

Group number: 17

**THE RELATIONSHIP BETWEEN STRESS AND JOB
SATISFACTION AMONG NURSES IN PRIVATE
HOSPITALS OF GEORGETOWN, PENANG**

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DECLARATION

We hereby declare that:

- (1) This undergraduate research project is the end result of our own work and that due acknowledgement has been given in the reference to ALL sources of information be they printed, electronic, or personal.
- (2) No portion of this research project has been submitted in support of any application for any other degree or qualification of this or any other university, or other institutes of learning.
- (3) Equal contribution has been made by each group member in completing the research project.
- (4) The words count of this research report is 23,945

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LIST OF ABBREVIATIONS

A	Agree
D	Disagree
H	Hypothesis
HR	Human Resource
ISMA	International Stress Management Association
N	Neutral
SAS	Statistical Analysis System
SA	Strongly Agree
SD	Strongly Disagree
UK	United Kingdom
US	United State
UTAR	Universiti Tunku Abdul Rahman

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PREFACE

It is compulsory to carry out a research project in order to achieve our study which is Bachelor Degree of Business Administration (Hons). The topic of the research project is “The Relationship between Stress and Job Satisfaction among Nurses in Private Hospital of Georgetown, Penang”. This study is conducted as nurses play crucial role in the world. Nurses use clinical judgment to protect, promote, prevent sickness and injury, alleviate suffering, and advocate in health care for individuals, families and communities,

Nowadays, nurses in Malaysia reported that they are facing high level of tension, long working hour and seriously influence their satisfaction toward job. Nurses with high level of stress may influence their job satisfaction not to mention will lead them to insomnia, trauma and conflict in their daily life. Besides that, high stress level will influence nurses themselves and hospital as well. The research will provides some view and better understanding of stress and job satisfaction among nurses in private hospital of Georgetown, Penang.

This research is also concerned about the level of job satisfaction among nurses. Job satisfaction will affect the emotions of nurses at work place and at home. In short, this study will be carried on as to discover more details about the factors of stress which will affect nurses’ job satisfaction in private hospital of Georgetown, Penang as it is beneficial for future research.

ABSTRACT

This study is aimed to examine the relationship between stress (home-work interfere, role conflict, supervisor support and workload) and job satisfaction among nurses in Private Hospitals of Georgetown, Penang. A total of 400 questionnaires had been distributed, and 351 questionnaires had been collected back. The Cronbach's Alpha of reliability test for each variables are more than 0.7 which represent every items for each variables are good measuring. The results of Pearson Correlation Coefficient for each independent variables are ranging from ± 0.71 to ± 0.90 which showed there is a high strength of association among the variables. Based on Multiple Linear Regression Analysis, all independent variables had significant relationship with job satisfaction for this study. Finally, the analysis on the major findings, implications of the research and limitations for the study and proposals for future research are indicated in the end of this study.

CHAPTER 1: INTRODUCTION

1.0 Introduction

This study's aim is to investigate the relationship between stress and job satisfaction among nurses in private hospitals of Georgetown, Penang. This study will explain further how the stress has an impact on the job satisfaction. This chapter will discuss the background and problem statement of this research. Besides, it will also include the objectives, questions, hypothesis and significance of this research, chapter layout of this whole study as well as the overview of this chapter.

1.1 Research Background

According to the Nurses Act, 1950 and Midwives Act, 1966, any professional nurses who would like to carry out their nursing practice in Malaysia are required to make registration with the Nursing Board Malaysia and Midwives Board Malaysia. Before carrying out the practices in nursing in Malaysia, it is necessary for the nurses to have training in a pre-registration programme and they need to meet a few entry requirements for training set by the Nursing Board Malaysia. According to the Malaysian Investment Development Authority [MIDA] (2012), those who have completed the three-year basic formal nursing training and passed the licensing examinations which are set by the Nursing Board can register with the Nursing Board and start to practice nursing in Malaysia. The nurses who make registration under Section 4(2) of the Nurses Act, 1950 are being categorized into five types which are registered nurse, assistant nurse, mental health nurse, public health nurse as well as community nurse (The Malaysian Investment Development Authority [MIDA], 2012).

The primary jobs of the nurses in the past are only to care and comfort the patients who are sick but have been increasing to include promoting health, preventing illness and caring the patients as a whole nowadays (Tan, 2016). According to Tan (2016), nurses' jobs are no longer only to manage the illnesses nowadays but also have to manage the health of the community as well as the environment to improve the quality of humans' lives. Due to the increased workload, long working hours and other factors, these have contributed to the profession of nurses being one of the most stressful jobs. According to a study carried out in 2015 in Hong Kong, the 850 nurses chosen indicated that they will likely suffer from stress, depression and anxiety about three times compared to the general population (Yu, 2016). Besides, according to Yu (2016), out of the total 10 points for the stress levels, 8.2 was rated by more than 1,600 nurses in a survey carried out in 2014 and nurses had the highest suicide rate which was 9.46 per 100,000 people among professions based on the report generated by the Centre for Suicide Research and Prevention in one of the university in Hong Kong in 2012. Moreover, the number of nurses in London who were absent from work because of stress had increased 17% from 2,188 in 2012 to 2,563 in 2014 and the number of nurses who took off due to stress in Scotland rose 34% from 116,735 in 2012 to 156,880 in 2014 (Kirk, 2015).

Stress can be defined as a situation that causes an individual to deviate from his or her normal behaviour or performance because of the occurrence of change in the psychological or physiological or in both conditions (Beehr & Newman, 1978). According to Clegg (2001), stress occurs in job can be explained as the negative emotions or physical responses emerge when the requirements of job do not match with the employees' needs, abilities or resources. There are many causes which contribute to the occurrence of stress of nurses. Based on Gorostidi, Egilegor, Erice and Iturriotz (2007), few of the most significant causes found out by them are overload, lack of capabilities, bad relationships with the patients, uncertainty as well as involvement of emotions. On the other hand, Hingley, Harris and Cuoper (1988) mentioned that the conflict incurred from the different demands from work and home is a crucial stressor in the nursing industry. Stress brings many negative outcomes to nurses such as decreased commitment in organization,

turnover and absenteeism (Karatepe & Uludag, 2007; Karatepe & Aleshinloye, 2009). Furthermore, stress may also result in isolation from patients and depression (McGrath, Reid, & Boore, 1989). According to Theiss (2012), the rate of nurses suffer from depression is twice of the national population and they experience symptoms of depression with a rate of 18 per cent compared to 9 per cent of the general public's rate of showing depressive symptoms.

Job satisfaction is being linked by stress by many researchers and many had proved that they are negatively related. According to Landsbergis (1988), when the stress level is high, the job satisfaction level will be low. Besides, based on the study carried out by Vinokur-Kaplan (1991), the organization stress factors such as working condition and workload were having negative relationship with satisfaction of the job. Therefore, the stress faced by nurse will clearly affect their job satisfaction. In a survey carried by Hong Kong in 2014, more than 1,600 nurses with high stress level rated the job satisfaction at 3.9 out of total of 10 (Yu, 2016). Job satisfaction is also found out to have significant relationship with the turnover of nurses or their intention to leave (Zangaro & Soeken, 2007; Lu, Whill, & Barriball, 2008). According to Lu et al. (2008), the nurses who have a 65% decreased probability of intending to remain in their current job have low satisfaction compared to those who have higher job satisfaction. By knowing that stress and job satisfaction are related significantly, the management can implement some more effective strategies to enhance job satisfaction as well as reduce the intention to leave through reducing the stressors occur in nursing profession.

1.2 Problem Statement

Nurses are highly demanded in most of the countries no matter in the developed countries such as United States or the developing countries such as Malaysia. Based on a healthcare research being reviewed, the demand of nursing jobs increases simultaneously with the number of population in Malaysia. The study indicates that more than 70% of the hospitals in Malaysia do not have enough

nursing staff (Lee, 2008). The high demand and shortage of nursing staff have brought a lot of stress to them. Based on the statistic from Health Informatics Centre, Ministry of Health Malaysia stated that there are total of 92,681 nurses from public and private hospital in Malaysia during the year 2014. Out of the total number of nurses, 28,333 are nurses from private hospitals, and among this number, 3,771 nurses are from Penang private hospitals in Malaysia. The number of nurses versus population ratio of Penang is 1:243. It shows that the nursing industry in Penang, Malaysia is understaffed.

Table 1.1: Number of Nurses by State, Sector and Ratio of Nurse to Population, Malaysia as at 31 December 2014

JADUAL 4.24. : BILANGAN JURURAWAT MENGIKUT NEGERI, SEKTOR DAN NISBAH JURURAWAT KEPADA PENDUDUK, MALAYSIA SEPERTI PADA 31 DISEMBER 2014

Table 4.24. : Number of Nurses by State, Sector and Ratio of Nurse to Population, Malaysia as at 31 December 2014

NEGERI State	SEKTOR AWAM Public Sector			SEKTOR SWASTA ² Private Sector ²	JUMLAH Total	NISBAH JURURAWAT : PENDUDUK Nurse : Population Ratio
	KKM ¹ MoH ¹	BUKAN KKM ² Non MoH ²	JUMLAH Total			
Perlis	746	<i>n.a.</i>	746	20	766	1: 318
Kedah	4,169		4,169	1,033	5,202	1: 393
Pulau Pinang	2,993		2,993	3,771	6,764	1: 243
Perak	5,278		5,278	1,691	6,969	1: 353
Selangor	7,327		7,327	7,687	15,014	1: 386
W.P. Kuala Lumpur	4,392		4,392	5,946	10,338	1: 169
W.P. Putrajaya	2,867		2,867	9	2,876	1: 30
W.P. Labuan	211		211	8	219	1: 434
Negeri Sembilan	2,352		2,352	1,152	3,504	1: 309
Melaka	1,860		1,860	1,291	3,151	1: 274
Johor	5,980		5,980	2,240	8,220	1: 428
Pahang	3,609		3,609	641	4,250	1: 376
Terengganu	2,582		2,582	249	2,831	1: 400
Kelantan	3,235		3,235	874	4,109	1: 412
Sabah	6,547		6,547	545	7,092	1: 491
Sarawak	5,216		5,216	1,176	6,392	1: 408
MALAYSIA	59,364	4,984	64,348	28,333	92,681	1: 325

Nota/Note:

¹ Data dari Bahagian Sumber Manusia, KKM / Data from Human Resources Division, MoH

² Data dari Lembaga Jururawat Malaysia / Data from Malaysia Nursing Board

Punca : Pusat Informatik Kesihatan, KKM

Source : Health Informatics Centre, MoH

Source: Ministry of Health Malaysia, 2014

According to the newspaper, The Guardian UK, it stated that the increase in demand of nurses and long shifts are actually racking up the stress caused by understaffing. During the year of 2014, around 1,500 nurses in London felt stress

and they fall sick because of that. Besides, there are some nurses face anxiety and depression due to the stress faced in the workplace (Kirk, 2015). It is obvious that the number of nursing staff suffer from stress are increasing year by year. Furthermore, one of the articles explained that all of the nurses in Singapore are overworked. They do not even have time for lunch which is a one-hour break because the nursing staff have to take care of tons of patients every day (Farhan, 2015). Some of the articles from the newspapers stated that one of the most stressful jobs is being a nurse (Kentish, 2015).

Moreover, a journal explained that the nurse turnover intention is significantly predicted by job satisfaction and commitment to the organizations. It stated that job satisfaction and turnover intention among nurses are related to each other. When the turnover intention of nurses is high, the job satisfaction of nurses will be low (Gieter, Hofmans, & Pepermans, 2011). There are 62% of 10,000 nursing staff from the Royal College of Nursing (RCN) in United Kingdom had an intention to leave due to busyness, burnout and suffer from too much of stress in their job ("Two-thirds of nurses "consider quitting" due to stress, says RCN, " 2013). Stress that faced by most of the nurses has caused several impacts on their job such as low performance and productivity, low morale, dissatisfaction in their job and finally resignation. In Malaysia, almost 10% to 20% which are 84,000 nurses are involved in the brain drain to overseas (Tan, 2016). The low density of nurses in Malaysia indicates that Malaysia is facing excessive brain drain of nurses, high turnover, low job satisfaction and low retention (Casey, Fink, Krugman, & Propst, 2004; Soilek, 2006).

There are many researches study about job stress and job satisfaction of academic staff, police, doctors and sales persons. For instance, one of the researches has studied about the stress among the academic staff which has a title of "The Impact of Job Stress on Job Satisfaction among Academic Faculty of a Mega Distance Learning Institution in Pakistan. A Case Study of Allama Iqbal Open University" (Jahanzeb, 2010). In addition, a few studies have discussed about the job stress among nurses in Malaysia such as "Job Stress Among Nurses at Sarawak General Hospital in Kuching Division, Sarawak" (Nuruddin, 2000) and most of the studies

about nurses' stress and job satisfaction are conducted in foreign countries such as "Occupational Stress, Job Satisfaction, and Job Performance Among Hospital Nurses in Kampala, Uganda" (Narbirye, 2010).

However, after we have read through lots of journals and articles that have been written by other researchers, we realize that so far there is no research on the framework of the relationship between stress and job satisfaction among nurses in Georgetown, Penang, Malaysia. Therefore, we choose to conduct the study on nurses in private hospitals of Georgetown, Penang in this research project as we feel that there is a need for us to fill the gap. Firstly, among all other states in Malaysia, Penang is highly recommended by several institutions as the best place to seek medical treatment because it is a hub for medical tourism in Southeast Asia (Commare, 2013). Neighbouring countries such as Thailand, Singapore and Indonesia are coming to Penang as medical tourists because Penang is serviced by airlines from around the world. This shows that the nurses in Penang have to provide services to the patients who come from all over the world (Hockton, 2014). Besides, Penang is one of the countries offering the best private healthcare services because the number of foreign tourists who seek medical services in Penang increases tremendously and this stimulates the hospitals in Penang to enhance the quality of their healthcare services provided. However, Penang suffers a serious shortage of skilled workers which include nurses and it is related to brain drain of nurses in Malaysia (Lee & Ho, 2016). Thus, there is a need for us to conduct a detailed study about the stress and job satisfaction of nurses in private hospitals mainly in Georgetown, Penang.

1.3 Research Objectives

1.3.1 General Objective

This research tries to deliver the general ideas of the relationship between stress and satisfaction of job among nurses in private hospitals of

Georgetown, Penang. The reason to perform this research is to enhance our knowledge regarding stress and job satisfaction. After performing this research, we hope to improve the job satisfaction and know which factors influence the nurses the most.

1.3.2 Specific Objectives

1. To determine whether there is a significant relationship between home-work interference and job satisfaction.
2. To determine whether there is a significant relationship between role conflict and job satisfaction.
3. To determine whether there is a significant relationship between supervisor support and job satisfaction.
4. To determine whether there is a significant relationship between workload and job satisfaction.
5. To determine whether there is a significant relationship between stress (home-work interference, role conflict, supervisor support and workload) and job satisfaction.

1.4 Research Questions

1. Does home-work interference have a significant relationship with job satisfaction among nurses in private hospitals of Georgetown, Penang?
2. Does role conflict have a significant relationship with job satisfaction among nurses in private hospitals of Georgetown, Penang?

3. Does supervisor support have a significant relationship with job satisfaction among nurses in private hospitals of Georgetown, Penang?
4. Does workload have a significant relationship with job satisfaction among nurses in private hospitals of Georgetown, Penang?
5. Does stress (home-work interference, role conflict, supervisor support and workload) have a significant relationship with job satisfaction among nurses in private hospitals of Georgetown, Penang?

1.5 Hypotheses of the Study

Hypothesis 1

H1: There is a significant relationship between home-work interference and job satisfaction.

Hypothesis 2

H2: There is a significant relationship between role conflict and job satisfaction.

Hypothesis 3

H3: There is a significant relationship between supervisor support and job satisfaction.

Hypothesis 4

H4: There is a significant relationship between workload and job satisfaction.

Hypothesis 5

H5: There is a significant relationship between stress (home-work interference, role conflict, supervisor support and workload) and job satisfaction.

1.6 Significance of the Study

Nursing shortage is a global issue that happens in health care industry. Almost every country, including the developed countries such as US also faces this problem as we have mentioned in above. According to the recent report done by the American Society of Registered Nurses (2007), the issue of nurses' shortage has become more intense and the nurses' turnover rate is increasing year by year as well. The research indicates that Malaysia needs almost 20,000 registered nurses in all specializations. However, the research found out that there are approximately 1,000 nurses are leaving their profession every year (Ghani & Tang, 2012).

From the research background and problem statement, we can know that the nurses are leaving their jobs due to the high level of stress faced by them in their job and low job satisfaction. When a person is facing stress in his or her job, it will continuously lead to reduction of job satisfaction and finally the rise of turnover intention. Therefore, in order to give appropriate prescriptions and solve this issue successfully, we must know what the root is or the real causes of the problem. We have decided to conduct this study to determine and investigate whether stress causes the nurses to have low job satisfaction and identify what are the factors that contribute to stress. We will go through different dimensions and areas to investigate the main factors that cause stress to emerge and low job satisfaction among the nurses in Georgetown, Penang.

From the individual perspective, doing this research can help the nurses to raise their awareness on the needs of taking care of their own mental health other than taking care of the patients. As we know that the nurses are good in taking care of people because it is their responsibilities and profession. All of the medical fees are expensive especially in private hospitals and therefore the patients will expect a good quality of healthcare services provided by the nurses from the hospitals. However, some of the nurses who are busy in taking care of other people have already forgotten on how to take care of themselves and their needs. Nurses are facing many challenges while working in the hospitals. They have to deal with

patients' discomfort, injuries, deaths, accidents, et cetera. (Brunero, Cowan, Grochulski, & Garvey, 2006). Dealing with human lives is a heavy duty or even a tough job and therefore being a nurse is a stressful job. If the nurses do not deal with the stress and just ignore it, their job satisfaction will become low and the turnover intention will become high as well in the long run. Through this research, the nurses can know what the significant factors are which contribute to stress and they can find some effective ways to improve their current situation in order to reduce their stress level. Besides, by carrying out this research, it can help the readers to have a better understanding on the nurses' perceived stress and job satisfaction level as well as the variables that contribute to stress and nurses' shortage in healthcare industry in Malaysia.

