Sebanyak 48 soal selidik diedarkan secara peribadi kepada responden di hospital awam di kawasan selatan iaitu Negeri Sembilan, Melaka dan Johor. Dari 48 soal selidik yang diedarkan, 42 soal selidik telah dikembalikan, mewakili kadar tindak balas sebanyak 85%. Hipotesis untuk kesan langsung diuji menggunakan analisis regresi berganda, dan data juga dianalisis untuk penyaringan data, deskriptif, faktor dan analisis korelasi. Hasil hubungan menunjukkan ganjaran dan ketersediaan sumber mempengaruhi kepuasan kerja manakala pengurusan tidak mempengaruhi kepuasan kerja di kalangan pakar perubatan di hsopital awam.

Kata kunci: Kepuasan kerja, ganjaran, pengurusan, ketersediaan sumber

ACKNOWLEDGEMENT

In the Name of Allah, the Most Forgiving and the Most Merciful

All praise belongs to Allah, Lord of the universe, which the blessings given to us are countless. I want thanks to Allah the Almighty for all the guidance, support and affection giving to me. Alhamdulillah.

A million thanks to the special person in my life that is my beloved mother, Hajah Ramlah binti Mokhsin, my dearest father, Haji A Rahman bin Abu, all my lovely siblings, friends and Mohd Amin who never stop praying for my success and support me financially and emotionally.

My deepest appreciation goes to my academic supervisor, Assoc. Prof Dr. Mohd Faizal Mohd Isa. Thank you for his valuable time, guidance, opinions, suggestion, dedication and encouragement throughout the preparation and completion of this study. Besides, special thanks to all my lecturers in Universiti Utara Malaysia that enthusiastic to deliver all knowledge and skill in order to strengthen their student's ability.

In addition, thousand appreciations go to medical specialist at public hospital Southern Malaysia for their corporation and willingness to provide the data and information. Finally, I wish to thank all individuals and institutions that have directly or indirectly contributed toward the completion of my research paper. May Allah grant His Blessings upon all of you.

Thank you,

Nurul Hanany binti A Rahman

School of Business Management (SBM)

Universiti Utara Malaysia (UUM)

TABLE OF CONTENTS

ABSTRACT III

ACKNOWLEDGEMENT V

APPENDICES xiii

CHAPTER ONE 1

INTRODUCTION 1

1.1 Background of the Study 1

1.2 Problem statement 6

1.3 Research questions 12

1.4 Research Objectives 13

1.5 Scope of study 13

1.7 Definition of Key Terms 14

1.8 Organization chapter 15

CHAPTER TWO 17

LITERATURE REVIEW 17

2.1 Introduction 17

2.2 Job Satisfaction 17

2.2.1 Definition of job satisfaction 17

2.2.1 The Concept of job satisfaction 19

2.2.2 The Importance of job satisfaction 20

2.2.3 Factors affectingjob satisfaction 22

2.3.1 Definition ofrewards 26

2.3.2 Type of rewards 28

2.3.3 Previous studies on rewards 29

2.4 Management 33

2.4.1 Issue of management in the hospital 33

2.4.1 Definition of management 34

2.4.2 Previous studies on management 36

2.5 Resource availability 40

2.5.1 Definition of resource availability in hospital 40

2.5.2 Previous studies on resource availability 43

2.6 Research framework 46

2.7 Research hypothesis 47

2.8 Summary of the chapter 48

CHAPTER THREE **49**

RESEARCH METHODOLOGY **49**

3.1 Introduction 49

3.2 Research design 49

3.3 Population and sampling design 51

3.3.1 Population 51

3.3.2 Sample 53

3.3.3 Sampling technique 54

3.4 Operational definitions and measurements 55

3.4.2 Operational definitions and measurements for rewards 56

3.4.3 Operational definitions and measurements for management 56

3.4.4 Operational definitions and measurements for resource availability 57

3.5 Questionnaires design 64

3.6 Pilot test 65

3.7 Data collection procedure 66

3.8 Data analysis technique 67

3.8.1 Normality test 68

3.8.2 Linearity test 68

3.8.3 Multicollinearity test 69

3.8.4 Reliability test 69

3.8.5 Descriptive analysis 70

3.8.6 Pearson correlation 71

3.9 Summary of the chapter 72

CHAPTER FOUR **73**

FINDINGS **73**

4.1 Introduction 73

4.2 Response rate 73

4.3 Demographic characteristic of the participants 74

4.4 Data screening 75

4.5 Factor analysis 76

4.5.1 Job satisfaction measurement 78

4.5.2 Reward and job satisfaction measurement 79

4.5.3 Management and job satisfaction Measurement 81

4.5.4 Resource availability and job satisfaction measurement 82

4.6 Correlation analysis 84

4.7 Summary of the chapter 89

CHAPTER FIVE

DISCUSSION, CONCLUSION AND RECOMMENDATIONS **90**

5.1 Introduction 90

5.2 Summary of the research 90

5.3 Rewards, management and resource availability 91

5.3.1 The influence between rewards and job satisfaction 91

5.3.2 The influence between management and job satisfaction 93

5.3.3 The influence between resource availability and job satisfaction 94

5.4 Research implications 95

5.4.1 Knowledge implication 95

5.5 Limitation and recommendation for future research 95

5.6 Conclusion 96

References **97**

Appendix **104**

Job satisfaction 129

Rewards 130

Management 131

Resource availability 131

Normality test (rewards) 134

Normality test (management) 135

Normality test (resource availability) 136

LIST OF TABLES

Table 1.1 Definition of variables 15

Table 2.1 Monthly salary for medical doctors 31

Table 2.2 Medical doctor's remuneration according to grade 31

Table 3.1 Distribution of specialists by department in Southern Region, Malaysia 52

Table 3.2 Distribution of respondents for each medical specialist surgeon in Southern Region, Malaysia 54

Table 3.3 The instruments 58

Table 3.4 Structure of questionnaires 64

Table 3.5 Results of Cronbach's Alpha 66

Table 3.6 Rules of the thumb for Cronbach's' Alpha coefficient size 70

Table 3.7 Davis's scale mode 71

Table 4.1 Respondents' response rate 74

Table 4.2 Demographic characteristic of the participants 75

Table 4.3 KMO and Barlett's test of job satisfaction 78

Table 4.4 Component matrix of job satisfaction 79

Table 4.5 KMO and Barlett's test of rewards 80

Table 4.6 Component matrix ofrewards 80

Table 4.7 KMO and Bartlett's test of management 81

Table 4.8 Component matrix of management 82

Table 4.9 KMO and Bartlett's test of resource availability 83

Table 4.10 Component matrix of resource availability 83

Table 4.11 Correlation between independent variables and job satisfaction 85

Table 4.12 Regression results of rewards, management and resource availability on job satisfaction 86

Table 4.13 Summary of hypotheses testing 88

LIST OF FIGURES

Figure 1 Factors influencing job satisfaction among medical doctors 46

APPENDICES

Appendix A : Sample of survey materials 104

Appendix B1 – Reliability test (pilot test) 109

Appendix B2.1 – Factor analysis (job satisaction) 120

Appendix B2.2 - Factor analysis (rewards) 122

Appendix B2.3 - Factor analysis (management) 125

Appendix B2.4 – Factor analysis (resource availability) 127

Appendix B3 : Reliability test (after factor analysis) 130

Appendix B4 – Normality test 134

Appendix B5 - Linearity test 138

Appendix B6 – Homoscedasticity test 139

Appendix B7– Multicollinearity assessment of tolerance and vif values 141

Appendix B8– Descriptive statistic of the variables 142

Appendix B9 – Correlation output 143

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

As the world's population increases, the World Health Organizations predicts a global shortfall of 12.9 million skilled healthcare workers including midwives, nurses and physicians by 2035. The greatest shortfall in South-East Asia and Africa indicates 47% and 25% of the deficit and the smallest shortfall in the European region indicates 1% (Campbell, Dussault, & Buchan, 2013). Therefore, overcoming healthcare workforce shortages including recruitment and retention of healthcare staff has become a key priority (Campbell, Dussault, & Buchan, 2013). Job satisfaction of physicians and nurses has been found to affect quality of care, patient satisfaction and turnover (Castle, Engberg, Anderson, & Men, 2007). On the other hand, job dissatisfaction is associated with worse patient-provider ratios, longer wait times and staff burnout (Gilles, Burnand, & Peytremann, 2014)

The global healthcare industry is among the most dynamic and rapidly growing industries in the world economy. The trend of healthcare system in Malaysia is improving year by year. Malaysia provides universal healthcare access to its citizens in 2009; hence the healthcare industry employed 160,000 people and will increase to a total 340,000 people by 2020 (Malaysia Health Report, 2018). Although there is potential surplus in the number of healthcare professionals, the current gap in specialist and sub-specialists will continue declining(Organization, 2013). Moreover, the facilities in the government hospital will be improved to align with the shortage of specialist doctors. The government develop specialised medical manpower by combining research, innovation in care and training. Approximately, there are 130

References

Abiramee Selvarajah. (2016). A study on employee's job satisfaction towards reward in private hospital.

Ain, N. (2016). The relationship between islamic leadership , demographic and quality management practices at islamic business school , universiti utara malaysia.

Ali, K., (2012). Framework for adoption of customer relationship management system in hospital

Ashmore, J. (2018). ' Going private ': a qualitative comparison of medical specialists ' job satisfaction in the public and private sectors of South Africa, 1–21.Retrieved from https://doi.org/10.1186/1478-4491-11-1

Chew, B. H., Ramli, A. S., Omar, M., & Ismail, I. Z. (2013). A preliminary study of job satisfaction and motivation among the Malaysian primary healthcare professionals. *Malaysian Family Physician*, *8*(2), 15–25. Retrieved from https://doi.org/10.1093/hmg/ddr203

Dahlqvist, A., & Matsson, A. (2013). The impact of extrinsic and intrinsic rewards on employees ' motivation.