From the government perspective, carrying out of this research project provides the government with a better understanding on the current stress level and job satisfaction of the nurses. As we know the issue of nurses' shortage has never really been solved completely. Some of the hospitals are abusing the nurses due to the shortage of nurses. The nurses have to work extra in order to overcome the nurses' shortage problem. Hence, the nurses' workload will become more than usual due to the shortage of manpower. The nurses' own responsibilities are already quite heavy in addition to overload of work, the nurses will feel stressed because it has over their limited capacity of handling a task and in return they will have low job satisfaction. The nurses' productivity will also become low as well. Besides, the healthcare service quality will also be affected and the patients cannot receive standard and quality healthcare services. It is the government obligation to take care of the welfare of their citizens and also make sure both the employers and employees work together in safe and healthy systems of work. (Brunero, Cowan, Grochulski, & Garvey, 2006). Therefore, this research can provide a guideline for the government on how to legislate or create a policy that can provide a healthy and safety working environment to all people at workplace including the employers, employees, nurses, patients and organization

From the organizational perspective, knowing the causes of the problem is also beneficial and important especially to the organizations or healthcare institutes

because nurses are important assets to the healthcare industry. Nurses play a crucial role in the healthcare industry and their performance may determine a healthcare institute's survival. They have significant influence on the healthcare service quality and the treatments provided as well as the patients outcomes. Therefore, their responsibilities and burden are also larger compared to other professions and hence their job stress level is also higher. However, when the nurses are stressed, they tend to have low productivity and it will have adverse effects on the healthcare institute's performance. Therefore, by understanding the reasons that cause stress to occur and reducing it will help to increase the productivity of nurses and it will have positive impacts on the healthcare institute's performance and success indirectly (Draper, Felland, Liebhaber, & Melichar, 2008).

This research can also serve as a guide or reference for the HR department of healthcare industry to take remedial actions to increase the job satisfaction of the nurses and form some effective retention strategies or plans to retain the nurses that have the turnover intention because a hospital cannot operate without nurses and doctors (Ghani & Tang, 2012). Besides, this research can also provide some relevant information for the healthcare institutes, so that they have ideas on how to enhance and improve the nurses' job performance and service quality in order to maintain their competitive advantage by providing the best service in the healthcare industry. This research is also helpful for the HR department of the healthcare institutes when they intend to make improvement on the nurses' job structure as well as duties and to attract more people to join the nursing workforce by knowing the current situation of the healthcare industry and make the job to be more attractive. Lastly, this research can also increase the awareness of the healthcare industry or the healthcare institute on the needs of the nurses (Applebaum, Fowler, Fiedler, Osinubi, & Robson, 2010).

1.7 Chapter Layout

This research project will be explained and discussed thoroughly through five chapters. The general descriptions of each chapter will be shown as below:

Chapter 1: Introduction

This chapter is the initiatory chapter where the research background will be clearly described and the problem statement will be fully deliberated. Next, it elaborates the objectives of this research to be implemented, the research questions to be recovered and the hypothesis of the study to be examined. Lastly, it explains the significance of this research.

Chapter 2: Literature Review

The information and studies that are related to the field of interest and have been reviewed by the researchers will be described in this chapter. The conceptual framework proposed will be established based on the foundation of the relevant theoretical models being reviewed previously. Besides, the hypothesis will be developed and the overall of the literature will be concluded.

Chapter 3: Research Methodology

A general review of the research methodology will be described in this chapter which includes the research design, methods of collection of data, sampling design, instrument used in this research as well as constructs measurement. Moreover, the steps in processing the data and the analysis of data will be explained in this chapter.

Chapter 4: Research Results

This chapter will present the results in different forms and the results will be analysed and linked to the research questions and hypothesis using descriptive analysis, scale measurement (reliability analysis) and inferential analysis.

Chapter 5: Discussion and Conclusion

This chapter will discuss the outline of statistical analysis, major findings, implications as well as the limitations of the study. Furthermore, some recommendations for future research will be proposed in it. Lastly, this chapter will also summarize the whole research project.

1.8 Conclusion

Conclusively, the aim of this study is to find out the factors of stress (home-work interference, role conflict, supervisor support and workload) that influence job satisfaction in the private nursing industry in Georgetown. There will be deeper understanding on the factors of stress that affect job satisfaction from the review of the relevant journals and articles in the next chapter.

CHAPTER 2: LITERATURE REVIEW

2.0 Introduction

In this chapter, the definitions and details about all the independent variables (home-work interference, role conflict, supervisor support and workload) and the dependent variable (job satisfaction) will be provided. In the literature review, the relationships between all of the independent variables and the dependent variable will be explained based on the relevant theoretical models and the proposed theoretical framework will be developed. Lastly, this chapter will also discuss the hypothesis development for the independent variables and the dependent variable.

2.1 Review of the Literature

2.1.1 Dependent Variable: Job Satisfaction

The definition of job satisfaction refers to one's cognitive, emotional and behavioural response to the job as an outcome of assessment of job attributes and job-related events (Kula & Guler, 2014). Job satisfaction is being described as an employee's reactions towards his or her work or the organization (Almutairi, 2013). According to Vigoda (2002), job satisfaction also reflects one's aggregate feelings on his or her job and the disposition they have based on his or her viewpoints or the aspects of the employment. Besides, it also occurs when the particular needs, values and desires are deemed by the individuals as being vital to them as well as will influence the results of their perception and evaluation of employment (Andrews, Kacmar & Witt, 2000).

Other than that, job satisfaction is a pleasant and positive emotional state of employees arising from his or her evaluation of job or job experiences

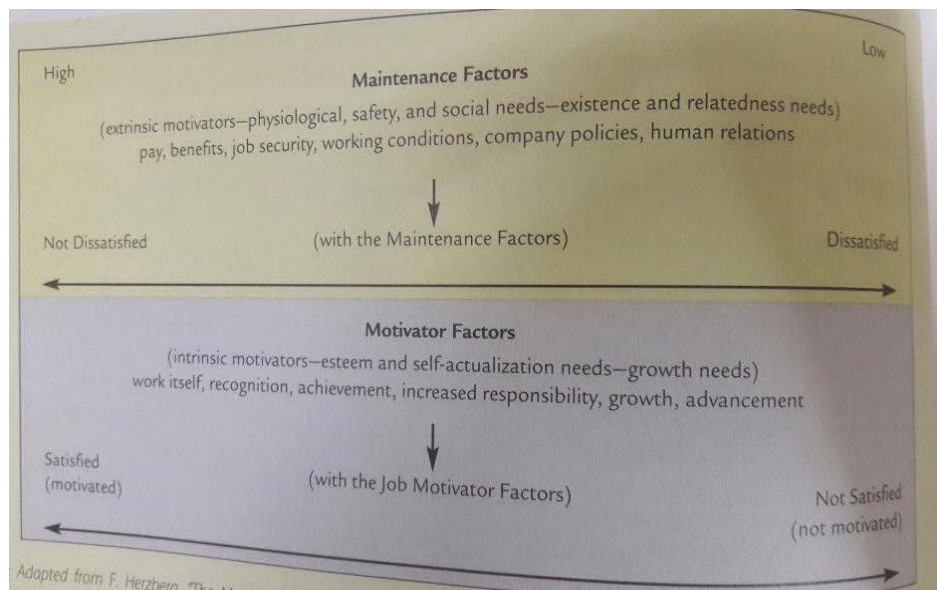
(Bemana, Moradi, Ghasemi, Taghavi, & Ghayoor, 2013). Moreover, it emerges when an employee has positive thoughts and spirit toward his or her job and organization (Quarat-ul-ain, Khattak, & Iqbal, 2013). Based on Abutalib and Mohdbokti (2009), job satisfaction also reveals how positive an individual feel on job, aspects of job and work circumstances.

Job satisfaction can be a sign of one's emotional well-being or psychological health to demonstrate the behaviour that could influence the organizational functioning. It is also a significant reflection of employees' attitude towards their tasks (Abutalib & Mohdbokti, 2009). The gratification based on cohesiveness of work qualities with individuals' needs and desires has significant impact on the organization effectiveness (Savas & Toprak, 2013). The effects and consequences of job satisfaction play a major role within the organization (Ahari, Mehrabi, Kord, & Karimi, 2013). People who are satisfied appear to hold for the spiritually inspiring whereas people who are dissatisfied tend to hold passive disposition towards their employment (Vigoda, 2002). Hence, when the satisfaction level is low among employees, there must be something going wrong within the organization (Savas & Toprak, 2013).

The fundamental assets of any organization include the employees who have positive state of mind. This is because they will put more efforts in the commitment of their work and present a good image for the organization (Quarat-ul-ain, Khattak, & Iqbal, 2013). Once the employees have been highly satisfied, they will love their jobs and contribute more to their jobs (Ahari, Mehrabi, Kord, & Karimi, 2013). Job satisfaction is not only associated with personal attitude but also related to the patterns of behaviour at workplace which embody the interpersonal sensitivity and kindness. Employees who have high level of job satisfaction tend to behave thoughtfully and sensitively with others. Moreover, a satisfied worker is also a productive worker. Therefore, the rise of job satisfaction leads to the increase of retention and performance improvement (Hooper, 1992).

The consequences of low job satisfaction include inefficiency, leaving intention or some other disciplinary issues. The management needs to find another method that can increase employees' satisfaction which results in more positive effects (Savas & Toprak, 2013). Organization can promote the job autonomy and employees' participation in decision making to maximize the satisfaction among employees. Besides, identification of expectation on entering a job can prevent unrealistic expectations and reduce the dissatisfaction (Hooper, 1992).

Figure 2.1: Herzberg's Two-Factors Theory Model



Source: Lussier, R. N., & Achua, C. F. (2013). *Effective leadership (5th Ed.)*. Mason, Ohio: Thomson/South-Western.

Herzberg's Two-Factor Theory is a two dimensional paradigm of elements that influence work attitudes can be considered as a theory base for job satisfaction. This theory model consists of two factors, which are hygiene factor and motivational factor which is shown in figure 2.1 to determine the job satisfaction. Employees are on a continuum from being dissatisfied to being satisfied with their environment. The hygiene factor will hold the employees from being dissatisfied, but its existence does not incur high level of job satisfaction. On the other hand, the existence of motivational

factors can establish higher level of satisfaction and greater motivation but the absence of motivational factors does not cause any dissatisfaction.

Commonly, job satisfaction can be divided into inherent and external factors. Inherent factors refer to the nature of the job itself while external factors are related to the other fields of the jobs (Abutalib & Mohdbokti, 2009). Factors that are involved in job satisfaction have been studied by previous researchers are shown in the table 2.1:

Table 2.1: Factors of Job Satisfaction

Articles Cited	Factors
Ling, 1954	Money, Prestige and Status, Security, Approval, Sense of Belongings, Creativeness
Ruth Johnston, 1975	Interesting Job, Friendly Co-workers, Efficient and Interested Management, Good Pay, Kind Supervision,
Johnston, 1973	Friendliness, Job Interest
Hill, 1973	Interesting and Satisfying Work, Good Pay, Supervisor, Working Condition, Satisfactory Co-workers
Lloyd-Davies, 1954	Friends and Relations, Company Reputation, Work Condition
Walker and Guest, 1952	Money and Financial Reward, Working Conditions and Environment
Argyle, 1972; Johnston, 1975	Physical Conditions of work, Job Content, Quality of Supervision, Social Relation, Money and Financial Reward
Vamplew, 1973	Work Interest, Feeling of Achievement and Recognition of Qualities

Source: Fraser, T. M. (1983). *Human stress, work and job satisfaction: A critical approach*. Geneva: International Labour Office.

Bemana, Moradi, Ghasemi, Taghavi, & Ghayoor, 2013	Mental of challenging work, Municipality Personnel, Supportive Working Condition, Supportive colleagues and co-workers, Equitable Rewards
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Source: Bemana, S., Ghasemi, M., Ghayoor, A. H., Moradi, H., & Taghavi, S. M. (2013). The relationship among job stress and job satisfaction in Municipality Personnel in Iran. *World Applied Sciences*, 22(2), 233-238.

Fairbrother and Warn, 2003	Teamwork, Supportive Work Environment, Absence of Feeling about Disruption
Spector, 1997 & 2008	Pay, Fringe Benefits, Supervision, Job Conditions, Communication, Security, Co-workers, Nature of the Work, Promotion Opportunity
Davey, Obst and Sheehan, 2001	Promotion Opportunity, Organizational Support
Alpass, et al., 1997	Leadership, Challenging Job Conditions, Low Level of Conflicts
Blair & Phillips, 1983	Autonomy, Relations, Organizational Management, Feedback, Pay, Supervisors, Skill Variety, Promotion Chances,

Source: Mohdbokti, N. L., & Abutalib, M. (2009). A preliminary study on occupational stress and job satisfaction among male navy personnel at a naval base in Lumut, Malaysia. *The Journal of International Social Research*, 2(9).

According to the Bilodeau (1973), there are five factors that the management should concern with in order to increase the nurses' satisfaction. The first factor includes the patience and care. The reason is

being a nurse is a challenging work. Nurses would like to have an outstanding physical care, emotional support and patients' appreciation. Secondly, nurses are receiving training and highly motivated to perform well. Doctors and management of hospitals should esteem them, believe in their judgment and recognize them for the tasks performed well by them. Thirdly, hospitals need to provide an environment which is being recognized as an important care unit to be inspiring and exciting. Next, the family members of the patients should care more about the patients and respect the nurses at the same time whereas the family members of the nurses must support their nursing goals. Lastly, the nurses will feel that there is a particular status that they can link with by working in an important care unit.

According to the Every and Falcione (1976), there are four dimensions that are related to job satisfaction among the registered nurses. The first dimension is the relationship orientation which exposes the nurses' interpersonal relationship with their colleagues and supervisors. The second dimension is the internal work rewards. The nurses' inherent satisfaction can be obtained through the work itself, skills and abilities development as well as good working condition. The external work rewards refer to the tangibles offered by the organization as a reward for one's commitment. The examples of rewards are promotion, salary and other tangible benefits. Lastly, the organization's administrative policies as the last dimension deal with the acknowledgment for the past services provided and the hospital policies that can influence the level of satisfaction of nurses.

Job satisfaction is a crucial measure of burnout among nurses. The nurses who have low job satisfaction show the higher level of perceived burnout. Furthermore, job satisfaction serves as a guarantee that the employees will serve the customers with great admiration and enthusiasm in the service delivery industry. Once the employees are satisfied with their employment, they can enhance the service quality and fulfil the customers' desire better.

Therefore, this could help to increase the organization productivity (Krong & Lin, 2015).

2.1.2 Independent Variables: Stress

According to Griffen and Moorhead (1998), they defined stress as an individual's adaptive reactions to a stimulus that locate the physical and psychological requirements on an individual. Blumenthal (2003) explained that stress is anything that interferes with individual's capabilities to retain the crucial variables among desirable limits whereas Merriam Webster described stress as being able to cause our body or mental tightness due to the physical, chemical or emotional factors. However, Lazarus (1991) argued that stress is a transaction that continues to change according to the role played by the stress moderators with the changing external economic and financial environment in different societies. According to Bowing and Harvey (2001), they said that stress arises because of the interaction among individuals and environment that generates the strain of emotions and influences an individual's physical and mental status. Stress is also a process when there is an alteration of environment demand, individuals will suffer from diseases due to the alteration outcomes (Cohen, Kamarck, & Mermelstein, 1983). Stress is part of our lives. It is considered good sometimes when there is small in amount as it can stimulate and assist individuals to become more proactive. Unfortunately, when there are too much of stress, it may harm someone ("Stress & stress management," 2010).

There are four types of stress which are categorized by Lazarus namely eustress stress, distress, hyperstress and hypostress. Eustress is a short-term and positive stress. This type of stress will not bring negative effects to an individual, not to mention it enhances his or her behaviour such as enhancing in motivation, creativeness and job satisfaction (Lazarus, 1991). Eustress also provides an individual with additional energy or inspiration

to achieve the targets (“Stress & stress management,” 2010). Distress is a negative stress which will guide an individual to alter his or her life (Lazarus, 1991). The individual may feel distressed when he or she or loved ones suffer from incidents such as accidents, deaths or injuries. Fear, trauma or mental suffering which caused by exhaustion or an accident also refers to distress (“Stress & stress management,” 2010). Besides, hyperstress arises when an individual feels he or she being pushed over the limit that one can handle. When an individual faces this kind of stress, he or she will be emotional and even small events may spark a highly emotional break out (“Stress & stress management,” 2010). Lastly, hypostress is contrary with hyperstress. This type of stress arises when an individual feels bored. When the individual is doing the same work every day such as being in the assembly line or as a factory worker, he or she may feel hypostressed (“Stress & stress management,” 2010). According to Lazarus (1991), an individual will feel that he or she is uninspired and restlessness when he or she is facing this kind of stress.

There are two types of consequences of stress which are individual consequences and organizational consequences. The outcomes of the stress which influence individuals directly but may affect institutions either directly or indirectly refer to individual consequences. While organizational consequences mean the stress that people face will directly influence the organizational outcomes (Anbazhagan, Rajan, & Ravichandran, 2013).

Individual consequences consist of behavioural consequences, psychological consequences and medical consequences. When individuals suffer from stress, their behaviours will tend to change. This refers to behavioural consequences. The individuals who are under a lot of stress may have behaviours such as smoking, accident proneness, violence and appetite disorder. There is a research showing that when people experience stress, they tend to change their behaviour like smoking frequently as compared to previous normal behaviour. The psychological consequences

occur when stress that may influence the individuals' normal health and wellbeing. When there is too much of stress faced by the individuals, they may feel low-spirited or discover themselves have too much or not enough sleep. The following consequence is the medical consequences. Heart disease and stroke are the major illnesses that are linked to stress. Besides, headaches, backaches ulcers and skin conditions are also the common medical problems caused by having too much of stress (Anbazhagan, Rajan, & Ravichandran, 2013).

The next consequence of stress is the organizational consequences. The first organizational consequence of stress is employees' performance. When employees feel stressed, their performance will decline. For example, when employees are stressed, they will be emotional and they may quarrel with colleagues and make bad decisions. This shows that when employees feel stressed, it might influence their performance and the organizational productivity. Besides, withdrawal is also one of the organizational consequences. When the employees are stressed, they will intend to withdraw from the organization. There are two forms of withdrawal which are absenteeism and quitting from work. Mostly employees will be absent and quitting from job because they feel difficult to cope with the stress occurs in their jobs or they will take long hours of lunch break. Lastly, the change on the attitude is also one of the organizational consequences. When employees suffer from stress, they tend to have low job satisfaction, morale as well as organizational commitment ("*Consequences of stress*," 2006). When their commitment towards the organization has changed, they will not put more efforts on their job. This is because they suffer from stress and are unable to focus so they tend to become employees who just focus on stability by only solving the current problems without thinking about the future of the organization.

According to Rohany (2003), job stress is defined as anything that is related to the environment of work or nature of work which will influence the employees' awareness of stress while Leka et al (2003) explained job

stress as the response that employees may have when they are given work demand when the requirements and procedures are not stated clearly and the job scopes that are not relevant to their abilities and knowledge. This may challenge their capabilities to manage the job demands. Ahari, Mehdi, Mehrabi, and Kord (2013) argued that job stress will happen during the interaction between people and jobs. Because of the jobs sometimes, people may force to change and deviate from their normal performance. Besides, Akinboye, Akinboye, and Adeyemo (2002) described job stress will arise when job demands do not match with the resources and needs of the employees, the harmful emotional and physical reactions may appear. High level of job stress will influence the productivity, attendance of employees, hypertension and cardiovascular trouble (Dar, Akmal, Naseem, Ud, Khan, et al., 2011).

There are two dimensions in job stress which consist of physiological stress and psychological stress. The responses of the body like headache, chest pain, stomach ache as well as bad skin conditions refer to physiological stress while having fear, temper, tension and feeling nervous refer to psychological stress. When employees are unable to manage these kinds of stress, it will affect employees' behaviour and attitude negatively (Ahmad et al., 2014). According to Kazmi et al (2008), shortage of resources, heavy workload, lacking of supervisor support, role conflict and lack of harmony in work place are the factors that lead to stress.

2.1.2.1 1st Independent Variable: Home-Work Interference

According to Greenhaus and Beutell (1985), family-work conflict occurs when family and work responsibilities are crashed whereas Greenhaus & Powell (2006) explained that it occurs when the family region affects an employee's decision making during the time he or she participates or engages in one's work role. They also stressed that family demands and family caregiving responsibilities

determine the number of hours a person can concentrate on the job. If employees are unable to meet their work responsibilities because of their family responsibilities, employees' decisions making will be influenced and the rate of their participation in work domain will reduce as well through making an employment trade-off. Besides, there is a research shows that employees who are married and have complex family structures at the same time are more active in employment trade-offs compared to those employees who are not yet marries and live alone without children (Ammons & Edgell, 2007; Brayfield & Mennino, 2002). From the results of interview that carried out by Becker and Moen (1999), they found out that the majority of couples who face family-work conflict is because of they consume ample hours on their family and the increase of the responsibilities in the family. For married women, they need to increase time spent in the family domain by adjusting the demands from work to suit the family demands and activities (Hinze, 2000) while for the new fathers, they need to concentrate more on their work and earn more money to cope with the high living costs but are unable to spend more time with their family (Moen & Roehling, 2005). Family conflicts occur from motherhood and fatherhood will influence their jobs as they need to suit the needs of their family and requirements of their jobs at the same time. When the employees have various roles like childcare and job responsibilities, it tends to lower the level of job satisfaction because of family-work conflict (Evandrou & Glaser, 2004). This is because the responsibilities for child care or elderly care and others in the household may conflict with the job and produce family-work conflict. Employees will feel worried about their family problems at work and cause them to lose concentration on their job (Ezra & Deckman, 1996).

There are factors that affect the work-family conflict directly which are long working hours and work overload (Boyar, Carr, Maertz &

Mosley, 2008; Kim, Lee & Leong, 2005). According to Greenhaus & Beutell (1985), work-family conflict is an internal conflict and this happens when the roles at work and family domains are inconsistent. For example, taking part in one role makes it hard to take part in another role. The internal conflict occurs when an individual does not satisfy his or her work expectations and family roles as the individual needs time, energy and commitment to accomplish one role (Khan, Quinn, Snoek, Rosenthal & Wolfe 1964). According to Kahn et al. (1964), they described work-family conflict as a force which comes from the roles in family and work, when an individual takes part in both work and family roles, the demand of one role will be unable to be fulfilled. According to Greenhaus, Parasuraman, and Collins (2001), Greenhaus and Beutell (1985), there are three components which are associated with work-family conflict which are time-based, strain-based and behaviour based conflict. First of all, time-based conflict arises when there are obstacles to fulfil another role because there is also time spent on one role currently (work or family). Strain-based conflict occurs when one role played by an individual brings difficulties in satisfying the needs of another role (Greenhaus & Beutell, 1985). Other than that, behaviour based conflict arises when specific behaviour combines with one role and makes it difficult to satisfy the requirements of another. Job loss, heavy workload, working environment and others factors might influence home environment. Dual-earner family are more stressed because women expect men to work the 'double shifts' in order to earn more money and has a better life (Cooper & Lewis, 1994). Work-family conflict influences job satisfaction negatively. When an individual is responsible for the jobs, he or she may have obstacles in carrying out household responsibilities and this will lower the job satisfaction (Muhammadi & Qaisar, 2009). Besides, long working hours and heavy workload are negatively related to job satisfaction and work-family interference. Employees cannot

concentrate on the family roles because they will be worried about they are unable to finish their work (Jayaweera, 2005; Janasz & Behson, 2007; Ezra & Deckman 1996; Cabrita & Helo ía, 2006)

2.1.2.2 2nd Independent Variable: Role Conflict

Role conflict has been defined by many researchers and scholars in many different ways. First of all, a person is said to experience role conflict when he or she is confronted by many different roles (Robbins & Coulter, 2003). Besides, role conflict was defined by Rizzo, House, and Lirtzman (1970) as the conflicting expectations and requirements from the others as well as the employees that need to perform their roles whereas Kopelman, Greenhaus, and Connolly (1983) stated that role conflict is the extent to which an individual undergoes pressures within oneself in the role carried out by him or her that are incompatible with the pressures that occur within other role. Moreover, role conflict is defined as an experience or perception of the role that is required to be performed by an individual emerges when there are two or more different expectations occur at the same time and by meeting one expectation will make meeting the other(s) expectation harder or even impossible. There are three categories of role conflict which are inter-role conflicts, intra-role conflicts as well as person-role conflicts (Pandey & Kumar, 1997).

Cherniss (1980) explained inter-role conflicts occur when several different roles occupied by an individual require him or her to show incompatible behaviours. For example, the expectations from being a manger as the individual's role that needs to work overtime may oppose with the expectations from the role of being a parent who needs to leave on time or early to accompany family (Pandey & Kumar, 1997). Intra-role conflicts take place when there are

different expectations from different individuals or groups that an individual has a role to play in it that allows him or her to show incompatible behaviours, which means the individual gains conflicting messages either from the same sender or from different senders (Cherniss, 1980). There are two types of intra-role conflicts which are intra-sender conflicts and inter-sender conflicts. Intra-sender conflicts are experienced by an individual when a single role sender has expectations that are incompatible towards another different role. For example, an employee is expected by a supervisor to perform a specific task while the employee has been forbidden to use the only way which allows he or she to carry out the task successfully by the supervisor simultaneously. Inter-sender conflicts occur when the expectations of two various role senders are incompatible towards another role. For instance, the inter-sender conflicts happen when the unity of command's principle is being violated and managers are required to follow the instructions as well as report to two or more supervisors who have different plans or ways of doing things such as they have different requirements towards products or different policies which are conflicting (Pandey & Kumar, 1997). Cherniss (1980) described the third type of role conflicts, person-role conflicts exist when a role occupied by an individual demands him or her to show certain behaviour that is in contrary with own moral values, motives or abilities. For instance, a manager that needs to get the contracts may be expected to bribe the officers that may oppose with the manager's own values (Pandey & Kumar, 1997).

Role conflicts are said to have brought negative consequences as well as positive consequences to an individual by many researchers in different journals and researches. First of all, there are quite a number of current journals show that there are negative consequences caused by role conflicts to individuals, for instance, stress, low satisfaction, low productivity or job performance,

having difficulties in decision making, et cetera (Fried et al., 1998; Netemeyer et al., 1990; Tubre & Collins, 2000). Besides, there are researches found out that the existence of role conflicts affect negatively on the managers' job satisfaction and positively on job stress (Gregson & Wendell, 1994; Jackson & Schuler, 1985). Similarly, according to Tubre and Collins (2000), they stated that role conflicts decrease job satisfaction and increase job stress by using motivational research due to the overload of information for the role caused by the role conflicts. Other than that, there are also some scholars suggested some positive impacts brought by role conflicts such as the increase in the creativity of an individual, having better self-perception or the mobility of new energies (Walton, 1987). On the other hand, some researchers deemed conflict as an essential element of the socialization process and argued that individuals need to have harmony aspects as well as conflict aspects to perform better in his or her career (Pinkley, 1990).

2.1.2.3 3rd Independent Variable: Supervisor Support

The definition of the supervisor support is the extent to which the supervisor supports and respects his or her subordinates and her or her willingness to help the subordinates (Gok, Karatuna, & Karaca, 2015). Supervisor support is defined as the degree to which the supervisors concern about the employees' career goals, grant credit for work well done and assist them in developing the job-relevant skills and competencies (Bhate, 2013).

Perceived supervisor support is defined as the common views concerning the extent to which the supervisors assess their commitments and understand about their prosperity (Eisenberger, Stinglhamber, Vandenberghe, Sucharski, & Rhoades, 2002). In

other words, the perceived supervisor support is characterized as the employees' impact ideas towards the supervisor's conduct to provide the employees with significant resources to aim for the individual, group or organizational development (Ellen, Ferris, & Buckley, 2013). It is a powerful element that is exploited from the undertaking and commitment with the organization (Cole, Bruch, & Vogel, 2006). Employees normally set up a common belief dependable with the contribution of organization to them and show the consensus structure by whether the organization assists their dedication or serves them in either good or unfavourable ways (Eisenberger, Hungtington, & Sowa, 1986). Therefore, employees who feel high gratitude and acknowledgement from their organization imply that they receive high supervisor support (Krong & Lin, 2015).

Supervisor acts as an organizational agent (Eisenberger, Stinglhamber, Vandenberghe, Sucharski, & Rhoades, 2002). Supervisor also serves a significant role in structuring the workplace and offering the information as well as comments to employees (Griffin, Patterson, & West, 2001). Supervisor has an obligation to monitor the subordinates' performance and provide feedbacks to promote and improve the subordinates' contributions to the organization. Therefore, it is natural for employees to understand the interaction between supervisors and them as the signs of the organization's interest of their job and career compliance (Bhate, 2013).

The possibility of employees is likely to establish the perceived supervisor support towards their supervisors as individuals who have the abilities and talents to solve their needs by behaving suitably exists. Provision of practical profits to employees is a necessary objective for supervisor in order to enhance subordinates' work performance and commitment (Ellen, Ferris, & Buckley,

2013). Therefore, employees who perceive a high sense of supervisor support are competent in dealing with the demands for appreciation, esteem and social personality as well as behaving other than the job execution in addition to the expected capabilities and performance for the organization (Hochwarter, Kacmar, Perrewé & Johnson, 2003).

Supervisor support has positive impact on job satisfaction (Kula & Guler, 2014). The portion of perceived supervisor support is linked with the positive job outcomes which cover the entire job satisfaction of employees as well as the decline of absenteeism and job departure intention (Hochwarter, Kacmar, Perrewé & Johnson, 2003). Strong supervisor support can help to enhance the employment quality and is related with the increase of job satisfaction, sense of better suit between the employees and the organization, and lower turnover (Eisenberger, Stinglhamber, Vandenberghe, Sucharski, & Rhoades, 2002). Lacking of supervisor support leads to the rise in stress level and drop in job satisfaction (Jaramillo, Nixon, & Sams, 2005). Employees indicate the work as a favourable connection of employees contributing their creativity and efforts in exchange for in recompense and rewards like promotion and pay and emotional appreciation like self-esteem and job satisfaction (Hochwarter, Kacmar, Perrewé & Johnson, 2003). Moreover, employees demonstrate proposition towards supervisors regarding to which degree that supervisors acknowledge their contribution and indicate an overriding caring towards their life well-being (Eisenberger, Hungtington, & Sowa, 1986).

2.1.2.4 4th Independent Variable: Workload

In the Handbook of Perception and Human Performance chapter 42, Boff, Kaufman, and Thomas (1986) defined workload as the actual amount of tasks that the executor is required to accomplish within its capacity. In simple words, workload means a person's capacity to finish an amount of work. Other than that, Sahin and Şahingoz (2013) defined workload as the time and energy that are spent by an individual in order to finish the work. Spector (1997) interpreted workload as the demands that needed to be fulfilled in the workplace. According to Spector (1997), workload is being classified into two types which are qualitative and quantitative. Qualitative workload represents the toughness of the job tasks and working under time pressure. Srinivas Gudipati and Pennathur from University of Texas at El Paso classified physical workload into two types as well, which are physical workload and mental workload. Physical workload is the measurable part of the physical resources expended when executing a given task. The physical workload is being affected by the nature of the work, training, motivational and environmental factors (Åkesson et al, 2009). Other than that, mental workload is the information processing and control systems that connect between stimuli, rules and responses, person-task loop and the consequences brought by workload on human performance (Gopher & Donchin, 1986). On the other hand, quantitative workload is refer to the amount or how much work that the employee had accomplished within a period (Spector, 1997).

One of the reasons that we measure workload is because each human executor has his or her own limited capacity to process and respond to information. The more difficult the task is, the more capacity or resource is required to complete the task. Besides, we also want to identify the amount of expended capacity of an

executer can sustain. If the capacity required to process and respond to the task has exceeded the available actual capacity of the executer, it will result in work overload. Work overload is being explained as having too many things to do in a given period of time (Conley & Woosley, 2000). Therefore, by measuring the workload, we can know the number of executers required to complete a particular task. This can help to avoid any potential overload to ensure adequate manpower to operate a task and ensure a standard performance. If the work overload problem does not handle well might lead to job dissatisfaction, decrements of the worker performance and the rise of turnover intention (Boff, Kaufman & Thomas, 1986). This study is also being adopted by Broek, Drunen, Heffelaar and Spink (2009) to conduct their study to explore the workload and attention measurements with uLog mouse data.

According to Aziz, Ejaz, Jaffari, Raza, Shah and Ui-Haq (2011), workload could be a source of stress for the employees. Stress is the cause when our mind is in an active state especially when we are facing both opportunities and constraints (Aziz et al., 2011). Work overload creates pressure because it has exceeded an individual's capacity (Awan, Manzoor, & Mariam, 2008). According to Qureshi, Rizwan, Sajid, Sheraz, & Wajid (2014), work overload is the incompatibility to fulfil the role requirements in terms of resources and time. Keenan and Newton (1987) found out that in work overload, the time is an important dimension. In the past, work overload was being categorized under role conflict because Conley and Woosley (2000) found out that resources, time and skills constraints were all being categorized under role conflict. It negotiates between the time that spent on the work and also its quality and quantity of the work. However, work overload is being separated out and it stands alone as an independent variable nowadays because Glisson et al. (2006) found out that work

overload is related with the feelings of nervous, obstruction, depression, number of sick days, job tension and low in self-confidence, consideration and attention problems as well as work coincidences. These are some of the symptoms of stress (Qureshi, Rizwan, Sajid, Sheraz, & Wajid, 2014).

In this new era of globalization, if the organizations want to stay competitive and productive in the market, they must often set complex objectives. The organization nowadays need to make sure they constantly change the way they make arrangement on the production and work, implement new human resources management policies, introduce technological innovations forms of work organization in order to achieve these objectives. These changes might cause the increase of workload. Increase of workload will result in increment of stress level and the employees' job satisfaction will decrease at the same time (Sahin & Şahingoz, 2013; Bilodeau, Brun, Fournier, Montreuil, & Villa, 2011). Houston, H. Meyer and Paewai (2006) also found out that the university academic staffs nowadays have more complex work compared to the past due to the increasingly demanding environment. The expectations for the outputs, responsiveness to society and student needs as well as the overall performance accountability have also increased as well.

Work overload will have adverse effects on individual health and safety as well as to the organization. When the demands of a task are high or over the ability of a person can handle, he or she will feel pressured. If this situation continues without taking any breaks or steps to reduce the stress, different mental, physical and behavioural problems such as musculoskeletal disorders, psychological distress, fatigue and accidents will occur. While for the organizations, the consequences mainly are the increase of absenteeism, staff turnover and poorer service quality. When these

situations happen, it shows that the employees have low job satisfaction (Bilodeau, Brun, Fournier, Montreuil, & Villa, 2011). Therefore, organizations have to create a work environment that can merge these employees' related concerns at the same time get the optimal performance from employees to achieve the organizational goals (Aziz, Ejaz, Jaffari, Raza, Shah, & Ui-Haq, 2011).

However, different people have different perceptions and reactions towards workload and some occupations are inherently having more work load compared to others. People who think positively will understand that workload is a good opportunity for them to learn more quickly. When they complete their work, they can gain more experience and also enrich their exposure. Moreover, employees that own the capabilities to perform a job mostly enjoy their work. Suitable workload pressure can increase employees' productivity but excessive workload pressure will lead to adverse effects. Employees will become not interested with their jobs and they will treat the additional workload as fatigue and feel stressed. Besides, employee will also feel stressed when the outcome is perceived to be uncertain and important. Some that accept with the changes made will become better but some that cannot cope with it will suffer from destructive consequences (Aziz, Ejaz, Jaffari, Raza, Shah, & Ui-Haq, 2011).