De-ching, H., Shen-wen, C., Chien-hung, L., Po-ta, H., & Yi-ting, S. (2011). A Study for the Evacuation of Hospital on Fire during Construction, *11*, 139–146.Retrieved from https://doi.org/10.1016/j.proeng.2011.04.639

Dickinson, H., & Long, P. (2018). How your doctors' job satisfaction affects the care you receive How your doctors ' job satisfaction affects the care you

receive, 2–4.

Enshassi, A., Shorafa, F. El, & Alkilani, S. (2015). Assessment of Operational Maintenance in Public Hospitals Buildings in the Gaza Strip, *6*(1), 29–43.

Eric, W. (2017). Influence of health approaches on job satisfaction among.

Garip, E. (2011). Social and Environmental cues that affect knowing: A case study in a public hospital building. *Procedia - Social and Behavioral Sciences*, *30*, 1770–1776.Retrieved from https://doi.org/10.1016/j.sbspro.2011.10.341

Hameed, L. M., & Nor, F. M. (2014). Public and private shares in the distribution of doctors in malaysia, (May), 978–983.

Hawkins, M. (2017). 2017 Review of physician and advanced practitioner 2017 review, (800).

Health, M. of. (2018). Economic Transformation Programme: A Roadmap For Malaysia.

Inuwa, M. (2015). Impact of job satisfaction ,job attitude and equity on the performance of non- academic staff of bauchi state university nigeria : the moderating role of physical working environment master of science management universiti utara malaysia November 2015.

Ismail, S. (2018, November 7). Doktor pakar ugut nak tumbuk- Harian Metro, pp. 1–6. Retrieved from https://www.hmetro.com.my/mutakhir/2018/07/353659/doktor-pakar-ugut-nak-tumbuk-metrotv

Jaafar, S., Noh, K. M., Muttalib, K. A., Othman, N. H., & Judith Healy. (2013).

Malaysia Health System Review, *3*(1).

Jawabri, A. (2017). Job Satisfaction of Academic Staff in the Higher Education: Evidence from Private Universities in UAE, *7*(4). Retrieved from https://doi.org/10.5296/ijhrs.v7i4.12029

Kementerian Kesihatan Malaysia. (2018). Urusan pengambilan dan penempatan pegawai perubatan (lantikan baru) di kementerian kesihatan malaysia.

Khairunnisa. (2011). Relationship between organizational rewards.

Khan, N., Waqas, H., & Muneer, R. (2017). Impact of Rewards (Intrinsic and extrinsic) on Employee Performance: With Special Reference to Courier Companies of City Faisalabad, Pakistan, *8*(2), 937–945.

Korir, L, & Kipkebut, D. (2016). The Effect of Reward Management on Employees Commitment in the Universities in Nakuru County-Kenya, *4*(4), 37–48.Retrieved from https://doi.org/10.11648/j.jhrm.20160404.12

Malay Mail. (2018). Health Ministry says losing more medical specialists each year, 7–9.

Malaysia Gazette. (2018). Gaji RM150, 000 sebulan punca doktor pakar kerja hospital swasta, (September 2017), 2017–2019.

Malaysia Productivity Corporation. (2016). *Medical professional*.

Marinie, E., Zawawi, A., Kamaruzzaman, S. N., Ali, A. S., & Sulaiman, R. (2010). Assessment of building maintenance management in Malaysia : Resolving using, (November). Retrieved from https://doi.org/10.1057/rlp.2010.16

Marzuki, N. (2018). Ramai doktor pakar letak jawatan- Harian Metro, pp. 1–3.

Retrieved from https://www.hmetro.com.my/mutakhir/2018/01/302160/ramai-doktor-pakar-letak-jawatan

Mehrad, A. (2015). The Impact ofIncome on academic staff Job Satisfaction at Public rescarch Universities, Malaysia, (September 2014).

Meng, R., Li, J., Zhang, Y., Yu, Y., Luo, Y., Liu, X., Yu, C. (2018). Evaluation of Patient and Medical Staff Satisfaction regarding Healthcare Services in Wuhan Public Hospitals, 1–17.Retrieved from https://doi.org/10.3390/ijerph15040769

Mensah, R. (2014). Effects of human resource management practices on retention of employees in the banking industry in accra, ghana.

Nabilah, N. F. B. B., Hussain, N., Omar, M. I., Mu'izuddin, S. M., & Malakolunthu, M.A. (2014). Health professionals' perspectives on the retention of medical & dental specialists & senior pharmacists in the public sector.

Oliveira, P. De, Filho, V., Souza, M. R. De, Eduardo, P., Elias, M., Luiza, A., & Viana, D. Á. (2016). Physicians' job satisfaction and motivation in a public academic hospital. *Human Resources for Health*, 1–11. Retrieved from https://doi.org/10.1186/s12960-016-0169-9

Organization, W. H. (2013). *Human Resource for Health Country Profiles Malaysia.*

Purwanti, A. D. (2011). The Relationship Between Skills , Rewards And Discrimination Toward Job Motivation Of The Employees OfElnusa Company In Indonesia, (806351).

Radman, S. A., Ganasegeran, K., Perianayagam, W., & Rampal, K. (2013). Emotional Burnout , Perceived Sources of Job Stress , Professional Fulfillment ,

and Engagement among Medical Residents in Malaysia, *2013*.

Ramlah, M., Rugayah, & Zarul, Z. (2014). Job Satisfaction at Workplace: A Case of Doctors in, *11*(1).

Rannan-eliya, R. P., Wijemanne, N., Liyanage, I. K., Dalpatadu, S., Alwis, S. De, Amarasinghe, S., & Shanthikumar, S. (2015). Quality of inpatient care in public and private hospitals in Sri Lanka, 46–58. Retrieved from https://doi.org/10.1093/heapol/czu062

Ransom, H., Olsson, J.M., & Olsson, M. (2017). Allocation of Health Care Resources: Principles for Decision-making, 1–5.

Rynes, S. L., Gerhart, B., & Minette, K. A. (2004). The Importance Of Pay In Employee Motivation: Discrepancies Between What People Say And What They Do, *43*(4), 381–394. Retrieved from https://doi.org/10.1002/hrm.20031

S, S., To, L., & An, H. (2009). National Healthcare Establishments and Workforce Statistics (Hospital) 2008-2009.

Salah, M. R. (2016). The Influence of Rewards on Employees Performance, (September). Retrieved from https://doi.org/10.9734/BJEMT/2016/25822

Sararaks, S., Ram, R. J., & Bangsar, J. (1997). Job Satisfaction Of Doctors In Negeri Sembilan, *52*(3), 257–263.

Shahrir, Z. (2012). Influence of rewards system to career planning and success of employee.

Shakir, S., Ghazali, A., Shah, I. A., Arif, S., Zaidi, A., & Tahir, M. H. (2007). Job Satisfaction Among Doctors Working At Teaching Hospital Of Bahawalpur,

Pakistan, *19*(October 2005), 2005–2008.

Sirili, N., Frumence, G., Kiwara, A., Mwangu, M., Anaeli, A., Nyamhanga, T., Hurtig, A. (2018). Retention of medical doctors at the district level : a qualitative study of experiences from Tanzania, 1–10.

Tasneem, S., Cagatan, A. S., Avci, M. Z., & Basustaoglu, A. C. (2018). Job Satisfaction of Health Service Providers Working in a Public Tertiary Care Hospital of Pakistan, 17–27. Retrieved from https://doi.org/10.2174/1874944501811010017

Thomas, S., Beh, L., Nordin, R. Bin, Lumpur, K., & Bahru, J. (2011). Health care delivery in Malaysia: changes, challenges and champions Health care system in Malaysia, *2*, 93–97.Retrieved from https://doi.org/10.4081/jphia.2011.e23

Time, N. S. (2018). Medical tourism will help boost economy, pp. 1–6.

Today, F. M. (2018). Kementerian: Ramai doktor pakar kerajaan berhenti kerana gaji rendah, 9–12.

Utusan Online. (2018). 150 doktor pakar letak jawatan setiap tahun, 1–7.

Utusan Online. (2018). Swasta tawar gaji RM150 , 000 sebulan kepada doktor pakar, pp. 1–7.

Wen, T., Zhang, Y., Wang, X., & Tang, G. (2018). Factors influencing turnover intention among primary care doctors: a cross- sectional study in Chongqing, China, 1–11.

Wong, K., Chong, K., Chew, B., Tay, C., & Mohamed, S. (2018). Key Performance Indicators For Measuring Sustainability In Health Care Industry In Malaysia.

Yusnida, E., Che, B., Abdullah, H. B., Himmah, Z., & Adnan, B. (2017). Hubungan Kepuasan Kerja dengan Kecerdasan Emosi dalam Kalangan Warga Polis DiRaja Malaysia Work Satisfaction and Emotional Intelligence Among the Royal Malaysian Police, *1*(1), 22–37.

Zainul, E. (2018). Malaysia's healthcare industry to grow to RM80b by 2020, 1–10.

Zhang, M., Yang, R., Wang, W. E. I., Gillespie, J., Clarke, S., & Yan, F. E. I. (2018). Job satisfaction of urban community health workers after the 2009 healthcare reform in China: a systematic review, *28*(December 2015), 14–21. Retrieved from https://doi.org/10.1093/intqhc/mzv111

Zhang, W., Meng, H., & Yang, S. (2018). The Influence of Professional Identity, Job Satisfaction , and Work Engagement on Turnover Intention among Township Health Inspectors in China. Retrieved from https://doi.org/10.3390/ijerph15050988

Appendix

Appendix A : Sample ofsurvey materials

Title:

Factors That Influencing Job Satisfaction among Medical Surgeon Specialists in Public Hospitals in Southern Malaysia

Dear respected respondents,

You are invited to participate in this research entitled "**Factors That Influencing Job Satisfaction among Medical Surgeon Specialists In Public Hospitals in Southern Malaysia**". Please answer all items in the questionnaire honestly and carefully as it will influence the result of the research. Information obtained from this questionnaire WILL BE TREATED STRICTLY CONFIDENTIAL and will be used solely for academic purposes. Thanks for your time in responding to this questionnaire. Your participation is highly appreciated.

Sincerely,

Nurul Hanany Binti A Rahman

Master in Human Resource Management

University Utara Malaysia

06010 Sintok, Kedah

H/P: 013-7734340

Email: hananynurul@gmail.com

Section A : Rewards

Instruction: Please respond to each of the following statement to indicate your level of agreement using the scale below. Please tick (√) in the space provided.

1-Strongly disagree 2-Disagree 3-Neutral 4-Agree 5-Strongly Agree

	Question	1	2	3	4	5
1	My cost of living adjustment is sufficient enough to support my living.					
2	I feel my current salary is adequate to my job.					
3	I receive merit increment that reflects my productivity and contribution in the organization.					
4	My performance bonus reflects my job productivity and quality in organization					
5	There are many types of incentives offered by my organization that motivate my productivity.					
6	Allowance is paid according to my entitlement.					
7	I do enjoy my allowances.					
8	I get the recognition I deserve when I do a good job.					
9	I have an opportunity for advancement to higher level jobs.					
10	I always clear on what are my duties and responsibilities.					
11	I have the opportunity to grow and learn new things and skill					
12	I have the opportunity to grow and learn new things and skill					
13	I received good exposure of the job challenges.					
14	14.I received good learning opportunity.					
15	The challenging task given by the organization can improve my job quality.					
16	Recognition and motivation helps to improve my productivity.					

Section B: MANAGEMENT

Instruction: Please respond to each of the following statement to indicate your level of agreement using the scale below. Please tick(√) in the space provided.

1-Strongly disagree 2-Disagree 3-Neutral 4-Agree 5-Strongly Agree

No	Question	1	2	3	4	5
1	The working conditions are good and safe.					
2	The organizational structure facilitates teamwork, which enhances effective accomplishment of tasks.					
3	Management has created a comfortable work environment					

4	My superiors make themselves easily accessible to discuss issues pertaining my job and personal needs.					
5	My performance is appraised and my progress discussed from time to time.					
6	Management treats me like a professional and allows me to use my discretion in my job standards and expectations to successfully perform myjob					
7	I am fully able to utilize my skills, abilities and experience in my present position					
8	I have a clear understanding of performance					

Section D : Resource Availability

Instruction: Please respond to each of the following statement to indicate your level of agreement using the scale below. Please tick(√) in the space provided.

1-Strongly disagree 2-Disagree 3-Neutral 4-Agree 5-Strongly Agree

No	Question	1	2	3	4	5
1	There is adequate space between me and my nearest colleague.					
2	My work surface is suitable for me to do my carry out my duties.					
3	I am provided with proper tools and technology to perform my task.					
4	My working place has all the required features for me to carry out my job.					
5	My office equipment's and furniture's are maintained on a regular basis.					
6	I have enough space to store and archive files and other vital document safely.					
7	I am using the latest technology and updated machines in my hospitals.					
8	Hospital provided employees with advancement facilities.					
9	Hospital gives training on the usage of the new technology and invests to upgrade existing systems.					
10	Building in hospital is well maintained by the management.					
11	The health specific resources are available in the hospital. (eg: x-ray machine, oxygen system, autoclave for sterilization, operating theatre with basic equipment, anaesthetic machine.)					
12	The health specific resources are available in the hospital. (eg: x-ray machine, oxygen system, autoclave for sterilization, operating theatre with basic equipment, anaesthetic machine.)					
13	Hospital always keeps the working environment safe and hygienic.					

14	The facilities, equipment and supplies of hospital is in good quality.					
15	Hospitals have good work environment and better professional employees.					
16	There are enough facilities, additional services provided and medicines in the hospital.					

Section E : Job Satisfaction

Instruction: Please respond to each of the following statement to indicate your level of agreement using the scale below. Please tick (√) in the space provided.

1-Strongly disagree 2-Disagree 3-Neutral 4-Agree 5-Strongly Agree

No	Question	1	2	3	4	5
1	I am satisfied with recognition for work done.					
2	I am satisfied with the general policies of the hospitals.					
3	I have good relationship with co-workers.					
4	I have ability to work independently and creatively.					
5	I have a good relationship with the head of department.					
6	I have a good relationship with top management.					
7	I am satisfied with the salary I received.					
8	The hospital gave me promotions and benefits					
9.	I always have positive feedback and communication received from management and seniors.					
10.	I am satisfied with my benefits.					
12.	I am satisfied with the condition of my work space.					
13.	I have received enough praise for my outstanding efforts.					
14.	I am happy with the work environment in the hospital					
15	I am satisfied with my wages, working conditions, control, and promotion in the hospital					
16	Overall, I am satisfied with my job.					

Section A : Respondents' background information

Q1. Gender

☐ Male

☐ Female

Q2. Age

☐ 30-35 years old

☐

36-40 years old

☐ 41-45 years old

☐ 45 and above

Q3. Yearly income

☐ RM50,000- RM200,000

☐ RM200,000-RM400,000

☐ RM400,000 and above

Q4. Marital Status

☐ Single

☐ Married

☐ Widowed

☐ Divorced

Q5. Working Experience

☐ Less than 10 years

☐ 11 to 20 years

☐ Above 20 years

Q6. Department

☐ Surgeon

☐ Medical Doctor

☐ Anaesthetic

Appendix B1 – RELIABILITY TEST (PILOT TEST)

Rewards in Government Hospital

Case Processing Summary

		N	%
Cases	Valid	8	100.0
	Excluded[a]	0	.0
	Total	8	100.0

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

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.924	.928	16

Item Statistics

	Mean	Std. Deviation	N
A1	3.13	1.126	8
A2	2.50	1.069	8
A3	2.50	1.195	8
A4	2.38	1.188	8
A5	2.63	1.061	8
A6	3.00	1.309	8
A7	3.38	1.061	8
A8	3.38	1.061	8
A9	3.13	1.458	8
A10	3.50	1.069	8
A11	3.25	1.035	8
A12	3.88	1.246	8
A13	3.88	.641	8
A14	3.88	.991	8
A15	3.38	1.302	8
A16	4.13	.641	8

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
A1	48.75	137.643	.327	.	.928
A2	49.38	137.411	.359	.	.926
A3	49.38	131.982	.515	.	.923
A4	49.50	128.286	.664	.	.918
A5	49.25	124.500	.926	.	.911
A6	48.88	121.839	.830	.	.913
A7	48.50	132.286	.580	.	.921
A8	48.50	128.286	.755	.	.916
A9	48.75	119.643	.809	.	.914

A10	48.38	127.982	.762	.	.916
A11	48.63	127.982	.790	.	.915
A12	48.00	124.571	.770	.	.915
A13	48.00	137.143	.666	.	.920
A14	48.00	129.143	.774	.	.916
A15	48.50	136.857	.295	.	.930
A16	47.75	139.929	.476	.	.923

Scale Statistics

Mean	Variance	Std. Deviation	No f Items
51.88	147.554	12.147	16

Rewards In Private Hospital

Case Processing Summary

		N	%
Cases	Valid	6	100.0
	Excluded[a]	0	.0
	Total	6	100.0

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

Case Processing Summary

		N	%
Cases	Valid	6	100.0
	Excluded[a]	0	.0
	Total	6	100.0

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

Item Statistics

	Mean	Std. Deviation	N
A1	3.83	.983	6
A2	3.67	1.033	6
A3	3.67	1.033	6
A4	4.00	1.095	6
A5	3.50	.837	6
A6	3.83	.753	6
A7	4.17	.753	6
A8	4.17	.753	6
A9	4.00	.632	6
A10	4.50	.548	6
A11	4.00	.632	6
A12	4.17	.408	6
A13	4.00	.632	6
A14	3.83	.753	6
A15	4.00	.632	6
A16	4.17	.408	6

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
A1	59.67	25.067	-.298	.	.707
A2	59.83	18.967	.341	.	.595
A3	59.83	17.367	.542	.	.551
A4	59.50	18.700	.338	.	.596
A5	60.00	17.200	.749	.	.523
A6	59.67	20.267	.334	.	.599
A7	59.33	21.067	.212	.	.617
A8	59.33	19.867	.397	.	.590
A9	59.50	22.700	.000	.	.642
A10	59.00	20.800	.400	.	.598
A11	59.50	19.900	.496	.	.581
A12	59.33	20.267	.725	.	.578
A13	59.50	24.300	-.257	.	.670
A14	59.67	20.267	.334	.	.599
A15	59.50	19.900	.496	.	.581
A16	59.33	26.267	-.797	.	.691

Scale Statistics

Mean	Variance	Std. Deviation	N of Items
63.50	23.100	4.806	16

Management in Government Hospital

Case Processing Summary

		N	%
Cases	Valid	8	100.0
	Excluded[a]	0	.0
	Total	8	100.0

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

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.921	.929	8

Item Statistics

	Mean	Std. Deviation	N
B1	3.25	1.035	8
B2	3.13	.991	8
B3	3.00	1.195	8
B4	3.38	1.188	8
B5	3.38	1.188	8
B6	2.88	.835	8
B7	2.25	1.165	8
B8	2.63	1.302	8

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
B1	20.63	40.839	.750	.	.910
B2	20.75	40.214	.847	.	.903
B3	20.88	39.839	.701	.	.914
B4	20.50	38.571	.804	.	.905
B5	20.50	38.571	.804	.	.905
B6	21.00	40.857	.964	.	.899
B7	21.63	41.696	.584	.	.923
B8	21.25	40.500	.582	.	.926