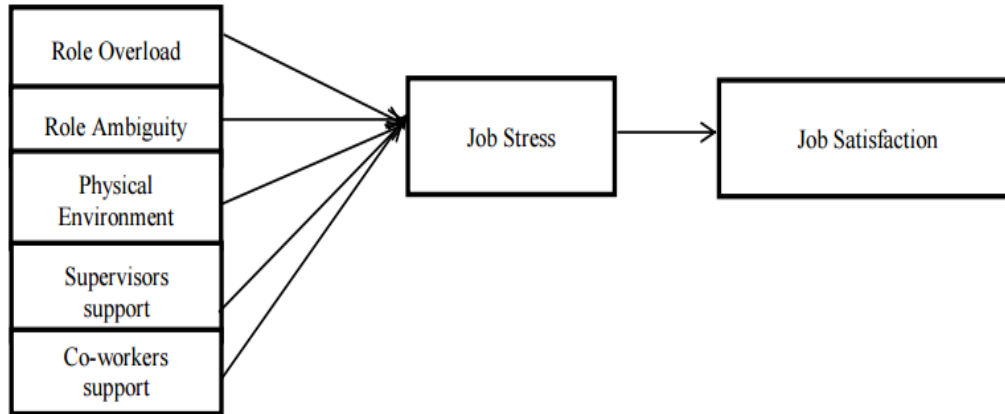
From the article of "The impact of environmental factors on nursing stress, turnover intention and job satisfaction", Applebaum and colleagues (2010) said that many nurses tend to leave the job due to the increase in job related stress such as seeing the future of having shortage of nurse. When the job related stresses among the nurses increase, their job satisfaction will decrease and their intention to leave the job will become higher and this could affect the performance, productivity and profitability of the hospital.

Farahaninia, Hajibabae, Hosseini, Jalal, and Joolae (2013) found out that job satisfaction among the employee in healthcare industry gives more challenges in terms of hiring, training and retaining the nurses. The rate of turnover intention among nurses depends on the job satisfaction of the employees. When the job satisfaction level is low, the employees' turnover intention will be high. Workload distribution methods have the significant relationship with the job satisfaction level in the firms. In this journal article, healthcare industry decided to hire new staffs smartly instead of hiring the people with specific skills and knowledge as well as qualifications that they need in this medical field in hospital. This is helpful in reducing the workload of the nurses (Farahaninia, Hajibabae, Hosseini, Jalal, & Joolae, 2013).

In conclusion, the researchers think that the company should adopt a management style that would not let employees to feel stressed of their job because this could cause them to leave the organization and neglect their work. Employers should not always think that money is the major reason that causes employees to feel unhappy and should find ways on how to make their employees become more motivated and satisfied with their job (Michie, 2002).

2.2 Review of Relevant Theoretical Models

Figure 2.2: Model 1



Independent variables

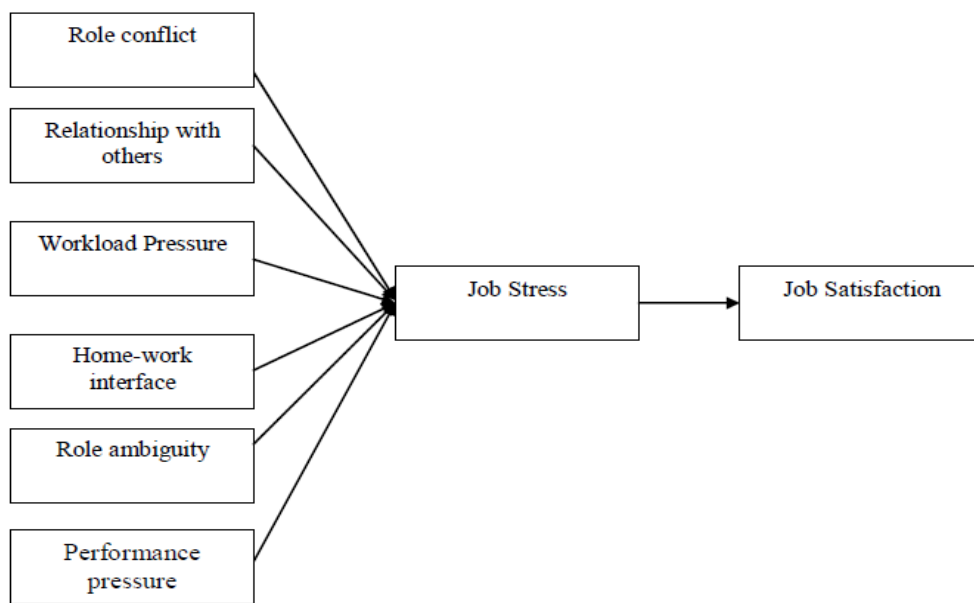
Dependent variables

Source: [Essiam, J. O.](#), [Gyamfi, G. D.](#), [Kudu, L. K.](#), & [Mensah, E. M.](#) (2015). Influence of job stress on job satisfaction among university staff: Analytical evidence from a public university in Ghana. *International Journal of Economics, Commerce and Management*, 3(2), 1-15.

This model is the study on the influence of stress on satisfaction of job among the employees in a public university in Ghana. The researchers observed that the work environment nowadays is very competitive. People are spending most of their time on working. However, this will cause pressure on them when capabilities, job demands, resources or needs of the employees cannot be matched (Adeoye, 2002). Job stress is considered as one kind of the workplace health risks for employees and it might lead to low productivity and dissatisfaction. Therefore, the researchers had adopted five independent variables which are role ambiguity, physical environment, role overload, supervisors support and co-worker support to test whether these variables have any significant relationship with stress and whether stress can influence the job satisfaction. A cross-sectional survey was adopted by the researchers to collect the data. They used convenience sampling technique by choosing 210 of the staff in the university. From the result, they found out that role overload with the $\beta = .17$, $p < .05$ and physical environment with the $\beta = .13$, $p < .05$ have positive relationship with the job satisfaction while

there is no significant relationship between satisfaction of job and support from co-workers which has $\beta = -.01$, $p = n.s.$ Besides, the result also showed that the overall stressors on job satisfaction were small [$R^2 \leq .08$, $F(5, 210) = 4.51$, $p = .001$] and job stressors only explained 8% on job satisfaction. This study found out that multi-tasking schedules might be the reason why stress and satisfaction of job have positive relationship.

Figure 2.3: Model 2



Independent Variables

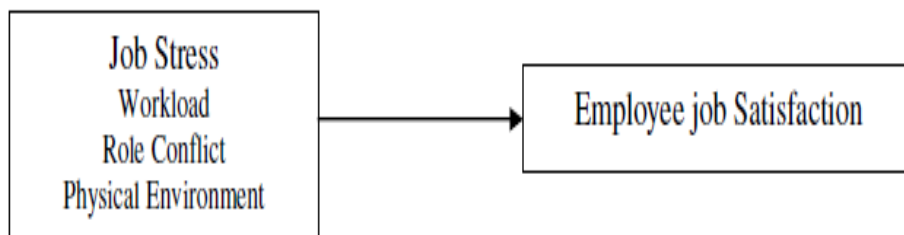
Dependent Variable

Source: Ahsan, N., Abdullah, Z., Yong, D. G. F., & Alam, S. S. (2009). A study of job stress on job satisfaction among university staff in Malaysia: Empirical study. *European Journal of Social Sciences*, 8(1), 121-131.

The research model proposed by Ahsan, Abdullaha, Yong, and Alam (2009) shown in Figure 2.3 was used to determine the relationship between stress occurs in job and satisfaction in job among the staff of university in Malaysia. This research provides further insight of the relationship between stress emerges in job and job satisfaction to the readers by employing six job stressors which included

conflict incurs among different roles, relationship with others, pressure from workload, home-work interface, ambiguity of roles as well as performance pressure to be examined to determine to what extent these six determinants of job stress can have influence in job satisfaction. The researchers collected data by distributing questionnaires in close-ended form employing the non-probability sampling technique to a sample of 300 respondents from a public university located at the Klang Valley area in Malaysia. According to Ahsan, Abdullah, Yong and Alam (2009), the four stressors chosen to be studied have a significant relationship with stress emerge during work. The four job stressors that will influence job stress significantly according to this study which include pressure from workload, home-work interface, ambiguity of role and the performance tension. The findings also showed that job stress is negatively related to job satisfaction (Ahsan, Abdullah, Yong, & Alam, 2009). Lastly, Ahsan, Abdullah, Yong and Alam (2009) suggested that understanding of needs of employees and motivation are important to decrease the job stress and increase the job satisfaction of employees.

Figure 2.4: Model 3



Independent Variables

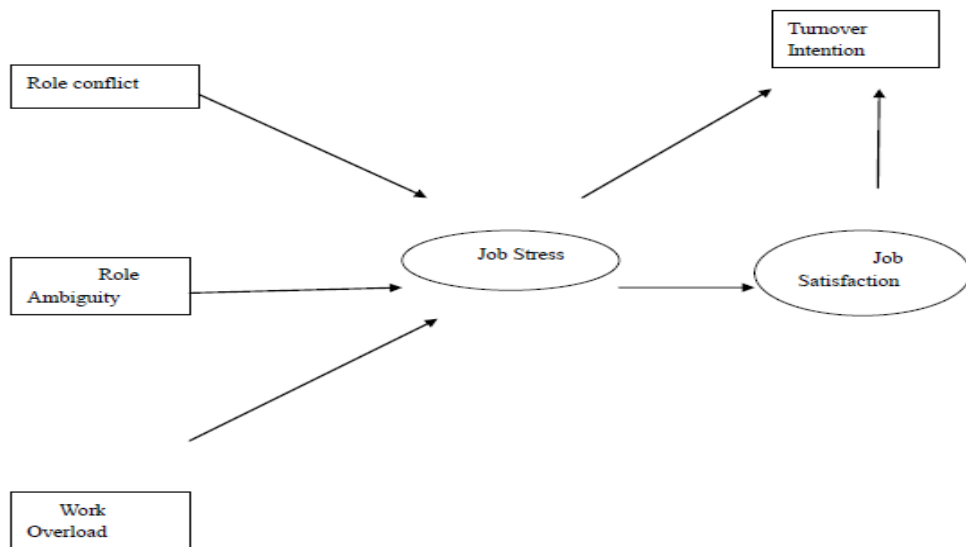
Dependent Variable

Source: Mansoor, M., Fida, S., Nasir, S., & Ahmad, Z. (2011). The impact of job stress on employee job satisfaction a study on telecommunication sector of Pakistan. *Journal of Business Studies Quarterly*, 2(3), pp. 50-56.

According to Mansoor, Fida, Nasir, and Ahmad (2011), the model showed the factors of job stress which influence employees’ job satisfaction in

telecommunication sectors of Pakistan. The researchers also found out that there were many employees suffer from stress in the competitive environment. Stress might influence employees’ job satisfaction. The aim of this research was to illustrate the factors that affect employees’ job satisfaction. The model showed some factors like workload, role conflict as well as physical environment had negative influences on employees’ satisfaction of job. The researchers discovered that job satisfaction is determined by employees job stress and in other words, it means when employees feel stressed because of workload, role conflict or others factors, this will reduce the employees’ job satisfaction. In this analysis, a sample of 134 employees was collected from the telecom sector from Pakistan was adopted. Besides, this study also indicates that conflicts at work, workload and physical environment were used to measure job stress.

Figure 2.5: Model 4



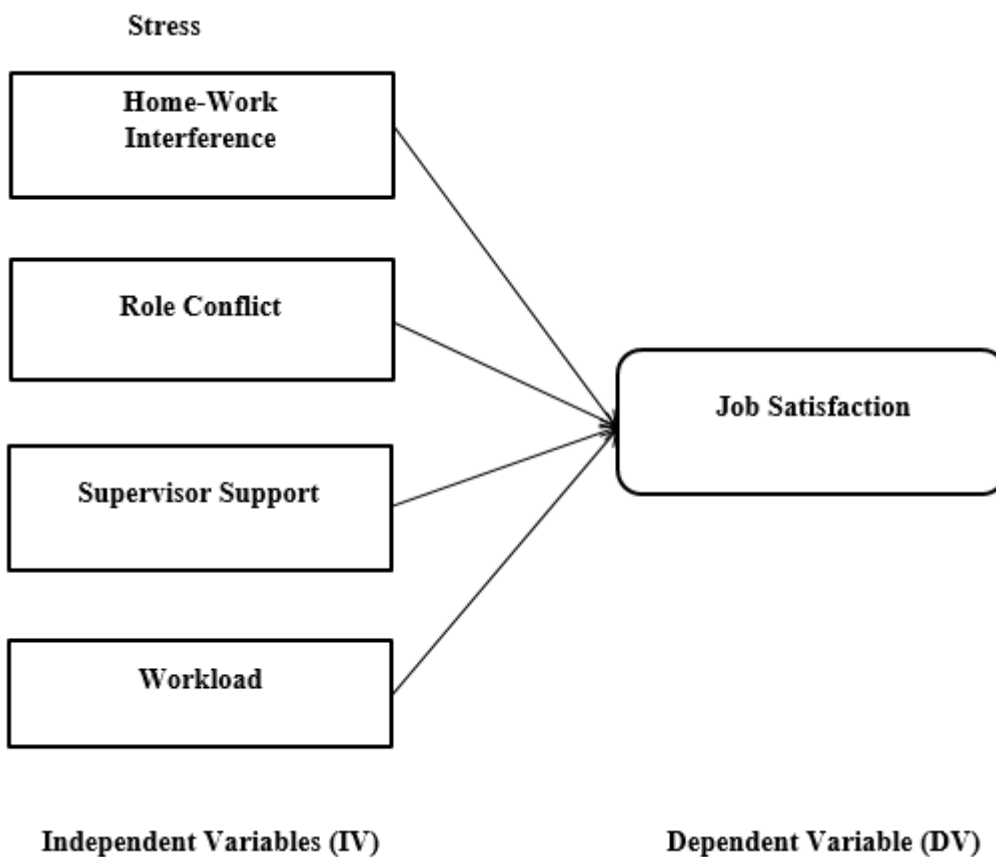
Source: Sheraz, A., Wajid, M., Sajid, M., Qureshi, W. H., & Rizwan, M. (2014). Antecedents of job stress and its impact on employee’s job satisfaction and turnover intentions. *International Journal of Learning and Development*, 4(2), 204-226.

The results from the model above showed that the variables are related significantly with other each other in the model above. This research identified the

affection of role conflict, role ambiguity and work overload on job stress as well as job stress on job satisfaction and on turnover intention. The self-administered questionnaire was prepared to discover the association between these variables by collecting a sample of 200 respondents from different metropolitans of Pakistan. The sample members should be the employees of any organization that have sufficient knowledge about job related stress in order to provide the reliable results. The research suggested that the management should always be aware of the impacts of the job stress and keep track to reduce the level of stress of employees.

2.3 Proposed Theoretical/ Conceptual Framework

Figure 2.6: Proposed Theoretical/ Conceptual Framework



Based on the relevant theoretical models mentioned earlier, the researchers have identified various reasons that cause an individual to be stressed. Stress is being

known as the silent killer and it brings adverse effects to an individual. Individual who are stressed tend to have low job satisfaction, poor job performance and will also think of quitting their job. In this study, we have formed a theoretical framework as shown in figure 2.6. We refer and get ideas from the relevant theoretical models. The proposed theoretical framework of this study consists of four independent variables and a dependent variable. The independent variables are home-work interference, role conflict, supervisor support and workload while the dependent variable is job satisfaction. This study intends to investigate the relationship between stress and job satisfaction of the nurses in private hospitals of Georgetown, Penang by testing on the four independent variables.

The stress level of nurses keeps on increasing nowadays and the healthcare industry is facing the problem of nurses' shortage. Therefore, we wish to find out the stress level of nurses in Georgetown, Penang and what their job satisfaction level is. Moreover, there is no study that examines on the stress to the job satisfaction among nurses in Georgetown, Penang so far. This study will become an interesting topic for us to study deeply and help to reduce the turnover rate of the nurses in private hospitals in Georgetown, Penang.

2.4 Hypothesis Development

2.4.1 The Relationship between Home-Work Interference and Job Satisfaction

According to Carlson, Grzywacz, and Kacmar (2010); Carly, Allen, and Spector, (2002); Netemeyer, Boles, and McMurrian (1996), they explained family-work and work-family conflict have relationship with job satisfaction while Greenhaus et al., (2006) explained that family-work conflict can reduce the level of job satisfaction because of the process run in the family domain will generate dissatisfaction with the job. In other

words, when individuals are unable to handle too much of household problems they will bring their problems to work and tend to become emotional and generate low job satisfaction. According to Schneider and Wite (2005), work-family conflict affects the individual role play in family. This is because when individuals have heavy workload or conflicts with their colleagues, they are unable to control their emotions and definitely will vent their emotions towards their family. Another reason is it is hard for the individuals to maintain their interest at their work when the individuals are facing problems during working.

H₀: There is no significant relationship between home-work interference and job satisfaction.

H₁: There is a significant relationship between home-work interference and job satisfaction.

2.4.2 The Relationship between Role Conflict and Job Satisfaction

According to the study conducted by Lankau, Carlson, and Nielson (2006), conflicts occur in different roles are negatively related to job satisfaction significantly. They also discovered that lower level of role conflict not only increases job satisfaction but also organizational commitment as well. Besides, Jamal (1990) suggested role conflict as one of the job stressors is also negatively related to nurses' job satisfaction in his study of examining the relationship of job stress and job stressors with employees' job satisfaction.

Moreover, the high level of role conflict was also found out to have caused employees to experience emotional exhaustion that will affect their job satisfaction (Cordes & Dougherty, 1993; Gil-Monte & Peiró, 1998). Employees with high level of role conflict tend to show behaviour that is

morally unacceptable that causes them to feel angry, frustrated, anxious as well as terrified (Fisher, 2002).