Scale Statistics

Mean	Variance	Std. Deviation	N of Items
23.88	51.839	7.200	8

Management in Private Hospital

Case Processing Summary

		N	%
Cases	Valid	6	100.0
	Excluded[a]	0	.0
	Total	6	100.0

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

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.950	.944	8

Item Statistics

	Mean	Std. Deviation	N
B1	3.67	1.033	6
B2	4.00	1.095	6
B3	3.67	1.366	6
B4	3.33	1.506	6
B5	3.67	1.033	6
B6	3.67	1.033	6
B7	3.50	1.378	6
B8	4.17	.753	6

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
B1	26.00	50.000	.959	.	.935
B2	25.67	51.867	.761	.	.946
B3	26.00	45.600	.954	.	.933
B4	26.33	43.467	.974	.	.932
B5	26.00	50.800	.897	.	.939
B6	26.00	50.800	.897	.	.939
B7	26.17	46.567	.882	.	.939
B8	25.50	62.300	.185	.	.971

Scale Statistics

Mean	Variance	Std. Deviation	N of Items
29.67	65.067	8.066	8

Resource Availability in Government Hospital

Case Processing Summary

		N	%
Cases	Valid	8	100.0
	Excluded[a]	0	.0
	Total	8	100.0

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

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.972	.972	16

Item Statistics

	Mean	Std. Deviation	N
C1	3.63	.518	8
C2	3.38	1.061	8
C3	3.38	1.061	8
C4	3.00	1.309	8
C5	2.75	1.035	8
C6	3.00	1.069	8
C7	2.63	1.061	8
C8	2.75	1.035	8
C9	3.00	1.069	8
C10	3.00	1.069	8
C11	3.63	.744	8
C12	2.75	1.035	8
C13	3.25	.463	8
C14	2.88	.835	8
C15	2.75	1.282	8
C16	2.75	1.165	8

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
C1	44.88	175.839	.637	.	.973
C2	45.13	161.554	.823	.	.970
C3	45.13	159.268	.914	.	.968
C4	45.50	154.857	.868	.	.969
C5	45.75	162.786	.795	.	.970
C6	45.50	160.571	.854	.	.969
C7	45.88	161.554	.823	.	.970
C8	45.75	160.214	.900	.	.968
C9	45.50	158.000	.957	.	.968
C10	45.50	158.000	.957	.	.968
C11	44.88	171.268	.669	.	.972
C12	45.75	161.071	.865	.	.969
C13	45.25	178.214	.520	.	.974
C14	45.63	165.982	.845	.	.970
C15	45.75	155.357	.872	.	.969
C16	45.75	159.929	.800	.	.970

Scale Statistics

Mean	Variance	Std. Deviation	N of Items
48.50	184.857	13.596	16

Resource Availability in Private Hospital

Case Processing Summary

		N	%
Cases	Valid	6	100.0
	Excluded[a]	0	.0
	Total	6	100.0

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

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.877	.939	16

Item Statistics

	Mean	Std. Deviation	N
C1	4.50	.548	6
C2	4.50	.548	6
C3	4.50	.548	6
C4	4.67	.516	6
C5	4.67	.516	6
C6	4.50	.548	6
C7	4.67	.516	6
C8	4.33	.816	6
C9	3.83	1.472	6
C10	4.00	1.095	6
C11	4.50	.548	6
C12	4.33	.816	6
C13	4.67	.516	6
C14	4.67	.516	6
C15	4.67	.516	6
C16	4.67	.516	6

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
C1	67.17	41.367	.539	.	.870
C2	67.17	41.367	.539	.	.870
C3	67.17	41.367	.539	.	.870
C4	67.00	39.600	.862	.	.860

C5	67.00	39.600	.862	.	.860
C6	67.17	41.367	.539	.	.870
C7	67.00	39.600	.862	.	.860
C8	67.33	43.467	.124	.	.889
C9	67.83	40.567	.146	.	.916
C10	67.67	40.267	.288	.	.889
C11	67.17	38.967	.907	.	.858
C12	67.33	38.667	.604	.	.866
C13	67.00	39.600	.862	.	.860
C14	67.00	39.600	.862	.	.860
C15	67.00	39.600	.862	.	.860
C16	67.00	39.600	.862	.	.860

Scale Statistics

Mean	Variance	Std. Deviation	N of Items
71.67	45.467	6.743	16

Job Satisfaction in Government Hospital

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.882	.875	15

Case Processing Summary

		N	%
Cases	Valid	8	100.0
	Excluded[a]	0	.0
	Total	8	100.0

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

Item Statistics

	Mean	Std. Deviation	N
D1	3.63	1.188	8
D2	3.38	1.302	8
D3	4.00	.756	8
D4	3.88	1.246	8
D5	3.88	.835	8
D6	3.63	.916	8
D7	2.63	1.061	8
D8	2.50	1.195	8
D9	3.13	.991	8
D10	2.63	1.061	8
D11	2.75	1.035	8
D12	3.13	1.126	8

D13	3.38	1.302	8
D14	3.13	1.246	8
D15	3.38	1.302	8

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
D1	45.38	86.268	.817	.	.861
D2	45.63	86.554	.721	.	.865
D3	45.00	104.286	.056	.	.890
D4	45.13	87.839	.699	.	.867
D5	45.13	93.839	.691	.	.870
D6	45.38	94.554	.579	.	.873
D7	46.38	93.982	.516	.	.875
D8	46.50	93.143	.483	.	.877
D9	45.88	100.696	.203	.	.887
D10	46.38	95.125	.457	.	.878
D11	46.25	96.786	.386	.	.881
D12	45.88	94.125	.472	.	.877
D13	45.63	83.982	.839	.	.859
D14	45.88	86.411	.766	.	.863
D15	45.63	95.411	.338	.	.885

Scale Statistics

Mean	Variance	Std. Deviation	N of Items
49.00	105.714	10.282	15

Job Satisfaction in Private Hospital

Case Processing Summary

		N	%
Cases	Valid	6	100.0
	Excluded[a]	0	.0
	Total	6	100.0

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

Rd iability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.948	.958	15

Item Statistics

	Mean	Std. Deviation	N
DI	4.33	.816	6
D2	4.33	.516	6
D3	4.67	.516	6
D4	4.67	.516	6
D5	4.67	.516	6
D6	4.50	.548	6

D7	4.67	.516	6
D8	4.17	1.169	6
D9	4.67	.516	6
D10	4.67	.516	6
D11	4.50	.548	6
D12	4.00	.632	6
D13	4.33	.516	6
D14	4.33	.816	6
D15	4.33	.816	6

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
D1	62.50	46.300	.864	.	.941
D2	62.50	51.100	.704	.	.946
D3	62.17	51.367	.666	.	.946
D4	62.17	51.367	.666	.	.946
D5	62.17	51.367	.666	.	.946
D6	62.33	48.667	.995	.	.940
D7	62.17	51.367	.666	.	.946
D8	62.67	44.267	.703	.	.952
D9	62.17	51.367	.666	.	.946
D10	62.17	51.367	.666	.	.946
D11	62.33	48.667	.995	.	.940
D12	62.83	50.967	.576	.	.948
D13	62.50	51.100	.704	.	.946
D14	62.50	46.300	.864	.	.941
D15	62.50	46.300	.864	.	.941

Scale Statistics

Mean	Variance	Std. Deviation	N of Items
66.83	56.567	7.521	15

Appendix B2.1– FACTOR ANALYSIS (JOB SATISACTION)

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.615
Bartlett's Test of Sphericity	Approx. Chi-Square	944.898
	df	105
	Sig.	.000

Communalities

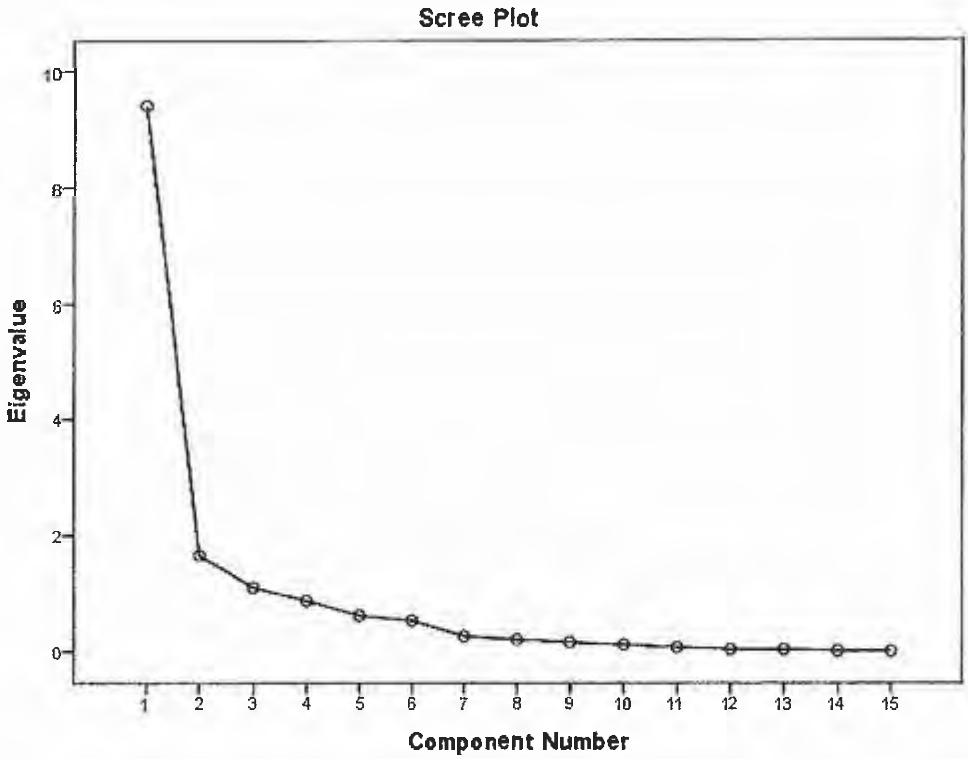
	Initial	Extraction
D1	1.000	.874
D2	1.000	.743
D3	1.000	.866
D4	1.000	.819
D5	1.000	.876
D6	1.000	.797
D7	1.000	.727
D8	1.000	.861
D9	1.000	.918
D10	1.000	.914
D11	1.000	.738
D12	1.000	.593
D13	1.000	.811
D14	1.000	.941
D15	1.000	.683

Extraction Method: Principal Component Analysis.

Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative%
1	9.415	62.766	62.766	9.415	62.766	62.766	4.800	32.000	32.000
2	1.656	11.042	73.808	1.656	11.042	73.808	3.719	24.793	56.793
3	1.090	7.268	81.076	1.090	7.268	81.076	3.643	24.284	81.076
4	.859	5.725	86.801						
5	.612	4.083	90.884						
6	.528	3.519	94.403						
7	.252	1.681	96.084						
8	.196	1.310	97.393						
9	.151	1.004	98.397						
10	.109	.725	99.122						
11	.062	.416	99.538						
12	.033	.218	99.756						
13	.029	.192	99.948						
14	.006	.042	99.990						
15	.002	.010	100.000						

Extraction Method: Principal Component Analysis.



Component Matrix[a]

	Component		
	1	2	3
D14	.913	-.275	-.179
D13	.882		-.150
D9	.846		.449
D11	.833	-.203	
D6	.831	.299	.129
D1	.820		-.443
D5	.817	.428	.157
D2	.812		-.278
D8	.808	-.421	-.180
D15	.758	-.312	-.109
D4	.749	.501	
D10	.735	-.406	.457
D7	.715	-.265	.382
D12	.715		-.278
D3	.594	.693	.182

Extraction Method: Principal Component Analysis.

a. 3 components extracted.

Appendix B2.2: FACTOR ANALYSIS (REWARDS)

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.565
Bartlett's Test of Sphericity	Approx. Chi-Square	273.202
	df	120
	Sig.	.000

Communalities

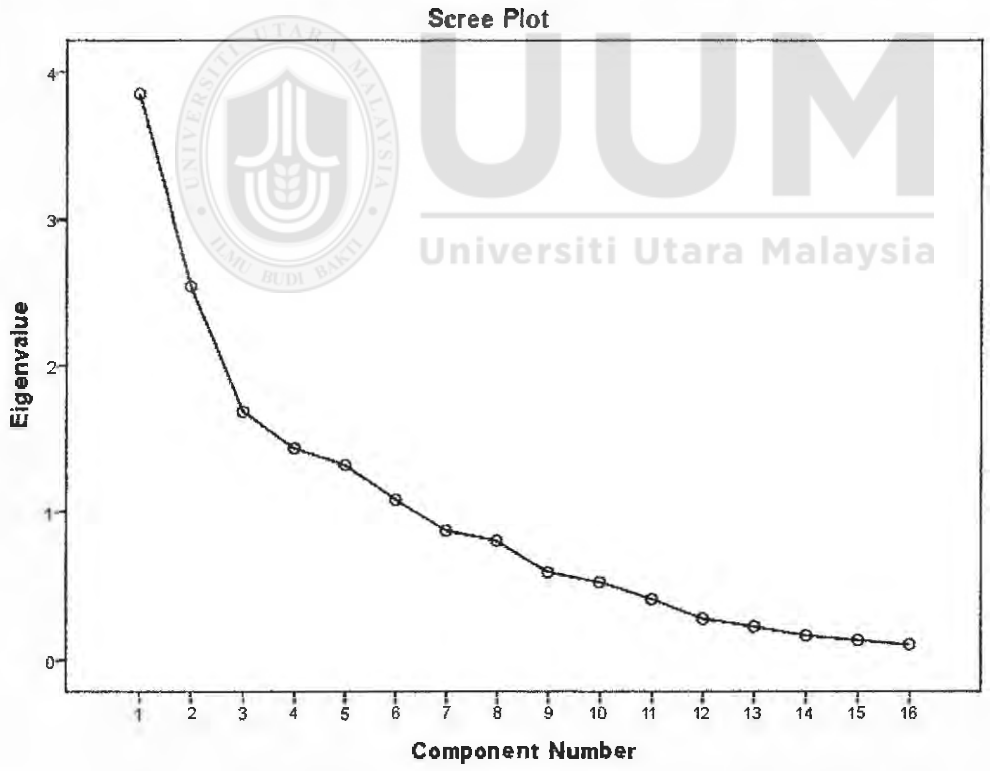
	Initial	Extraction
A1	1.000	.570
A2	1.000	.657
A3	1.000	.861
A4	1.000	.789
A5	1.000	.919
A6	1.000	.787
A7	1.000	.848
A8	1.000	.864
A9	1.000	.634
A10	1.000	.792
A11	1.000	.650
A12	1.000	.560
A13	1.000	.800
A14	1.000	.703
A15	1.000	.840
A16	1.000	.643

Extraction Method: Principal Component Analysis.

Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	%of Variance	Cumulative%	Total	%of Variance	Cumulative %	Total	%of Variance	Cumulative %
1	3.854	24.085	24.085	3.854	24.085	24.085	2.925	18.283	18.283
2	2.542	15.888	39.973	2.542	15.888	39.973	2.383	14.893	33.176
3	1.685	10.533	50.506	1.685	10.533	50.506	2.058	12.865	46.041
4	1.434	8.961	59.467	1.434	8.961	59.467	1.622	10.140	56.181
5	1.319	8.242	67.709	1.319	8.242	67.709	1.487	9.294	65.475
6	1.083	6.768	74.477	1.083	6.768	74.477	1.440	9.002	74.477
7	.870	5.437	79.914						
8	.803	5.020	84.934						
9	.590	3.685	88.619						
10	.522	3.264	91.883						
11	.406	2.535	94.419						
12	.275	1.720	96.139						
13	.222	1.387	97.526						
14	.163	1.016	98.542						
15	.131	.820	99.361						
16	.102	.639	100.000						

Extraction Method: Principal Component Analysis.



Component Matrix[a]

	Component					
	1	2	3	4	5	6
A3	.838	-.230		.103	.285	.122
A7	.814		.232	-.213	-.278	
A8	.701	.235	-.451	.213	-.206	-.162
A4	.694	-.256	.484			
A9	.631	.202	-.395		-.187	
A5	.491	-.100	.369	.491	.446	.302
A12		.721		.129	.124	
A15		.656	.104	-.260	.568	
A14		.652	.315		.244	-.339
A16	-.209	.585		-.242	-.147	.410
A13		.528	.484	-.136	-.507	
A1	.153	.362	-.508			.386
A11	.478	.215	-.483	-.220	.303	
A6		.228	.118	.758	-.270	.265
A2	.483	-.200	.175	-.535		.250
A10	.582	.220	.108		-.180	-.595

Extraction Method: Principal Component Analysis.
a. 6 components extracted.

Rotated Component Matrix[a]

	Component					
	1	2	3	4	5	6
A4	.841				.263	
A3	.785	.355		-.321	.102	
A5	.714		.203	-.307	-.119	.508
A7	.702	.333		.363	.311	
A2	.599	.128	-.185	.248		-.422
A8	.151	.780			.448	.169
A9	.217	.732			.203	
A1	-.131	.658		.107	-.280	.151
A11	.151	.648	.248	-.239		-.295
A15		.111	.856		-.211	-.196
A14		-.126	.754	.133	.301	
A12	-.185	.157	.644	.202		.198
A13			.200	.834	.186	.130
A16	-.153	.107	.339	.607	-.354	
A10	.236	.213	.153		.816	
A6				.158		.868

Extraction Method: Principal Component Analysis.
Rotation Method: Varimax with Kaiser Normalization.[a]
a. Rotation converged in 15 iterations.

Appendix B2.3- FACTOR ANALYSIS (MANAGEMENT)

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.721
Bartlett's Test of Sphericity	Approx. Chi-Square	227.661
	df	28
	Sig.	.000

Communalities

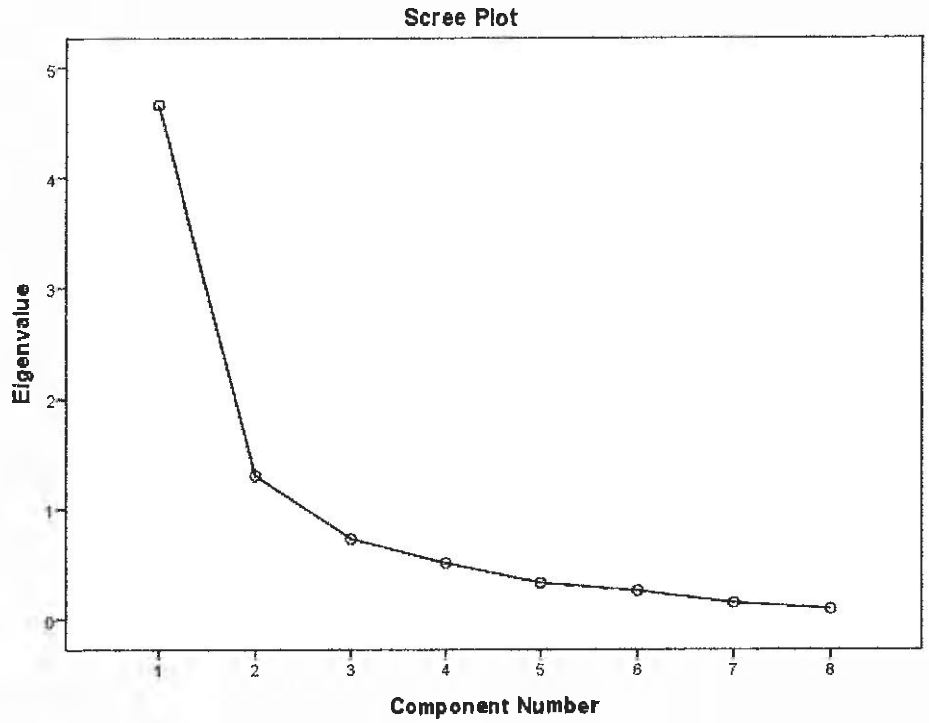
	Initial	Extraction
B1	1.000	.798
B2	1.000	.711
B3	1.000	.860
B4	1.000	.712
B5	1.000	.643
B6	1.000	.781
B7	1.000	.772
B8	1.000	.684

Extraction Method: Principal Component Analysis.

Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	%of Variance	Cumulative%	Total	%of Variance	Cumulative%	Total	%of Variance	Cumulative%
1	4.659	58.236	58.236	4.659	58.236	58.236	3.126	39.070	39.070
2	1.302	16.281	74.517	1.302	16.281	74.517	2.836	35.447	74.517
3	.724	9.054	83.571						
4	.506	6.322	89.893						
5	.324	4.050	93.942						
6	.252	3.153	97.095						
7	.144	1.804	98.899						
8	.088	1.101	100.000						

Extraction Method: Principal Component Analysis.



Component Matrix[a]

	Component	
	1	2
B3	.924	
B6	.837	-.283
B4	.837	.108
B5	.783	.176
B7	.767	.428
B2	.686	-.490
B1	.644	-.619
B8	.563	.606

Extraction Method: Principal Component Analysis.
a. 2 components extracted.

Rotated Component Matrix[a]

	Component	
	1	2
B7	.855	.204
B8	.825	
B3	.736	.565
B5	.696	.399
B4	.689	.486
B1		.892
B2	.175	.825
B6	.425	.775

Extraction Method: Principal Component Analysis.
Rotation Method: Varimax with Kaiser Normalization.[a]
a. Rotation converged in 3 iterations.

Appendix B2.4– FACTOR ANALYSIS (RESOURCE AVAILABILITY)

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.636
Bartlett's Test of Sphericity	Approx. Chi-Square	612.724
	df	105
	Sig.	.000

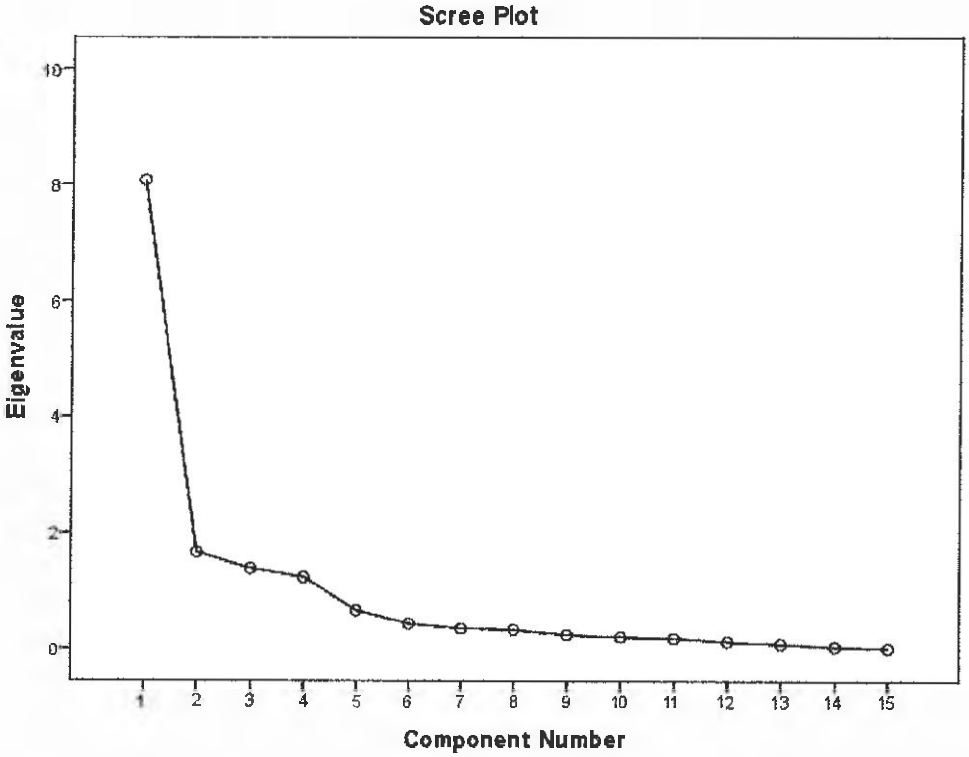
Communalities

	Initial	Extraction
C1	1.000	.846
C2	1.000	.865
C3	1.000	.784
C4	1.000	.677
C5	1.000	.882
C6	1.000	.942
C7	1.000	.821
C8	1.000	.752
C9	1.000	.842
C10	1.000	.868
C11	1.000	.882
C12	1.000	.785
C13	1.000	.840
C14	1.000	.799
C15	1.000	.762

Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	8.071	53.807	53.807	8.071	53.807	53.807	3.322	22.146	22.146
2	1.661	11.073	64.880	1.661	11.073	64.880	3.064	20.425	42.570
3	1.381	9.204	74.085	1.381	9.204	74.085	3.048	20.319	62.890
4	1.234	8.226	82.310	1.234	8.226	82.310	2.913	19.420	82.310
5	.666	4.443	86.753						
6	.440	2.934	89.687						
7	.349	2.324	92.011						
8	.328	2.187	94.198						
9	.238	1.584	95.782						
10	.203	1.350	97.133						
11	.180	1.198	98.330						
12	.121	.804	99.134						
13	.083	.550	99.685						
14	.036	.239	99.924						
15	.011	.076	100.000						

Extraction Method: Principal Component Analysis.



Component Matrix[a]

	Component			
	1	2	3	4
C13	.905			-.131
C14	.857	.249		
C5	.798	-.295	-.396	
C4	.776	-.114		-.244
C8	.768	.162	-.225	-.292
C15	.756		.342	.268
C12	.755		.292	.354
C7	.741	-.198		-.482
C9	.704	.558	-.122	-.140
C11	.689	.334	.430	.333
C6	.680	-.336	-.505	.334
C2	.678	-.273	.318	-.478
C3	.672	-.252	-.324	.406
C1	.609	-.419	.546	
C10	.533	.760		

Extraction Method: Principal Component Analysis.

a. 4 components extracted.

Rotated Component Matrix[a]

	Component			
	1	2	3	4
C2	.856			.358
C7	.834	.203	.264	.120
C4	.644	.283	.352	.240
C13	.581	.465	.417	.335
C8	.572	.552	.343	
C10		.918		.155
C9	.305	.840	.159	.133
C14	.361	.625	.377	.370
C6	.171	.101	.938	.150
C3	.103	.136	.814	.305
C5	.454	.185	.788	.147
C11		.524		.774
C12	.191	.229	.361	.752
C1	.490	-.172	.120	.749
C15	.253	.248	.282	.746

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.[a]

a. Rotation converged in 8 iterations.

Appendix B3: RELIABILITY TEST (AFTER FACTOR ANALYSIS)

JOB SATISFACTION

Case Processing Summary

		N	%
Cases	Valid	42	100.0
	Excluded[a]	0	.0
	Total	42	100.0

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

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.955	.957	15

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
D1	52.86	113.589	.789	.	.951
D2	53.02	113.195	.777	.	.951
D3	52.69	119.877	.527	.	.956
D4	52.64	116.040	.700	.	.953
D5	52.69	114.999	.778	.	.951
D6	52.98	114.463	.796	.	.951
D7	53.17	112.972	.676	.	.954
D8	53.38	108.339	.774	.	.952
D9	52.93	115.922	.823	.	.951
D10	53.00	114.098	.697	.	.953
D11	53.07	114.263	.806	.	.951
D12	53.21	117.197	.671	.	.953
D13	53.05	111.949	.860	.	.949
D14	53.17	110.728	.901	.	.948
D15	53.14	111.979	.723	.	.953

Scale Statistics

Mean	Variance	Std. Deviation	N of Items
56.79	130.416	11.420	15

REWARDS

Case Processing Summary

		N	%
Cases	Valid	42	100.0
	Excluded[a]	0	.0
	Total	42	100.0

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

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.716	.721	16

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
A1	60.60	20.344	.170	.374	.714
A2	60.86	18.808	.238	.540	.713
A3	60.98	17.097	.492	.809	.679
A4	60.69	18.024	.419	.692	.690
A5	60.93	18.507	.346	.716	.699
A6	60.74	20.247	.083	.497	.724
A7	60.74	16.442	.634	.778	.660
A8	60.52	18.499	.498	.758	.687
A9	60.60	18.686	.450	.674	.691
A10	60.60	18.393	.429	.490	.691
A11	60.83	19.020	.356	.509	.699
A12	60.48	19.914	.231	.512	.710
A13	60.67	19.593	.252	.565	.708
A14	60.60	19.418	.190	.434	.716
A15	60.93	18.507	.249	.601	.713
A16	60.69	20.316	.029	.412	.736

Scale Statistics

Mean	Variance	Std. Deviation	N of Items
64.76	21.064	4.590	16

MANAGEMENT

Case Processing Summary

		N	%
Cases	Valid	42	100.0
	Excluded[a]	0	.0
	Total	42	100.0

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

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.893	.893	8

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
B1	25.64	23.357	.520	.580	.892
B2	25.57	22.592	.575	.717	.888
B3	25.81	18.890	.885	.818	.856
B4	25.64	20.235	.768	.653	.870
B5	25.74	21.125	.698	.730	.877
B6	25.86	21.003	.757	.799	.872
B7	26.14	19.394	.704	.733	.878
B8	25.76	22.430	.485	.663	.897