Based on the study carried out by Ling, Bahron, and Boroh (2014), they found out that employees with high level of role conflicts will tend to have low performance and even resign from the organization besides becoming prone to job dissatisfaction. They suggested that the management needs to be aware of role conflict and take it into consideration when they want to enhance the employees' job satisfaction in the organization as role conflict is an essential stress factor that will have negative effects on employees' job satisfaction in the organization (Ling, Bahron, & Boroh, 2014).

H₀: There is no significant relationship between role conflict and job satisfaction.

H₁: There is a significant relationship between role conflict and job satisfaction.

2.4.3 The Relationship between Supervisor Support and Job Satisfaction

According to Gok, Karatuna, and Karaca (2015), there is a relationship between supervisor support and satisfaction of job. Supervisors are considered as agents of the organization as they are leading and appraising the performance of the employees and supplying the information on organizational goals and strategies. In other words, supervisor plays a role in structuring the working environment and promoting job satisfaction among employees within the organization. Thus, this research studied that the supervisors' good treatment of subordinates has positive impacts on employees' perception and attitudes towards the organization. Kula and Guler (2014) also explained that supervisor support has a significant impact on the job satisfaction level. Supervisor support not only can increase the

employees' work-related well-being, but also help to improve the performance of the organization.

H₀: There is no significant relationship between supervisor support and job satisfaction.

H₁: There is a significant relationship between supervisor support and job satisfaction.

2.4.4 The Relationship between Workload and Job Satisfaction

According to the study conducted by Wee and Mustapha (2013), they proved that there was a significant relationship between workload and satisfaction of job and they are negatively related. It means that when workload increases, the job satisfaction level will decrease. When there is too much of work being given at a time will cause the employees to become stressed at their work as well as their organization. Gradually, their job satisfaction will become low and at the same time their productivity will also reduce. When they find out that their job can no longer satisfy them anymore they will have intention to quit their job (Wee & Mustapha, 2013). This study was supported by Abbasi (2015). He also found out that job dissatisfaction is the due to stress and the stress is caused by work overload (Abbasi, 2015).

Kaplan's (2009) study was to find out the determinants of job satisfaction and turnover among physicians in San Jose State University, he discovered that the physicians' job satisfaction is strongly related to workload (Kaplan, 2009). The researchers in a HEI in the Sultanate of Oman aimed to explore the factors that affect the job satisfaction of the academic staff. Analysis had revealed that there were six factors that will affect the job satisfaction of the academic staff. Among the six factors, workload was the most strongly

associated with job satisfaction (Bajracharya & Hinai, 2014). In the study of “The Impact of Job Stress on Employee Job Satisfaction: A Study on Private Colleges of Pakistan” by Ijaz, Irum, Noo, Rehman, Salma, and Tahir (2012), they also observed that workload will negatively affect the employees’ job satisfaction. They also found out that job satisfaction is very important as it leads to high job performance and job commitment (Ijaz, Irum, Noo, Rehman, Salma, & Tahir, 2012). Therefore, organization should delegate reasonable amount of work to the employees since workload will determine the satisfaction level of employees. Employees’ job satisfaction is one of the important factors for an organization to be successful in this modern era (Ijaz, Irum, Noo, Rehman, Salma, & Tahir, 2012).

H₀: There is no significant relationship between workload and job satisfaction.

H₁: There is a significant relationship between workload and job satisfaction.

2.4.5 The Relationship between Stress and Job Satisfaction

Stress can affect a person in several ways. A study found out that when an individual is working under stressful environment, it will not only influence the person physically, it will also influence the level of job satisfaction (Price, 2003). Based on the research that was conducted by Jahanzeb (2010) commanded by the ISMA UK in which it associates with AXA Insurance, the study found out that nearly 64% of people that are facing stress in workplace admitted that stress can reduce their level of job satisfaction. In addition, more than 1/3 which is 36% of people admitted that stress can reduce their productivity as well.

Several studies have found out that stress has significant relationship with job satisfaction. In the research of Bateman and Strasser (1983) explained that job satisfaction was related negatively to stress. The higher the stress

level, the lower the level of job satisfaction. Besides, some studies proved that there is a significant negative relationship between nurses' stress and job satisfaction (Burns, 1992). The low level of satisfaction of job and job performance among nurses in public hospital are caused by high level of occupational stress (Narbirye, 2010).

Apart from that, stress can also cause lacking of satisfaction while high satisfaction can reduce the stress level. In other words, satisfaction of job and stress are interrelated (Fletcher & Payne, 1980). Another study stated that the psychological strains are the result of stress. One of the psychological strains is dissatisfaction (Edwards, Caplan, & Harrison, 1998). It shows that stress and job satisfaction are related to each other. Those factors of stress can be predictive of job dissatisfaction and have a high tendency for an individual who feels stressed and tend to quit from the organisation (Cummins, 1990).

H₀: There is no significant relationship between stress and job satisfaction.

H₁: There is a significant relationship between stress (home-work interference, role conflict, supervisor support and workload) and job satisfaction.

2.5 Conclusion

In a nut shell, this chapter has provided a detailed and comprehensive literature review about the variables of stress and job satisfaction based on the relevant existing journals and articles. Besides, the conceptual framework and hypothesis has been developed in order to continue examining the relationship between all the independent variables and the dependent variable in the next chapter.

CHAPTER 3: RESEARCH METHODOLOGY

3.0 Introduction

Research methodology serves as a pathway to acquire data in order to conduct our research. In chapter 3, we will explain the methods and procedures to gather precise and appropriate information. The research design, methods of collecting data, sampling design, research instrument, methods of data analysis, data processing as well as constructs measurement will also be discussed thoroughly in this chapter.

3.1 Research Design

Research design is important in research because it designs the ways and steps to facilitate the gathering and analysing of the required information (Sekaran & Bougie, 2013). Research design also serves as a tool for us to have better understanding on the relationship between stress and satisfaction of job among nurses in private hospitals in Georgetown, Penang. The research consists of qualitative and quantitative research. Besides, business research design consists of three different types which are exploratory, descriptive and causal research.

In order to achieve the research objectives, quantitative research method had been chosen. We assembled all the information through distributing the questionnaires to the respondents. We did not choose the qualitative research method as our research design because qualitative research concentrates more on narrative, visual portrayals, meaningful characterizations, explanation and other descriptive expressions. Besides, the qualitative research is more favourable for exploratory research as the data is represented by textual, visual or oral instead of numbers which does not suit our research.

Causal research had been used in our research to determine the causes and effects brought by the relationship between independent variables and dependent variable. We used casual research in our research because causal research falls under the category of conclusive research and it is suitable to show cause-and-effect relationship between two variables (Team, 2014). We did not choose descriptive research because it covers a huge range and is suitable to define view, manner, or behaviour hold in a specific group (Team, 2014). Moreover, descriptive research is unable to illustrate conclusively that the two variables are causally related. Due to the reason of the exploratory research is suitable to explain the ambiguous situation or discover the ideas so it is not suitable for our research. It is not designed to deliver conclusive evidence from which to identify a specific course of action.

3.2 Data Collection Methods

Data collection is a way of preparing and gathering of data. It is a systematic way to gather data for specific objectives. In order to obtain accurate data, the researchers have to interpret the data carefully. There are two methods can be used to acquire data which are primary data and secondary data. First of all, primary data is the first hand information which is collected by the researchers through survey, interview and observation while secondary data is the data that has already appeared or is gathered by someone else like journals, magazines, textbook world wide web and others.

3.2.1 Primary Data

We used survey method to gather primary data. The questions in our questionnaire are adopted from a few journals and distributed to the respondents. In our questionnaire, it consists of standardized questions, simple language and the responses are coded in standardized answer categories so that respondents can understand it easily. When the

researchers are interested in collecting data on attitude, feelings, experience, behaviour or opinions of the respondents, this method is suitable to be employed. This information is very useful to our results of the research. By using procedures that fit the problems, this method enables the researchers to identify specific issues or problems. By having the results from the survey, the researchers can focus and address issues specific to its problems (Hox & Boeijs, 2005). This method can reduce bias as compared to other collection data methods. The researchers' own views will not affect the respondents' answers. There are no verbal or visual clues that can influence the respondents when they are answering the questions ("Advantage of Written Questionnaires", 2014). Through questionnaires, we can easily measure the validity and reliability of the data.

3.2.2 Secondary Data

We have used **World Wide Web** as a method to collect data in our research. Due to the advance in technology, there are huge numbers of information or data available. We used World Wide Web to search for literature review, news, government record and others information around the world to support our research variables. Literature review also provides us with accurate results because it can reduce mistakes which had already been made by others as well as to decide the research questions and supply fresh research equipment for the readers ("Writing literature reviews," 2007). World Wide Web allows us to collect data from around the world. In other words, we can collect the data without boundaries. Internet is also considered as a tool for data collection because the information or data are easily obtained, convenient, have lower costs, save time and have many other attractive features (Benfield & Szlemko, 2006).

Besides World Wide Web, **library resources** also play a huge role in our research. Library database provides us a chance to access to published

information sources. We accessed to the library E-database to search for many information especially journals. Information from library E-database is more accurate because the authors mostly have high educational level and the publishers also come from famous universities around the world. Moreover, library E-database also allows us to access to resources across huge scope of topics and subject areas such as business, art, academic research and others. Library database provides us convenience and huge information to assist students in their education in order to enable the students to perform their research efficiently and effectively.

Other than that, we also used **reference books** like business research textbook, leadership textbook and other additional reference books to look for information. The reference books are useful for our research project as by reading the reference books, we could get access to some information regarding our topic and get some ideas from them such as the theories and definitions of the variables, model frameworks, formulas, et cetera. Besides, we adopted the sample size for a given population from the recommendations from the business research textbook. By using the reference books, it brings convenience to us as the flow of our research project will be smoother and can be discussed in more detailed through the information we get from the reference books. Moreover, when we have the reference books on hand, we will be able to search for the information that we need immediately.

3.3 Sampling Design

3.3.1 Target population

Target population is all the selected individuals in one group that have the values for the researchers to study. We use this target population to conduct the survey that can determine the truthfulness of their hypothesis

in the research proposal. For our research study, we want to examine the relationship between stress and satisfaction of job among nurses in private hospitals of Georgetown, Penang. Therefore, our target population was the nurses from private hospitals of Georgetown, Penang.

3.3.2 Sampling Frame and Sampling Location

The research does not have a sampling frame as the total number of nurses is confidential to the hospitals. The hospitals were not willing to let outsiders to know what the total number of nurses in their private hospitals. Thus, the research sampling design used is non-probability sampling, which the target population is fixed on nurses only. Therefore, we targeted all the nurses from the private hospitals as our sampling respondents. We chose the nurses from private hospitals in Penang as our respondents to conduct the surveys because based on the feedback from local and foreign patients, the health care services provided in Penang are one of the best in Malaysia. Many patients, including those from abroad especially from Indonesia, they prefer to seek medical treatments in Penang, especially at private hospitals because they are cheaper and offer comparable health care with other developed countries (“Penang focuses on expanding healthcare services,” 2015). Georgetown, Penang was being chosen as the study’s sampling location because most of the famous and high rank hospitals are located in Georgetown, Penang. They are Gleneagles Penang, Penang Adventist Hospital, Lam Wah Ee, Loh Guan Lye and Island Hospital Penang (Cheah, 2016). In Georgetown, Penang there is a total of seven private hospitals and we have target the nurse from this seven private hospitals as our sampling target. Besides, Penang is also significant to represent the population.

3.3.3 Sampling Elements

Sampling elements are individuals that are being targeted on the study. The sampling elements of this study were the nurses from private hospitals in Georgetown, Penang. The nurses include those from different departments such as Cardiology, Child Development Psychology, Dermatology, Otorhinolaryngology, Paediatrics, et cetera and they have different positions such as maiden nurses, staff nurses and training nurses. Therefore, all the nurses in the private hospitals in Georgetown, Penang have equal chances to be chosen as the study targeted respondents.

3.3.4 Sampling Technique

Since the sampling design is non-probability sampling, therefore the sampling techniques that have been used to conduct the study are judgment sampling and snowball sampling. Judgment sampling is a sampling technique when the researchers choose the sample based on personal judgment that has the same appropriate characteristics whereas for snowball sampling, the additional respondents are obtained through the information delivered by the initial respondents.

We have travelled to Penang to distribute the questionnaires. We went to all the private hospitals in Georgetown, Penang to let the nurses to fill in the questionnaires before they start working, during their break time and finish working. We waited the nurses at the roadside and bus stop nearby the hospitals in order to find chances to let some of the nurse filled up our questionnaire. Besides, we using judgement sampling by distributed the questionnaires to nurses based on their uniforms and name tags they wear. Moreover, we also use snowball sampling by received help from the nurses that helped to fill in the questionnaires to distribute the research questionnaires to their colleagues and let them fill in. After that, we collected back the questionnaires from the additional respondents in the

next few days. However, not all of the questionnaires that distributed to the additional respondents were being collected back.

3.3.5 Sampling Size

One of the most important reasons for the research to determine a sample size is due to the total number of the target population is too large and we could not cover the entire population. Although a large sample size was recommended for the study, however due to time constrain, limited resources and the willingness of the nurses to spend their time to help the researchers to fill in the questionnaires, therefore we did not cover the entire population. Besides, in order to make sure the entire sample elements filled in the questionnaires, it needs to take a longer time for us to distribute and collect back the surveys. Some of the nurses intended to bring back the questionnaire to fill in and return on the next few days. Moreover, some nurses might not be willing to fill in the surveys while some were not free to help us fill in the questionnaires.

Moreover, it is also costly if we want to distribute the surveys to all the target population in Penang. Our research project group members mostly are not from Penang, so we needed to stay at hotel when we travelled to Penang to distribute the questionnaires. Due to the reason of high accommodation fees, we could not stay at Penang for too long. Furthermore, owing to normal days we have classes to attend, so we could only travel to Penang at semester break. This semester break were about two weeks' time only. Apart from that, for us to cover the entire target sample, we need to travel to and back from Penang every week in order to collect back all the questionnaires that had been distributed. Therefore, we only took the sample size based on recommendation to distribute the questionnaires. The recommended sample size data analysis is being proved to be able to produce accurate results.

According to table 1.1 in Chapter 1, the total number of the target population, which is the nurses from private hospitals in Penang is 3771. While according to table 3.1, the sample size table for a given population size which is formed by Krejcie and Morgan (1970), the recommended sample size is around 346 to 351 people. Both of them created this table in order to let the researchers to predict the sample size more accurately to get more reliable results. We had distributed a total of 400 sets of questionnaires and collected back 351 sets of questionnaires successfully. Before that, a pilot test with sample size of 30 people was conducted before the researchers started to distribute the 400 sets of questionnaires.

Table 3.1: Sample Size for a Given Population

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TABLE 13.3
Sample size for a given population size

N	S	N	S	N	S
10	10	220	140	1200	291
15	14	230	144	1300	297
20	19	240	148	1400	302
25	24	250	152	1500	306
30	28	260	155	1600	310
35	32	270	159	1700	313
40	36	280	162	1800	317
45	40	290	165	1900	320
50	44	300	175	2000	322
55	48	320	181	2200	327
60	52	340	191	2400	331
65	56	360	196	2600	335
70	59	380	205	2800	338
75	63	400	210	3000	341
80	66	420	217	3500	346
85	70	440	226	4000	351
90	73	460	242	4500	354
95	76	480	248	5000	357
100	80	500	260	6000	361
110	86	550	265	7000	364
120	92	600	274	8000	367
130	97	650	278	9000	368
140	103	700	169	10000	370
150	108	750	186	15000	375
160	113	800	201	20000	377
170	118	850	214	30000	379
180	123	900	234	40000	380
190	127	950	254	50000	381
200	132	1000	269	75000	382
210	136	1100	285	100000	384

Source: Sekaran, U., & Bougie, R. (2013). Research methods for business: A skill-building approach (6th ed.). Chichester, West Sussex: John Wiley & Sons, Inc.

3.4 Research Instrument

3.4.1 Questionnaire

The research instrument is considered as a tool for data collection. There are several types of methods for data collection which consist of interview, observation, questionnaires, and unobtrusive method (Sekaran & Bougie, 2006). The research instrument used by a researcher must be valid and reliable so that it can be measured correctly.

The questionnaires method had been used as a research instrument in this study. The reason that questionnaires were being selected as our research instrument is due to questionnaires are easy to be used, cost saving, and faster than conducting surveys through interviews or observation. The questionnaires method used in this research project were set based on the theoretical framework to study how the dependent variable (job satisfaction) is being affected by the independent variables (home-work interference, role conflict, supervisor support and workload). There are two types of questions in the research instrument which are fixed-alternative questions and open-ended questions. However, in this research project, fixed-alternative question had been selected to use in our questionnaires. The entire questions in the questionnaires did not include any open-ended question because it is difficult to be translated into data.

A short and detailed introduction about the research title, purposes of the study and the identities of all the researchers of this research project had been included in the cover page which later will be attached on the first page of the questionnaires. At the bottom of the cover page, it has noted that all the data contributed by our respondents will be protected in accordance to Personal Data Protection Act 2010.

In order to study the causal relationship between stress and satisfaction of job among nurses in private hospital, Georgetown, the questionnaire is being categorized into 3 sections which are Section A, Section B and Section C. Section A is about the demographic profile of the respondents such as respondent's age, working experience in healthcare industry, average working hours per day, race and gender.

In Section B, 20 questions were selected to study about the independent variables. Each independent variable (home-work interference, role conflict, supervisor support and workload) consists of 5 questions. 5-point Likert Scale was being used to measure all the 20 questions in Section B. However, there are total of 4 questions in Section C to study about the dependent variable (job satisfaction) by using the 5-point Likert scale (interval scale) to measure as well.