Scale Statistics

Mean	Variance	Std. Deviation	N of Items
29.45	27.181	5.214	8

RESOURCE AVAILABILITY

Case Processing Summary

		N	%
Cases	Valid	42	100.0
	Excluded[a]	0	.0
	Total	42	100.0

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

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.935	.937	15

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
C1	53.12	87.668	.535	.915	.934
C2	53.00	87.268	.616	.903	.933
C3	53.14	86.028	.619	.865	.933
C4	53.00	84.098	.726	.711	.930
C5	53.43	80.251	.755	.957	.929
C6	53.24	84.625	.627	.959	.932
C7	53.21	83.538	.683	.872	.931
C8	53.48	80.938	.730	.795	.929
C9	53.43	81.373	.672	.754	.931
C10	53.50	85.573	.492	.826	.936
C11	53.05	86.827	.652	.916	.932
C12	53.14	84.467	.704	.925	.930
C13	53.31	80.024	.886	.959	.925
C14	53.24	78.479	.832	.794	.926
C15	53.38	80.046	.700	.767	.931

Scale Statistics

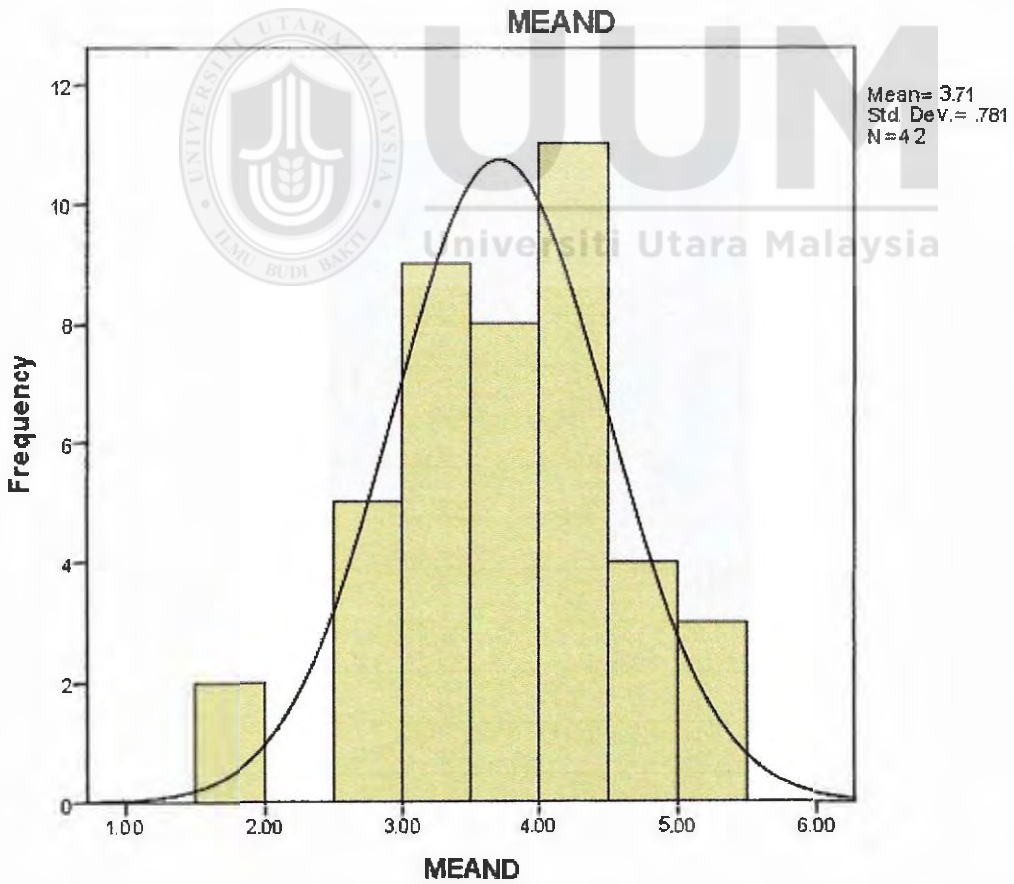
Mean	Variance	Std. Deviation	N of Items
57.05	95.315	9.763	15

AppendixB4– NORMALITY TEST

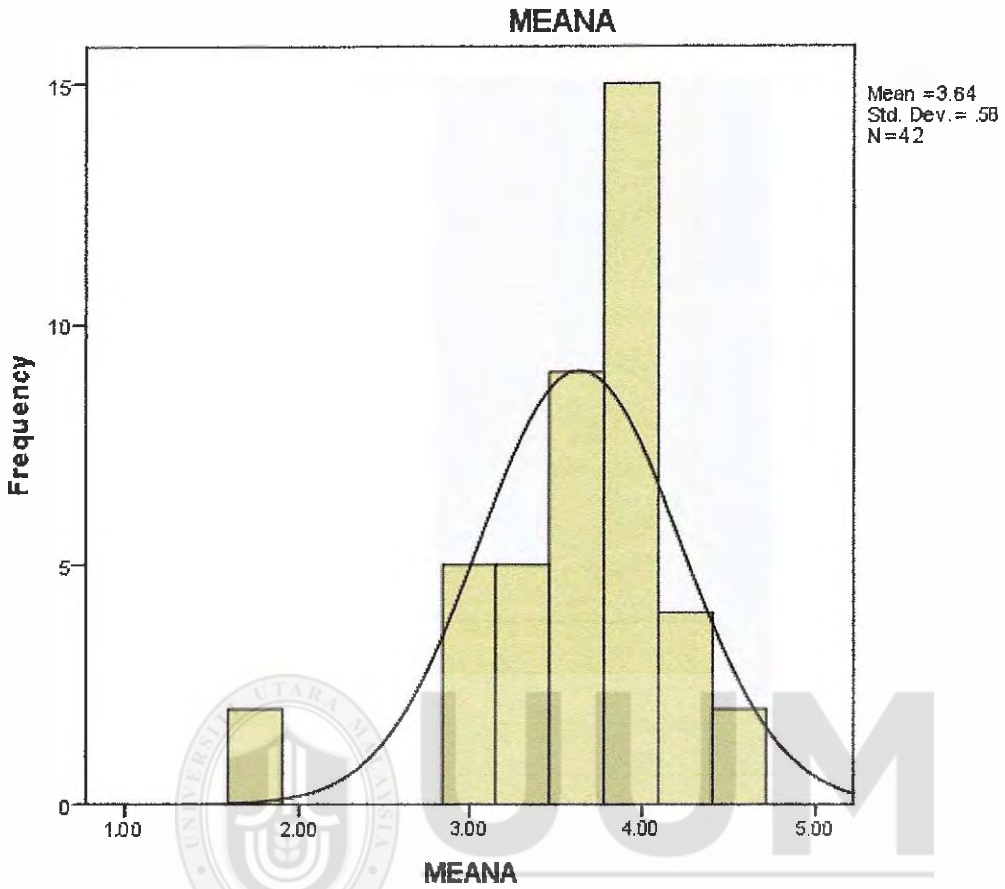
Statistics

		MEANA	MEANB	MEANC	MEAND
N	Valid	42	42	42	42
	Missing	0	0	0	0
Std. Error of Mean		.08956	.13472	.12913	.12049
Std. Deviation		.58039	.87306	.83685	.78084
Skewness		-1.662	-.729	-.797	-.267
Std. Error of Skewness		.365	.365	.365	.365
Kurtosis		3.693	1.217	.956	.077
Std. Error of Kurtosis		.717	.717	.717	.717
Minimum		1.75	1.00	1.40	1.87
Maximum		4.44	5.00	5.00	5.00

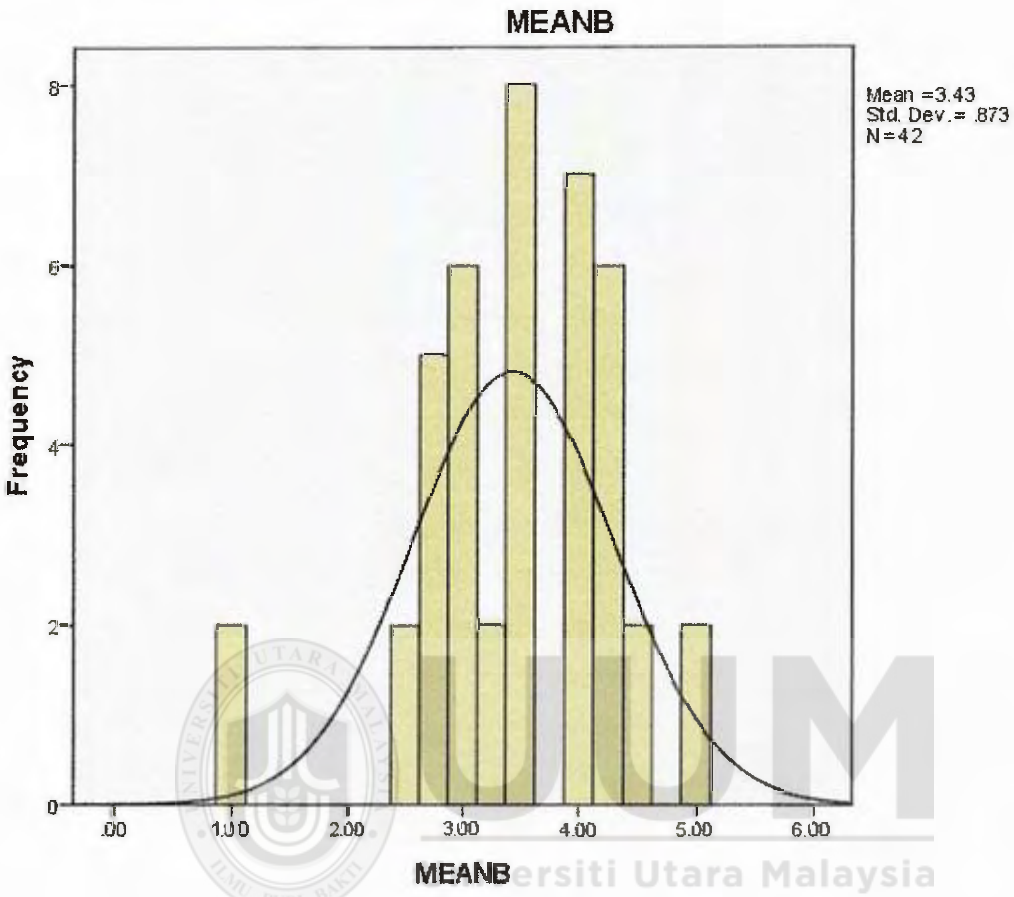
Normality Test (Job Satisfaction)



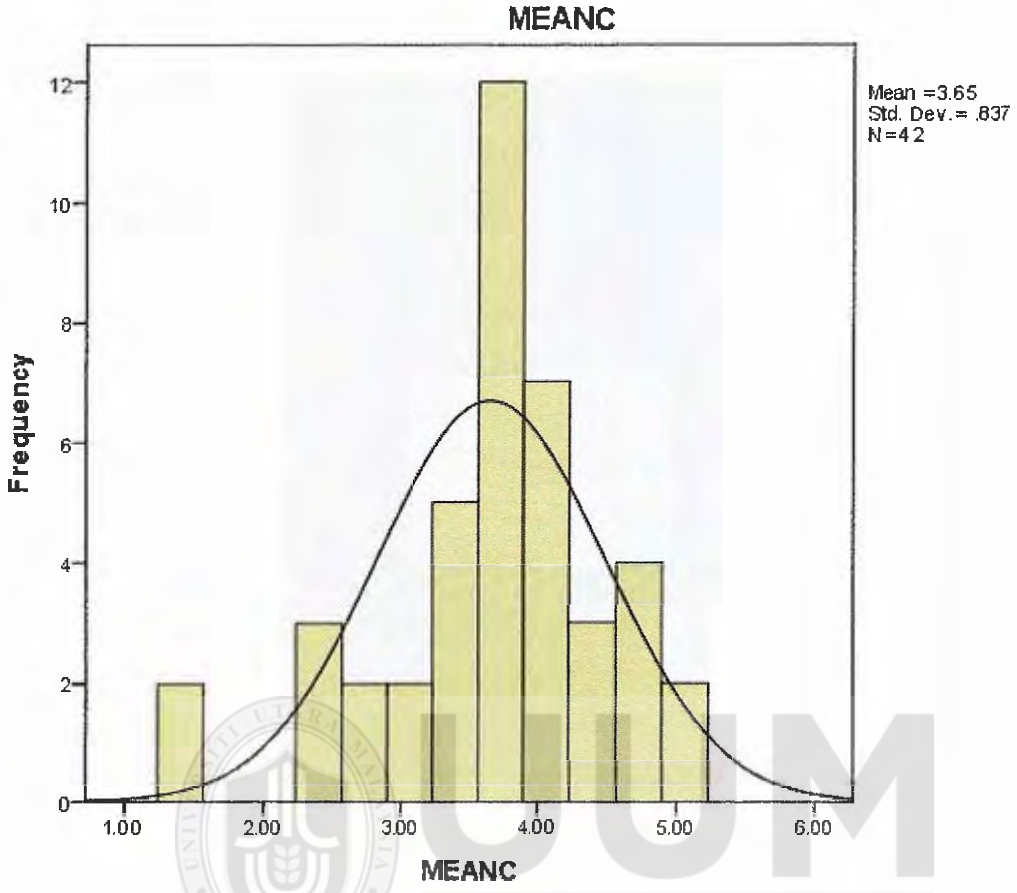
Normality Test (Rewards)



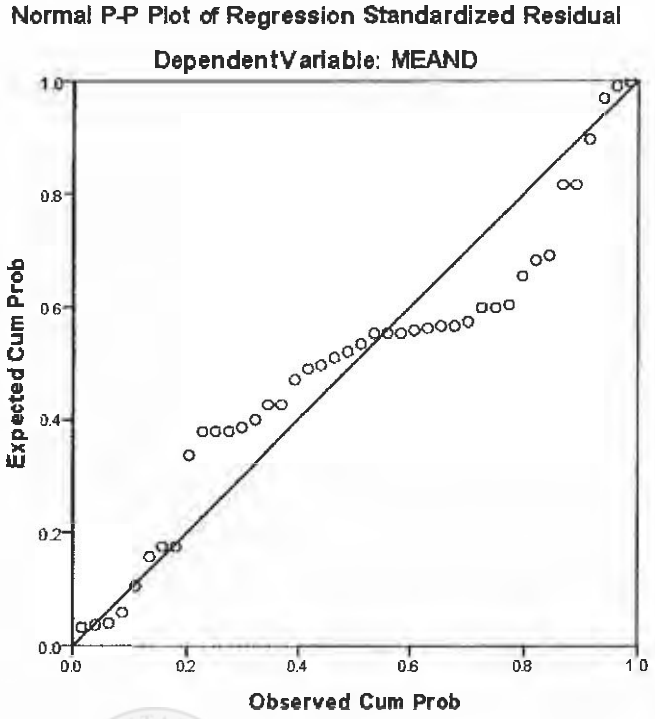
Normality Test (Management)



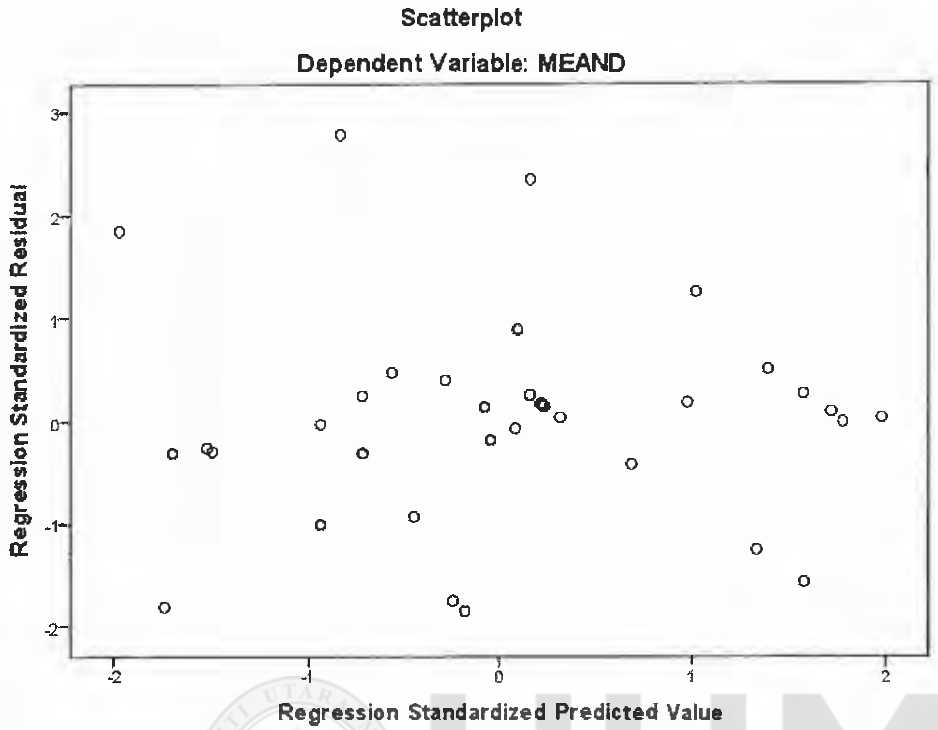
Normality Test (Resource Availability)



Appendix B5- LINEARITY TEST



Appendix B6– HOMOSCEDASTICITY TEST



Appendix B7– MULTICOLLINEARITY ASSESSMENT OF TOLERANCE AND VIF VALUES

Model		Collinearity Statistics	
		Tolerance	VIF
1	(Constant)		
	MEANA	.958	1.044
	MEANB	.888	1.126
	MEANC	.868	1.152

a. Dependent Variable: MEAND

Appendix B8–DESCRIPTIVE STATISTIC OF THE VARIABLES

Descriptive Statistics

		MEANA	MEANB	MEANC	MEAND
N	Valid	42	42	42	42
Mean		4.0476	3.6815	3.8032	3.7857
Median		4.0000	3.9375	3.8000	3.8000
Mode		4.00	3.38[a]	4.00[a]	4.00
Std. Deviation		.28685	.65169	.65086	.76133
Minimum		3.25	2.38	2.53	1.87
Maximum		4.75	5.00	5.00	5.00

Appendix B9–CORRELATION OUTPUT

Correlations

		MEANA	MEANB	MEANC	MEAND
MEANA	Pearson Correlation	1	.126	.195	.409**
	Sig. (1-tailed)		.213	.108	.004
	N	42	42	42	42
MEANB	Pearson Correlation	.126	1	.328*	.292*
	Sig. (1-tailed)	.213		.017	.030
	N	42	42	42	42
MEANC	Pearson Correlation	.195	.328*	1	.752**
	Sig. (1-tailed)	.108	.017		.000
	N	42	42	42	42
MEAND	Pearson Correlation	.409**	.292*	.752**	1
	Sig. (1-tailed)	.004	.030	.000	
	N	42	42	42	42

**. Correlation is significant at the 0.01 level (1-tailed).

*. Correlation is significant at the 0.05 level (1-tailed).

Appendix B10– MULTIPLE REGRESSION OUTPUT (REWARDS, RESOURCE AVAILABILITY AND JOB SATISFACTION)

Variables Entered/Removed[a]

Model	Variables Entered	Variables Removed	Method
1	MEANC, MEANA, MEANB[b]	.	Enter

a. Dependent Variable: MEAND
b. All requested variables entered.

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.798[a]	.637	.609	.47629	1.595

a. Predictors: (Constant), MEANC, MEANA, MEANB
b. Dependent Variable: MEAND

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	15.144	3	5.048	22.253	.000[b]
	Residual	8.620	38	.227		
	Total	23.765	41			

a. Dependent Variable: MEAND
b. Predictors: (Constant), MEANC, MEANA, MEANB

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	-2.321	1.102		-2.107	.042		
	MEANA	.718	.265	.271	2.711	.010	.958	1.044
	MEANB	.038	.121	.032	.310	.758	.888	1.126
	MEANC	.805	.123	.688	6.563	.000	.868	1.152

a. Dependent Variable: MEAND