3.4.2 Pilot Study

A pilot study was conducted before the actual study to assess the reliability of the research instrument and diminish the potential issues or errors that the questionnaires might have. 50 sets of questionnaires were printed and distributed to Hospital Lam Wah Ee, one of the private hospitals in Georgetown, Penang within two days. 30 sets of usable questionnaires were collected back and used for pilot study. The Statistical Analysis System Enterprise 9.4 (SAS) was being used to run the reliability test of the questionnaires.

3.5 Constructs Measurement

Based on our research project, the questionnaires consist of 3 sections which include Section A, Section B and Section C.

Table 3.2: Components in Section A, B and C of Questionnaires

Sections	Number of Questions	Sources	Scale
Section A			
Gender	1		Nominal Scale (Male or Female)
Race	1		Nominal Scale (Chinese, Malay, Indian or Other)
Age group	1		Ordinal Scale (Below 21, 21-30, 31-40, 41-50, above 50)
Average working hour per day	1		Ordinal Scale (Below 8 hours, 8-12, above 12)
Working Experience	1		Ordinal Scale (Below 1 year, 1-3, 4-6, 7-9, more than 9)
Total Questions (Section A)	5		
Section B			
Home-work Interference	5	Esson (2004)	Interval Scale
Role Conflict	5	Johnson & Stinson (1975)	5-point Likert Scale (Strongly Disagree - Strongly Agree)
Supervisor Support	5	Eisenberger, Cummings, Armeli &	

		Lynch (1997)	
Workload	5	Houston, Meyer & Paewei (2006)	
Total Questions (Section B)	20		
Section C			
			Interval Scale
Job Satisfaction	4	Spector (1997)	5-point Likert Scale (Strongly Disagree - Strongly Agree)
Total Questions (Section C)	4		

Nominal, ordinal and interval scales were being used in the questionnaire for this research project. The examples of questions that are being measured using nominal scale are gender and race. Gender and race are measured by using nominal scale because these two questions just involve classification but do not have the ranking in them. For the questions that consist of order such as age group, average working hours and working experience are measured using ordinal scale. However, Section B and Section C are being measured by using interval scale. In this study, 5-point Likert Scale that have scales from strongly disagree to strongly agree is used as interval scale to measure the questions in these 2 sections. For instance, “My superior always respects my opinion”, “I work with two or more colleagues or superior that operates quite differently” and “Taking care of my dependents affects my working schedule” are the examples of questions that are measured using interval scale in Section B. Other than that, the examples of questions in Section C that are measured using interval scale are “I am satisfied with the amount of work I do” and “I am satisfied with my work-life balance”. These questions are measured using interval scale because each question has differences between one another.

3.6 Data Processing

Data processing is one of the crucial parts for the researchers to conduct their researches. The data that are being collected through the questionnaires distributed to the respondents can be transformed into valuable information that can be used by the researchers to do the analysis (Sekaran & Bougie, 2013). Data processing consists of four steps which are data checking, data editing, data coding as well as data transcribing.

3.6.1 Data Checking

Data checking will be the first step in the processing of data. Every question in the questionnaires is checked through in this step to make sure that the questionnaires are completed by the respondents. This is to ensure full and complete data can be obtained in order to get more accurate results.

3.6.2 Data Editing

The second step of data processing is data editing. In this step, editing and adjustments of answers are needed due to some inconsistent or missing answers from the respondents. This situation always occurs as some respondents did not understand the questions or left out some questions when they were filling in the questionnaires. Carrying out this step allows a more consistent and complete set of data to be gained to achieve more reliable results (Babin, Carr, Griffin & Zikmund, 2013).

3.6.3 Data Coding

The following step in data processing will be data coding. It is a step of allocating the numerical scores or other character symbols to the responses given by the respondents to group the responses for easier data entry. Numbers are assigned to the responses from the respondents. For example, for the demographic questions in Section A of the questionnaires which are designed in nominal and ordinal scale, 1 is coded for male and 2 is coded for female; 1 is coded for nurses' average working hours per day of below 8 hours, 2 is coded for 8 to 12 hours and 3 is coded for above 12 hours. On the other hand, for the questions in Section B and C which use 5-point Likert Scale, 1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, 5 = Strongly Agree and 99 = Missing Data.

3.6.4 Data Transcribing

Data processing's last step is data transcribing. All of the coded responses are entered into the computer and transcribed using Statistical Analysis System Enterprise Guide (SAS) for the researchers to carry out the analysis of data later.

3.7 Data Analysis

The Statistical Analysis System Enterprise Guide (SAS) version 9.4 had been used to analyse and interpret the data collected and gathered. We used this software to run the reliability test, descriptive statistic, Pearson Correlation Coefficient test and Multiple Linear Regression test.

3.7.1 Descriptive Analysis

Descriptive analysis is the preliminary data transformation in a manner that the basic attributes are being described such as distribution, variability and central tendency. The means, medians, modes, variance, range and standard deviation were employed in the descriptive analysis (Zikmund, Babin, Carr, & Griffin, 2013). We analysed both percentage and frequency distribution for the personal details in Section A by using the SAS software. Besides, the results will be presented in pie chart, histogram or bar chart based on the scale of measurement employed. The pie chart is used to demonstrate the nominal scale items while the bar chart is used to reveal the ordinal scale items and illustrate the ranking of the items.

3.7.2 Scale Measurement

The reliability test refers to an indication of stability and consistency of the results which the concept is being measured and the ‘goodness’ of the measure is being evaluated (Sekaran & Bougie, 2013). Cronbach’s alpha is used by us to test the accuracy and reliability of the variables in our study. Cronbach’s alpha is defined as the reliability coefficient that represents how good a set of items are related positively to one another. We applied it in measuring the items stated in Section B and C of the questionnaires.

Table 3.3: The Ranges of Cronbach’s Alpha

Level of reliability	Coefficient Alpha ranges, α
Poor reliability	Less than 0.60
Fair reliability	0.60 to 0.70
Good reliability	0.70 to 0.80
Very good reliability	0.80 to 0.95

Source: [Sekaran, U., & Bougie, R. \(2006\). *Research methods for business: A skill-building approach* \(5th ed.\). New York: John Wiley & Sons.](#)

3.7.3 Inferential Analysis

Pearson correlation coefficient refers to an indication of direction, strength and significance of the relationships which are bivariate among all variables that are measured by using interval or ratio scale. The following hypotheses are designed in interval scale for both independent and dependent variables.

H1: There is a significant relationship between home-work interference and job satisfaction.

H2: There is a significant relationship between role conflict and job satisfaction.

H3: There is a significant relationship between supervisor support and job satisfaction.

H4: There is a significant relationship between workload and job satisfaction.

Pearson Correlation is applied to investigate the direction, strength and significance of the hypotheses. In other words, it is used to analyse the strength of the linear relationship between independent variables and dependent variable. Each of the hypotheses has one-to-one relation and the dependent variables for both hypotheses are continuous variables.

Multiple Regression Analysis refers to the evaluation of more than one independent variable to justify the variance in a dependent variable. It will develop the proportion of variance of dependent variable which can be

explained from more than one independent variable. There is one hypothesis tested under this analysis which is shown as below:

H5: There is a significant relationship between stress (home-work interference, role conflict, supervisor support and workload) and job satisfaction.

3.8 Conclusion

In conclusion, this chapter explains the design of this research, methods of collecting data, sampling design, instruments used in this research, constructs measurement, processing of data as well as analysis of data. This chapter also discusses briefly about the research methodology used in our research. Questionnaires were used as primary data while World Wide Web and library resources were employed as secondary data. We used SAS software to test the reliability of the variables in our research. For inferential analysis, Multiple Regressions and Pearson Correlation Coefficient Analysis were used to test all the hypotheses and to discover the correlation between independent variables and dependent variable. The objective of using these 2 tests is to enable us to know whether the independent variables affected the dependent variable significantly or not. The results generated by SAS software will be analysed in detail in the next chapter.

CHAPTER 4: RESEARCH RESULTS

4.0 Introduction

This chapter outlines the results in different patterns and the analyses of the results. It starts with the descriptive analysis which consists of the analysis of the demographic profile of the respondents and the central tendencies measurement of constructs. After that, this chapter continues to present the scale measurement which shows and analyses the results of the reliability test of the questionnaires. The following part being discussed in this chapter is inferential analyses which include two parts, Pearson Correlation Analysis and Multiple Regression Analysis that are being studied and examined separately. This chapter ends with the summary of the contents being discussed in the whole chapter.

4.1 Descriptive Analysis

4.1.1 Respondent Demographic Profile

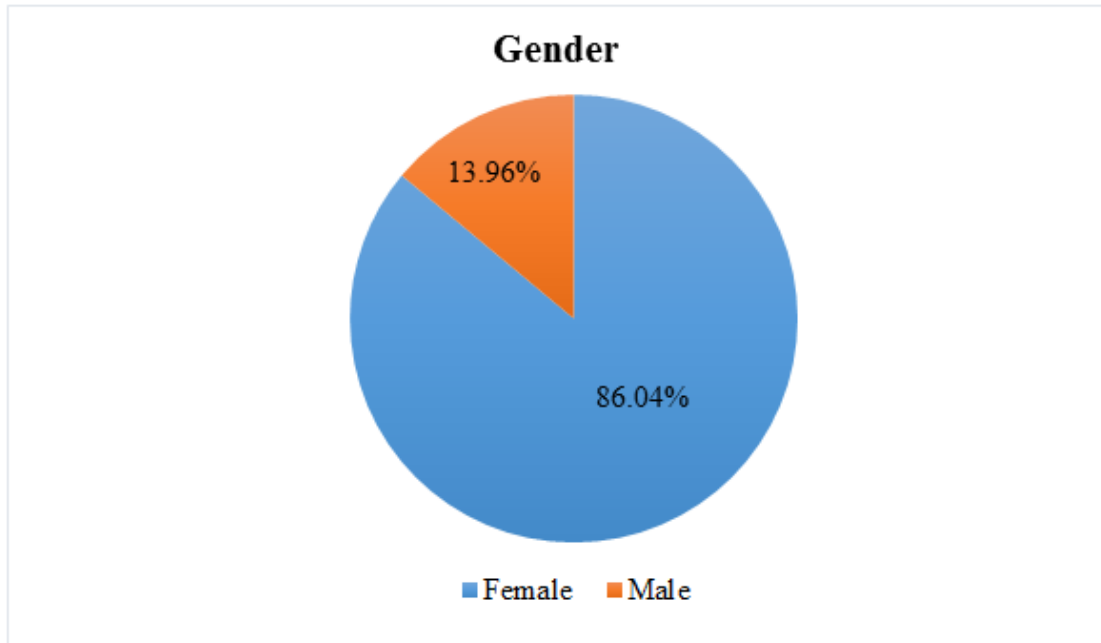
4.1.1.1 Gender

Table 4.1: Gender

Gender, 1=Male, 2=Female				
Gender	Frequency	Percentage (%)	Cumulative Frequency	Cumulative Percentage (%)
1	49	13.96	49	13.96
2	302	86.04	351	100.00

Source: Data created for the research

Figure 4.1: Distribution of Gender



Source: Data created for the research

The frequency of male and female respondents who were involved in answering the questionnaires is shown in table and figure 4.1. The total number of the respondents is 351. There are 49 or 13.96 % of the total respondents are male and 302 or 86.04 % of the total respondents are female.

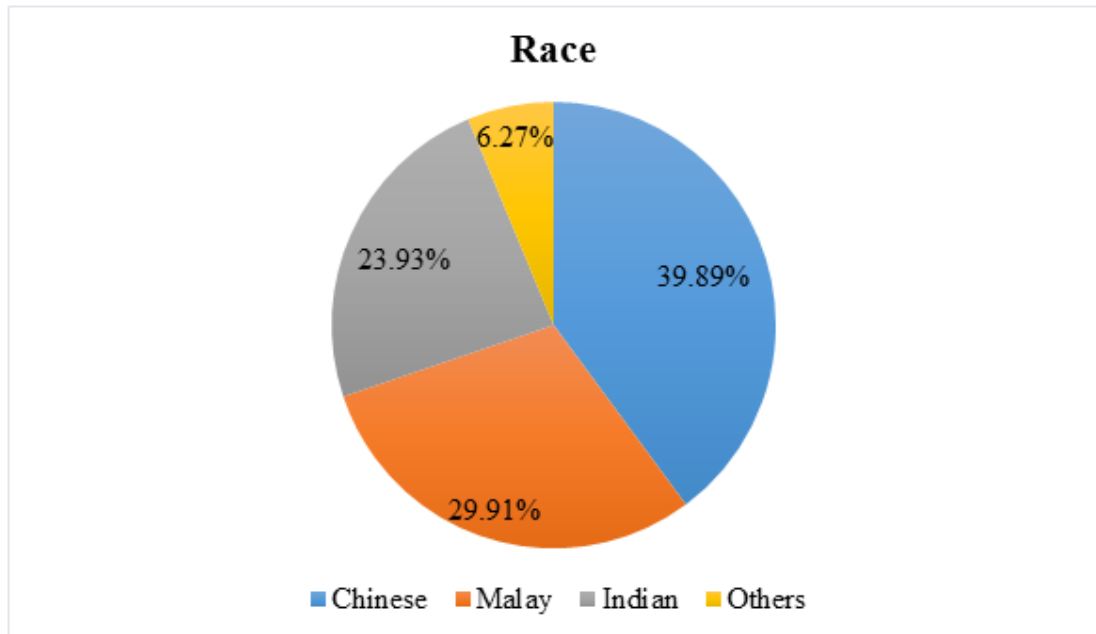
4.1.1.2 Race

Table 4.2: Race

Race, 1=Chinese, 2=Malay, 3=Indian, 4=Others				
Race	Frequency	Percentage (%)	Cumulative Frequency	Cumulative Percentage (%)
1	140	39.89	140	39.89
2	105	29.91	245	69.80
3	84	23.93	329	93.73
4	22	6.27	351	100.00

Source: Data created for the research

Figure 4.2: Distribution of Race



Source: Data created for the research

The frequency of various races of respondents which are Chinese, Malay, Indian and others who took part in answering the questionnaires is shown in table and figure 4.2. The total number of the respondents is 351. There are 140 or 39.89 % of the total respondents are Chinese, 105 or 29.91 % of the total respondents are Malay, 84 or 23.93 % of the total respondents are Indian and 22 or 6.27 % of the total respondents are other races.

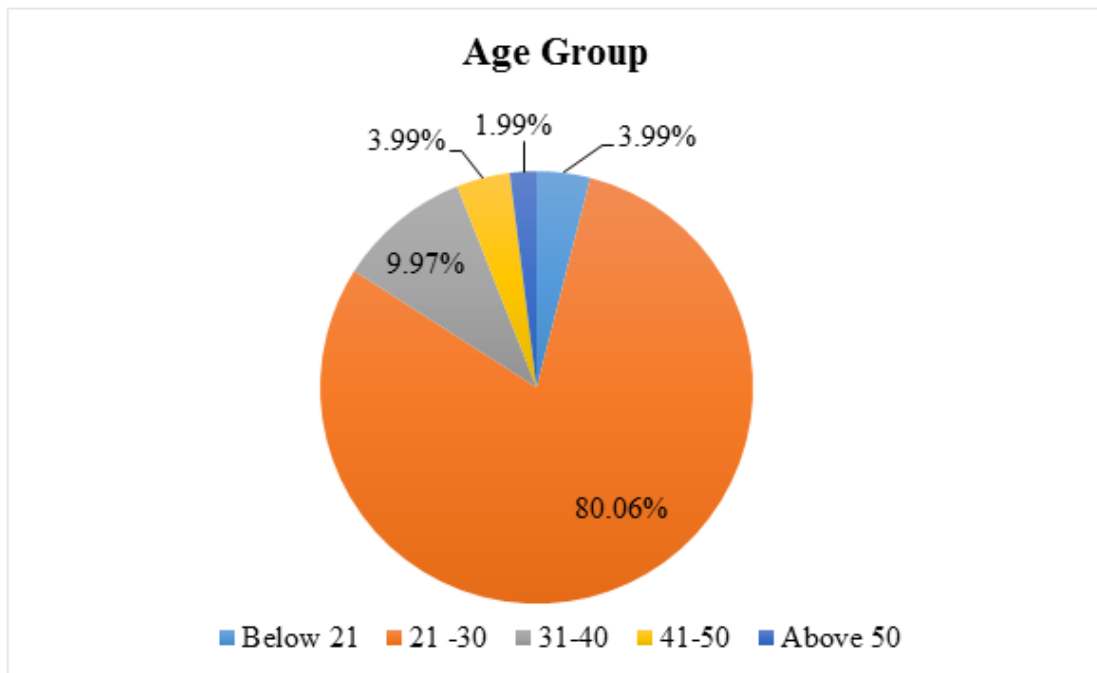
4.1.1.3 Age Group

Table 4.3: Age Group

Age Group, 1=Below 21 years old, 2=21-30 years old, 3=31-40 years old, 4=41-50 years old, 5=Above 50 years old				
Age Group	Frequency	Percentage (%)	Cumulative Frequency	Cumulative Percentage (%)
1	14	3.99	14	3.99
2	281	80.06	295	84.05
3	35	9.97	330	94.02
4	14	3.99	344	98.01
5	7	1.99	351	100.00

Source: Data created for the research

Figure 4.3: Distribution of Age Group



Source: Data created for the research

The frequency of respondents with different age groups who participated in answering the questionnaires is shown in table and figure 4.3. The total number of the respondents is 351. There are 14 or 3.99 % of the total respondents who have age below 21, 281 or

80.06 % of the total respondents with age between 21 - 30, 35 or 9.97 % of the total respondents with age between 31 – 40, 14 or 3.99 % of the total respondents with age between 41 - 50 and 7 or 1.99 % of the total respondents with age which is above 50.

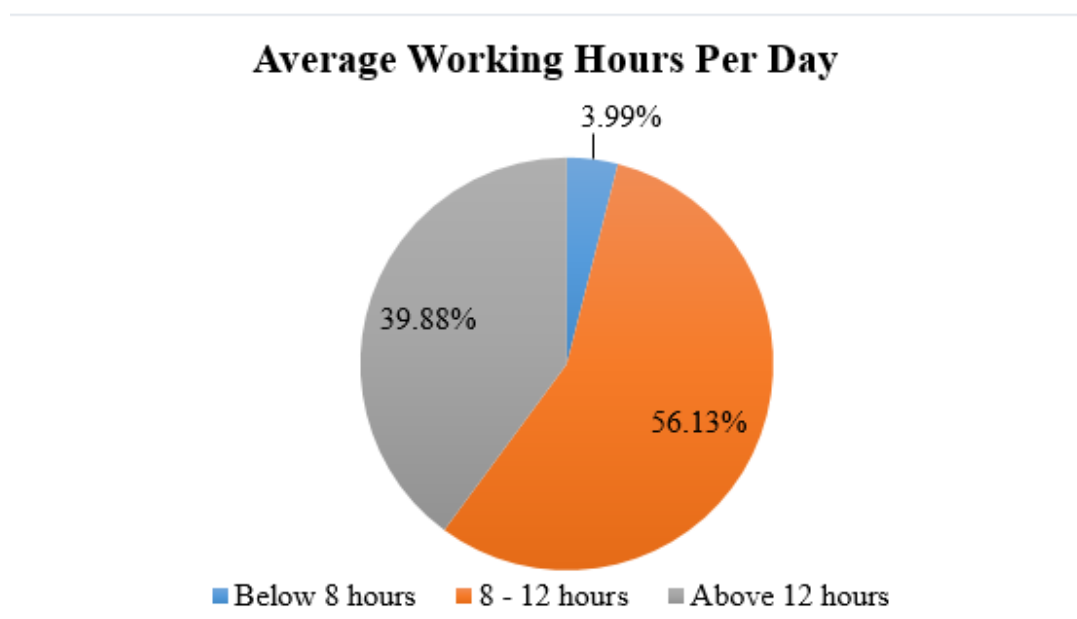
4.1.1.4 Average Working Hours per Day

Table 4.4: Average Working Hours per Day

Average Working Hours per Day, 1=Below 8 hours, 2=8-12 hours, 3=Above 12 hours				
Average Working Hours per Day	Frequency	Percentage (%)	Cumulative Frequency	Cumulative Percentage (%)
1	14	3.99	14	3.99
2	197	56.13	211	60.12
3	140	39.88	351	100.00

Source: Data created for the research

Figure 4.4: Distribution of Average Working Hours per Day



Source: Data created for the research

The frequency of respondents with different average working hours per day who were involved in answering the questionnaires is shown in table and figure 4.4. The total number of the respondents is 351. There are 14 or 3.99 % of the total respondents with the average working hours per day of below 8 hours, 197 or 56.13 % of the total respondents with the average working hours per day of 8 – 12 hours and 140 or 39.88 % of the total respondents with the average working hours per day of above 12 hours.

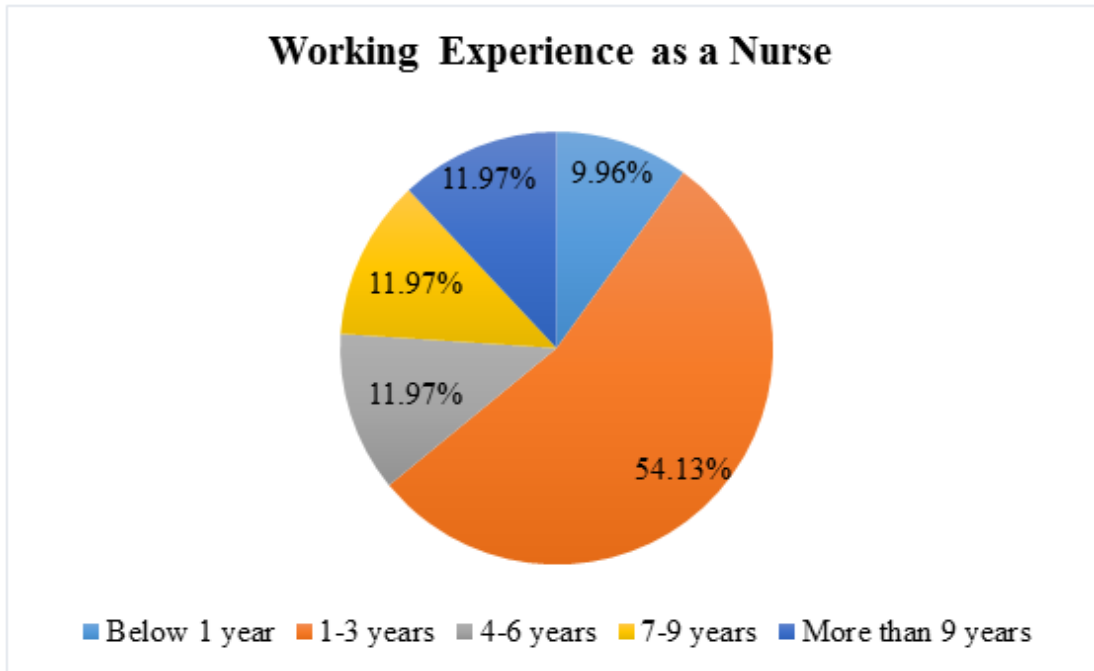
4.1.1.5 Working Experience as a Nurse

Table 4.5: Working Experience as a Nurse

Working Experience as a Nurse, 1=Below 1 year, 2=1-3 year, 3=4-6 year, 4=7-9 year, 5=More than 9 years				
Working Experience as a Nurse	Frequency	Percentage (%)	Cumulative Frequency	Cumulative Percentage (%)
1	35	9.96	35	9.96
2	190	54.13	225	64.10
3	42	11.97	267	76.06
4	42	11.97	309	88.03
5	42	11.97	251	100.00

Source: Data created for the research

Figure 4.5: Working Experience as a Nurse



Source: Data created for the research

The frequency of respondents with working experience as a nurse who participated in answering the questionnaires is shown in table and figure 4.5. The total number of the respondents is 351. There are 35 or 9.96 % of the total respondents who have working experience as a nurse of below 1 year, 190 or 54.13 % of the total respondents with working experience as a nurse of 1 – 3 years, 42 or 11.97 % of the total respondents with working experience as a nurse of 4 – 6 years, another 42 or 11.97 % of the total respondents with working experience as a nurse of 7 – 9 years and 42 or 11.97% of the total respondents as well with working experience as a nurse with more than 9 years.

4.1.2 Central Tendencies Measurement of Constructs

Mean and standard deviation of all of the questions in the questionnaires are being showed in central tendencies and found out by using SAS system with the version of 9.4.

4.1.2.1 Home-work Interference

Table 4.6: Central Tendencies Measurement of Home-work Interference

No.	Statement	Sample size, N	Mean	Standard Deviation	Mean Ranking	Standard Deviation Ranking
Home-work Interference 1	My work prevents me from spending sufficient quality time with my family.	351	3.017	1.491	3	1
Home-work Interference 2	My work schedule often conflicts with my personal life.	351	3.003	1.395	4	5
Home-work Interference 3	My work performance decreases due to my personal and family commitment.	351	3.080	1.418	2	4
Home-work Interference 4	My personal lifestyle has a negative	351	3.128	1.434	1	3

	impact on my daily work routine.					
Home-work Interference 5	Taking care of my dependents affects my working schedule.	351	3.000	1.468	5	2

Source: Data created for the research

Table 4.6 shows the mean and standard deviation as well as the rankings for both of each five statements of home-work interfere. The statement with the highest value of mean is Home-work Interference 4 with the value of 3.128 and Home-work Interference 1 with the highest value of standard deviation which is 1.491. The statement of Home-work Interference 5 has the lowest mean which is 3.000 and the lowest standard deviation falls to the statement of Home-work Interference 2 which is 1.395. The second highest ranking in mean is statement of Home-work Interference 3 with 3.080, followed by Home-work Interference 1 with 3.017 and Home-work Interference 2 with 3.003. On the other hand, the second highest ranking in standard deviation is the statement of Home-work Interference 5 with 1.468, followed by Home-work Interference 4 with 1.434 and lastly is Home-work Interference 3 with 1.418.

4.1.2.2 Role Conflict

Table 4.7: Central Tendencies Measurement of Role Conflict

No.	Statement	Sample size, N	Mean	Standard Deviation	Mean Ranking	Standard Deviation Ranking
Role Conflict 1	I work under conflicting policies and guidelines.	351	3.017	1.228	5	4
Role Conflict 2	I receive conflicting requests from two or more persons. (supervisors, colleagues or patients)	351	3.120	1.204	2	5
Role Conflict 3	I work with two or more colleagues or superior that operates quite differently.	351	3.063	1.241	3	3
Role Conflict 4	I get orders from more than one superior.	351	3.140	1.338	1	1

Role Conflict 5	I receive task without adequate resource and materials to execute it.	351	3.051	1.315	4	2
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Source: Data created for the research

Table 4.7 shows the mean and standard deviation as well as the rankings for both of each five statements of role conflict. The statement with the highest value of mean and the highest value of standard deviation is Role Conflict 4 with the values of 3.140 and 1.338. The statement with the lowest value of mean is Role Conflict 1 with 3.017 whereas the statement with the lowest value of standard deviation is Role Conflict 2 with the value of 1.204. The statement of Role Conflict 2 has the second highest value of mean which is 3.120, followed by the statement of Role Conflict 3 with 3.063 and Role Conflict 5 with 3.051. Other than that, the second highest ranking in standard deviation is the statement of Role Conflict 5 with 1.315, followed by Role Conflict 3 with 1.241 and Role Conflict 1 with 1.228.

4.1.2.3 Supervisor Support

Table 4.8: Central Tendencies Measurement of Supervisor Support

No.	Statement	Sample size, N	Mean	Standard Deviation	Mean Ranking	Standard Deviation Ranking
Supervisor Support 1	My superior always respects my opinion.	351	3.011	1.432	1	3
Supervisor Support 2	My superior always cares about my well-being.	351	2.886	1.385	5	5
Supervisor Support 3	My superior strongly considers my goals and values.	351	2.903	1.390	4	4
Supervisor Support 4	Help is always available from my superior whenever I face any problem.	351	2.974	1.465	2	2

Supervisor Support 5	My superior always concern on my job performance.	351	2.952	1.474	3	1
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Source: Data created for the research

Table 4.8 shows the mean and standard deviation as well as the rankings for both of each five statements of supervisor support. The statement with the highest value of mean is Supervisor Support 1 with the value of 3.011 and Supervisor Support 5 with the highest value of standard deviation of 1.474. The statement with the lowest value of mean and the lowest value of standard deviation is Supervisor Support 2 with the values of 2.886 and 1.385. The statement of Supervisor Support 4 has the second highest value of mean which is 2.974 as well as the second highest value of standard deviation which is 1.465. The third highest ranking in mean is statement of Supervisor Support 5 with 2.952 and followed by Supervisor Support 3 with 2.903. Besides, the third highest ranking in standard deviation is the statement of Supervisor Support 1 with 1.432 and followed by Supervisor Support 3 with 1.390.

4.1.2.4 WorkloadTable 4.9: Central Tendencies Measurement of Workload

No.	Statement	Sample size, N	Mean	Standard Deviation	Mean Ranking	Standard Deviation Ranking
Workload 1	My workload has been increased in the past year.	351	3.043	1.510	4	2
Workload 2	I often need to work after working hours to meet my work requirements.	351	3.094	1.504	2	4
Workload 3	I often have to work through my breaks to complete my assigned workload.	351	3.028	1.506	5	3
Workload 4	I am not given enough time to complete my task as assigned.	351	3.054	1.504	3	4

Workload 5	Shortage of nurse contributes to extra workload.	351	3.103	1.571	1	1
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Source: Data created for the research

Table 4.9 shows the mean and standard deviation as well as the rankings for both of each five statements of workload. The statement with the highest value of mean and the highest value of standard deviation is Workload 5 with 3.103 and 1.571. The statement of Workload 3 has the lowest value of mean which is 3.028. Both statements of Workload 4 and Workload 2 have the same lowest value of standard deviation which is 1.504. The second highest ranking in mean is statement of Workload 2 with 3.094, followed by Workload 4 with 3.054 and Workload 1 with 3.043. Furthermore, the second highest ranking in standard deviation is the statement of Workload 1 with 1.510 and followed by Workload 3 with 1.506.

4.1.2.5 Job Satisfaction

Table 4.10: Central Tendencies Measurement of Job Satisfaction

No.	Statement	Sample size, N	Mean	Standard Deviation	Mean Ranking	Standard Deviation Ranking
Job Satisfaction 1	I am satisfied with the way my superior handles his or her workers.	351	3.006	1.350	1	1
Job Satisfaction 2	I am satisfied with the amount of work I do.	351	2.934	1.138	2	4
Job Satisfaction 3	I am satisfied with the policies and guidelines given.	351	2.869	1.256	3	3
Job Satisfaction 4	I am satisfied with my	351	2.829	1.265	4	2

	work life balance.					
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Source: Data created for the research

Table 4.10 shows the mean and standard deviation as well as the rankings for both of each five statements of job satisfaction. The statement of Job Satisfaction 1 has the highest value of mean and the highest value of standard deviation which are 3.006 and 1.350. The statement of Job Satisfaction 4 has the lowest ranking in mean which is 2.829 whereas the statement of Job Satisfaction 2 has the lowest ranking in standard deviation which is 1.138. The second highest ranking in mean is statement of Job Satisfaction 2 with 2.934 and followed by Job Satisfaction 3 with 2.869. On the other hand, the second highest ranking in standard deviation is the statement of Job Satisfaction 4 with 1.265 and followed by Job Satisfaction 3 with 1.256.

Table 4.11: Summary of Central Tendencies Measurement

Variables	Dimensions	Mean	Standard Deviation
Independent Variables	Home-work Interference	3.046	1.105
	Role Conflict	3.078	0.936
	Supervisor Support	2.945	1.098
	Workload	3.064	1.113
Dependent Variable	Job Satisfaction	2.910	1.002

Source: Data created for the research

The mean and the standard deviation of each variable are being showed in table 4.11. Based on the table, role conflict has the highest value of mean which is 3.078 whereas workload has the highest value of standard deviation with 1.113. On the other hand, job satisfaction has the lowest ranking in mean which is 2.910 while role conflict has the lowest ranking in deviation which is 0.936.

4.2 Scale Measurement

4.2.1 Reliability Test

The aim of the reliability test is to assess the accuracy and consistency of the variables of the study. All 351 sets of questionnaires had been examined through this reliability test. The subsequent table reveals the results of the reliability test of this research.

Table 4.12: Results of the Reliability Test

Variables	Dimensions	Cronbach's Alpha
Independent Variables	Home-work Interference	0.824362
	Role Conflicts	0.792281
	Supervisor Support	0.826410
	Workload	0.784131
Dependent Variable	Job Satisfaction	0.810541

Source: Data created for the research

The value of Cronbach's Alpha of home-work interference is 0.824362, which is more than the result of pilot study (0.811263). Since the Cronbach's Alpha value of home-work interference falls under the range of 0.80 to 0.95, the five items measuring home-work interference have very good reliability. Besides, the role conflict and workload have a good reliability because of their Cronbach's Alpha values are 0.792281 and 0.784131 respectively. The values of Cronbach's Alpha of supervisor support and job satisfaction fall under the range of 0.80 to 0.95, and it indicates that their measuring items have very good reliability. The result for supervisor support is 0.826410, which is slightly less than the pilot study (0.828936) while for job satisfaction is 0.810541 and is less than the pilot study (0.838127) as well.

4.3 Inferential Analysis

Inferential analysis can be referred to the inferences making or it can be used to project from a sample to whole population. In other words, it is used to recapitulate from a sample to a population (Babin, Carr, Griffin & Zikmund, 2013). The aim of this analysis is to investigate the individual variable and its relationship with other variables. For this study, the correlation of variables is demonstrated by using Pearson's Correlation Coefficient, while Linear Regression Analysis is used to express the results of model summary and coefficient.

4.3.1 Pearson's Correlation Coefficient

Pearson correlation coefficient can be defined as an indication of direction, strength and significance of the relationships that are bivariate among all the variables which are measured by using interval or ratio level. The rules of thumb about coefficient range and strength association are shown in the table below:

Table 4.13: Coefficient Range that Shows the Strength of Association of Pearson Correlation Coefficient

Coefficient Range	Strength of Association
±0.91 to ±1.00	Very strong
±0.71 to ±0.90	High
±0.41 to ±0.70	Moderate
±0.21 to ±0.40	Small but definite relationship
±0.01 to ±0.20	Slight, almost negligible

Source: Hair, J. F. Jr., Money, A. H., Samouel, P., & Page, M. (2007). *Research method for business*. Chichester, West Sussex: John Wiley & Sons, Inc.

4.3.1.1 Home-work Interference and Job Satisfaction

H₀: There is no significant relationship between home-work interference and job satisfaction.

H₁: There is a significant relationship between home-work interference and job satisfaction.

Table 4.14: Correlations between Home-work Interference and Job Satisfaction

		Job Satisfaction
Home-work Interference	Pearson Correlation	-0.75912
	p-Value	<.0001
	N	351
	Pearson Correlation	1.00000
	p-Value	
	N	351

Source: Data generated by Statistical Analysis System (SAS) version 9.4

According to the results, the relationship between home-work interference and job satisfaction is negative as a result of the negative value for correlation coefficient. Home-work interference has a -0.75912 correlation with job satisfaction. Hence, when home-work interference is high, job satisfaction is low. The value of -0.75912 is within the coefficient range of ± 0.71 to ± 0.90 . For that reason, the relationship between home-work interference and job satisfaction is high. The relationship between home-work interference and job satisfaction is significant due to its p-value of < 0.0001 is less than the alpha value of 0.01. Thus, the null hypothesis (H_0) is rejected while the alternative hypothesis (H_1) is accepted.

4.3.1.2 Role Conflict and Job Satisfaction

H_0 : There is no significant relationship between role conflict and job satisfaction.

H_1 : There is a significant relationship between role conflict and job satisfaction.

Table 4.15: Correlations between Role Conflict and Job Satisfaction

		Job Satisfaction
Role Conflict	Pearson Correlation	-0.72563
	p-Value	<.0001
	N	351
	Pearson Correlation	1.00000
	p-Value	

	N	351
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Source: Data generated by Statistical Analysis System (SAS) version 9.4

According to the results, the relationship between role conflict and job satisfaction is negative as a result of the negative value for correlation coefficient. Role conflict has a -0.72563 correlation with job satisfaction. Hence, when role conflict is high, job satisfaction is low. The value of -0.72563 is within the coefficient range of ± 0.71 to ± 0.90 . For that reason, the relationship between role conflict and job satisfaction is high. The relationship between role conflict and job satisfaction is significant due to its p-value of < 0.0001 is less than the alpha value of 0.01. Thus, the null hypothesis (H_0) is rejected while the alternative hypothesis (H_1) is accepted.

4.3.1.3 Supervisor Support and Job Satisfaction

H_0 : There is no significant relationship between supervisor support and job satisfaction.

H_1 : There is a significant relationship between supervisor support and job satisfaction.

Table 4.16: Correlations between Supervisor Support and Job Satisfaction

		Job Satisfaction
Supervisor Support	Pearson Correlation	0.79702
	p-Value	<.0001
	N	351
	Pearson Correlation	1.00000
	p-Value	

	N	351
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Source: Data generated by Statistical Analysis System (SAS) version 9.4

According to the results, the relationship between supervisor support and job satisfaction is positive as a result of the positive value for correlation coefficient. Supervisor support has a 0.79702 correlation with job satisfaction. Hence, when supervisor support is high, job satisfaction is high. The value of 0.79702 is within the coefficient range of ± 0.71 to ± 0.90 . For that reason, the relationship between supervisor support and job satisfaction is high. The relationship between supervisor support and job satisfaction is significant due to its p-value of < 0.0001 is less than the alpha value of 0.01. Thus, the null hypothesis (H_0) is rejected while the alternative hypothesis (H_1) is accepted.

4.3.1.4 Workload and Job Satisfaction

H_0 : There is no significant relationship between workload and job satisfaction.

H_1 : There is a significant relationship between workload and job satisfaction.

Table 4.17: Correlations between Workload and Job Satisfaction

		Job Satisfaction
Workload	Pearson Correlation	-0.73482
	p-Value	<.0001
	N	351
	Pearson Correlation	1.00000
	p-Value	
	N	351

Source: Data generated by Statistical Analysis System (SAS) version 9.4

According to the results, the relationship between workload and job satisfaction is negative as a result of the negative value for correlation coefficient. Workload has a -0.73482 correlation with job satisfaction. Hence, when workload is high, job satisfaction is low. The value of -0.73482 is within the coefficient range of ± 0.71 to ± 0.90 . For that reason, the relationship between workload and job satisfaction is high. The relationship between workload and job satisfaction is significant due to its p-value of < 0.0001 is less than the alpha value of 0.01. Thus, the null hypothesis (H_0) is rejected while the alternative hypothesis (H_1) is accepted.

4.3.2 Multiple Regression Analysis

There are more than one independent variables being used in multiple regression analysis to explain the variance in the dependent variable.

H_0 : There is no relationship between stress (home-work interference, role conflict, supervisor support and workload) and job satisfaction

H₁: There is a relationship between stress (home-work interference, role conflict, supervisor support and workload) and job satisfaction.

Table 4.18: Analysis of Variance

Analysis of Variance					
Source	DF	Sum of Squares	Mean Square	F Value	Pr > F
Model	4	240.14787	60.03697	187.07	<.0001
Error	346	111.04266	0.32093		
Corrected Total	350	351.19053			

Source: Data generated by Statistical Analysis System (SAS) version 9.4

Based on the results, the p-value of <.0001 of the model is less than the alpha value of 0.05. Thus, the F-statistic is significant. Besides, the model for this study can describe the relationship between dependent variable and independent variables well. Hence, all the independent variables (home-work interference, role conflict, supervisor support and workload) are significant to illustrate the variance in job satisfaction. The data supports the alternate hypothesis.

Table 4.19: R-square Value’s Model Summary

Root MSE	0.56651	R-Square	0.6838
Dependent Mean	2.90954	Adj R-Sq	0.6802
Coeff Var	19.47072		

Source: Data generated by Statistical Analysis System (SAS) version 9.4

The R-square demonstrates the value or percentage (%) that the independent variables can describe the variations in the dependent variable. The R-square of this study is 0.6838, which means that 68.38% of the variations in dependent variable can be explained by independent variables (home-work interference, role conflict, supervisor support and workload).

Yet, there are 31.62% of additional variables in illustrating job satisfaction which have not been examined and adopted in this study.

Table 4.20: The Estimates of Parameter

Parameter Estimates						
Variable	Label	DF	Parameter Estimate	Standard Error	t Value	Pr > t
Intercept	Intercept	1	3.23200	0.34898	9.26	<.0001
Home-work Interference	Home-work Interference, 1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree, 99=Missing Data	1	-0.16393	0.05665	-2.89	0.0040
Role Conflict	Role Conflict, 1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree, 99=Missing Data	1	-0.16134	0.05837	-2.76	0.0060
Supervisor Support	Supervisor Support, 1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree, 99=Missing Data	1	0.37177	0.05619	6.62	<.0001
Workload	Workload, 1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree, 99=Missing Data	1	-0.13757	0.05005	-2.75	0.0063

Source: Data generated by Statistical Analysis System (SAS) version 9.4

The table above displays the significance of each of the independent variables (home-work interference, role conflict, supervisor support and workload) towards the dependent variable (job satisfaction).

All the independent variables (home-work interference, role conflict, supervisor support and workload) are significant to the proposed dependent variable for this study as a result of p-value of these independent variables (home-work interference, role conflict, supervisor support and workload) are 0.0040, 0.0060, <0.0001 and 0.0063 respectively. Moreover, these values are no more than the alpha value of 0.05.

Regression Equation

$$Y = a + b_1 (x_1) + b_2 (x_2) + b_3 (x_3) + b_4 (x_4)$$

$$\text{Job Satisfaction} = 3.23200 - 0.16393 (\text{home-work interference}) - 0.16134 (\text{role conflicts}) + 0.37177 (\text{supervisor support}) - 0.13757 (\text{workload})$$

In this study, the predictor variable that makes the highest contribution to the variation of dependent variable is supervisor support as a result of the value of its parameter estimate (0.37177) which is the largest among the predictor variables. Home-work interference has the second highest contribution, with the parameter value of -0.16393, to explain the variation of the dependent variable. The third contributor is role conflict with the parameter estimate of -0.16134. Workload makes the lowest contribution to the variation of the dependent variable with the parameter estimate of -0.13757.

H5 is fully supported as all the independent variables (home-work interference, role conflict, supervisor support and workload) influence the dependent variable (job satisfaction) significantly.

4.4 Conclusion

The data collected via questionnaires were being shown in different patterns as well as being analysed. The results and analyses in descriptive analysis, scale measurement and inferential analyses will be utilized and further discussed in Chapter 5 which can be something crucial and useful for the researchers for future research and managers in their businesses.

CHAPTER 5: DISCUSSION AND CONCLUSION

5.0 Introduction

In the previous chapters, we had introduced the aim, background and problems of the research, formed the hypotheses, explained the significance of the research, reviewed the relevant literatures for the independent variables (home-work interference, role conflict, supervisor support and workload) and the dependent variable (job satisfaction) of the research, formed the theoretical model of the research, outlined the research's methodology and analysed the research's results. While in this chapter, we will summarise the statistical analyses of the research (descriptive and inferential analyses in Chapter 4) and discuss the major findings of the research. Besides, we will also outline the implications and the limitations for the study as well as provide the recommendations for the improvement of future study. This chapter will also provide a clearer overview and findings of this research.

5.1 Summary of Statistical Analysis

5.1.1 Summary of Descriptive Analysis

In this research project, the demographic profile of the research respondents consists of gender, age group, race, average working hours per day and working experience as a nurse. There are total of 351 respondents who are working as a nurse in private hospitals of Georgetown, Penang participated in answering the questionnaires for this research project. Most of the respondents are female, which are 302 (86.04 %) female nurses out of 351 total respondents, while the rest are male which are 49 (13.96 %) male nurses out of 351 of the total respondents.

Furthermore, the race of the respondents for this study consists of Chinese, Malay, Indian and others. There are 140 or 38.89 % of the respondents are Chinese, 105 or 29.91 % are Malay, 84 or 23.93 % respondents are Indian and 22 or 6.27% are others. Based on the results, the majority of the Chinese nurses are working in private hospitals in Georgetown, Penang.

For the age group, the age of the respondents for this research project mostly fall between 21-30 years old, which represent 80.06 % from the overall respondents. 14 respondents (3.99 %) fall below the age of 21 years old. Besides, respondents who have age between 31-40 years old are 35 (9.97 %) out of 351 respondents. 14 respondents' (3.99 %) age are between 41-50 years old, and 7 (1.99 %) out of 351 respondents are above 50 years old.

The average working hours per day of this study's target respondents are mostly 8-12 hours per day. There are 197 (56.13 %) respondents out of the total of 351 respondents work between 8-12 hours per day. 14 respondents (3.99 %) with the average working hours per day of below 8 hours and 140 respondents (39.88 %) work above 12 hours per day.

While for the experience of working as a nurse, most of the respondents from this research have 1 to 3 years of working experience as a nurse. There are 190 respondents which represent 54.13 % out of total number of 351 respondents who have working experience as a nurse of 1-3 years. 42 respondents which represent 11.97 % have 4-6 years of working experience as a nurse. Another 42 respondents which also represent 11.97 % out of 100 % have 7-9 years of nurses' working experience. Besides, the respondents who have working experience of more than 9 years as a nurse also represent 11.97 % which is 42 nurses. The rest of the respondents which represent 9.96 % or 35 nurses have less than 1 year of working experience as a nurse.

5.1.2 Summary of Inferential Analysis

5.1.2.1 Reliability Test

There are total of 351 sets of questionnaires were being run for the reliability test. The reliability results for all the independent variables and dependent variable are more than 0.7. This shows that all the questions in the questionnaires for this research project are reliable. For the independent variables, supervisor support has the highest Cronbach's Alpha value out of four independent variables which is 0.826410. The second highest is home-work interference, which has a 0.824362 Cronbach's Alpha value in the reliability test. While the Cronbach's Alpha value for role conflict is 0.792281 and workload has 0.784131 Cronbach's Alpha value for the reliability test. The dependent variable, job satisfaction has a 0.810541 Cronbach's Alpha value in the reliability test.

5.1.2.2 Pearson Correlation Coefficient Analysis

The Pearson Correlation Coefficient results for all the independent variables that have been shown in Chapter 4 indicate that home-work interference, role conflict, supervisor support and workload have significant relationships with the dependent variable which is job satisfaction. The r-value of home-work interference in Pearson Correlation Coefficient test is -0.75912 which has a high significant relationship with job satisfaction. Role conflict has a -0.72563 correlation with job satisfaction, supervisor support has r-value of 0.79702 and workload has a -0.73482 correlation with job satisfaction.

5.1.2.3 Multiple Regression Analysis

The p-values of all the independent variables from the results of Multiple Regression test in Chapter 4 show that there are significant relationships of home-work interference, role conflict, supervisor support and workload towards job satisfaction. The p-value of home-work interference is 0.0040, which is less than 0.05. Other than that, the p-values of role conflict, supervisor support and workload are 0.0060, <0.0001 and 0.0063 respectively.

5.2 Discussion of Major Findings

Table 5.1 The Summary of Pearson’s Correlation Coefficient & Multiple Regression

Hypotheses	Results (r-value; p-value)	Conclusion
H1: There is a significant relationship between home-work interference and job satisfaction.	r-value = -0.75912 p-value = 0.0040	The hypothesis (H1) is accepted.
H2: There is a significant relationship between role conflict and job satisfaction.	r-value = -0.72563 p-value = 0.0060	The hypothesis (H2) is accepted.
H3: There is a significant relationship between supervisor support and job satisfaction.	r-value = 0.79702 p-value = <0.0001	The hypothesis (H3) is accepted.
H4: There is a significant relationship between workload and job satisfaction.	r-value = -0.73482 p-value = 0.0063	The hypothesis (H4) is accepted.

H5: There is a significant relationship between stress (home-work interference, role conflict, supervisor support and workload) and job satisfaction.	p-value = <0.0001	The hypothesis (H5) is accepted.

Source: Data created for the research

5.2.1 Home-work Interference with Job Satisfaction

Based on the results of Pearson Correlation Coefficient and Multiple Regression results, it indicates that home-work interference shows a significant relationship towards job satisfaction. The r-value of home-work interference in the results of Pearson Correlation Coefficient is -0.7912. This result proves that the relationship between home-work interference and job satisfaction is negative. On the other hand, the p-value of home-work interference in Multiple Regression test is 0.0040, which is lower than 0.05. According to the study by Ahsan, Abdulllah, Yong and Alam (2009), home-work interference has a significant and positive relationship with job stress. When the amount of problems occurs at home increases, then there will be higher opportunity for a person to suffer from job stress. However, when it is related to this research project, we can conclude that the greater the amount of the problems occur at home, the higher the level of stress of a person and the lower the job satisfaction towards his or her job.

5.2.2 Role Conflict with Job Satisfaction

There are a lot of researches suggested that role conflict has a significant negative relationship with job satisfaction. Based on the research done by Jamal (1990), role conflict is one of the factors of stress that has a negative relationship towards job satisfaction. The r-value of role conflict in Pearson Correlation Coefficient is -0.72563 whereas the p-value in Multiple Regression Statistic is 0.0060. The negative sign of r-value shows that role conflict has a negative relationship with job satisfaction. Therefore, we can summarise that the hypothesis between role conflict and job satisfaction is accepted. When the level of role conflict is high, the level of job satisfaction will be low.

5.2.3 Supervisor Support with Job Satisfaction

According to Kula and Guler (2014), the research stated that supervisor support has a significant impact on employees' job satisfaction level. In this research project, supervisor support contributes the highest to job satisfaction by having r-value of 0.79702 in Pearson Correlation Coefficient results and <0.0001 in p-value in the Regression results. The r-value of supervisor support has positive sign, it indicates that the relationship between supervisor support and job satisfaction is a positive relationship. Hence, we accept H_1 and reject H_0 . The more support the employees can get from supervisor in an organization, the higher the employees' job satisfaction level.

5.2.4 Workload with Job Satisfaction

The study conducted by Wee and Mustapha (2013) suggested that there is a significant relationship between workload and job satisfaction and the relationship is negative. The r-value of workload in this research project is -0.73482 and the p-value in Regression test is 0.0063. The r-value of

workload falls at the range of ± 0.71 to ± 0.90 , thus it shows that workload has a strong strength of relationship towards job satisfaction. On the other hand, the negative sign in the r-value of workload represents the negative relationship between workload and job satisfaction. Therefore, we can make a conclusion based on the results from Pearson Correlation Coefficient and Multiple Regression that the H_1 is accepted and H_0 is rejected. We accept this hypothesis as the higher the level of workload, the lower the level of job satisfaction.

5.2.5 Stress with Job Satisfaction

The relationship between stress and job satisfaction had been examined by using Multiple Regression test. The research of Bateman and Strasser (1983) explained that job satisfaction was negatively related to stress. According to the results in Regression Statistics shown in Chapter 4, the p-value of stress (home-work interference, role conflict, supervisor support, and workload) towards job satisfaction is < 0.0001 , which means the value is less than the alpha value of 0.05. Thus, we can conclude that there is a significant relationship between job satisfaction and stress. The collected data has supported hypothesis 1 whereby the higher the stress, the lower the job satisfaction.

5.3 Implication of Study

5.3.1 Managerial Implication

The objective of this study is to provide a better understanding on the relationship between stress and job satisfaction among nurses in private hospitals. Based on the results from the previous chapters, the independent variables of this study (home-work interference, role conflict, supervisor support and workload) are significant to explain stress which might

influence job satisfaction among nurses. Therefore, in order to increase job satisfaction, individual and authority should take some actions to cope with the stress.

The management of hospitals must consider this issue seriously as this will bring big impacts to nurses' performance as well as their job satisfaction. This is because patients' satisfaction depends on nurses' performance. When the nurses are satisfied with their job, they will contribute quality care that might satisfy the patients as well as will stay loyal with that particular hospital (Asmat, Khan, & Khan, 2014). Therefore, the management of the hospitals should take some actions to reduce the stress of nurses. First of all, the management of the hospitals has to establish some work support policies such as elastic work schedules, restriction of the number of roles assigned to nurses in different levels, supply of resources, encouragement of support from colleagues in accomplishing job assignments, redesigning of jobs and instrumental support such as child care services as well as emotional support like nurses' supervisor may listen freely to the nurses' expression of personal problems (Namayandeh, Juhari, & Yaacob, 2011; Dartey-Baah, 2015). Secondly, the management of the hospitals should let the nurses to get involved more often in decision making process and encourage a two-way communication within the organization to reduce the interpersonal conflicts as well as reduce the non-cooperation relationship. When the nurses are more active in decision making not only in nursing practice but also patients' care, they tend to feel that their decisions are also useful for the hospitals which will lead to higher job satisfaction (Stordeur et al., 2001).

On the other hand, the nurses' supervisors can also do something to help the nurses to reduce their stress. The nurses' supervisors have to assign the tasks with specified and clear process and explain the expectations of the tasks clearly to nurses (Stordeur et al., 2001). The supervisors of the nurses need to show support for the nurses by showing tolerance for them through helping those nurses who have problems with their jobs, praising them for

jobs well done and offering incentives to those who have performed well in their jobs as well as always listening to the nurses' complaints about the workplace stress. These are the crucial steps for the nurses' supervisors to reduce the stress of the nurses, even though these might not alter anything but these can certainly make the nurses to feel more comfortable at work (Wicks, 2005). The supervisors of the nurses should ask the nurses frequently whether they are satisfied with their current level of work-life balance or not. If they find out that the nurses are uncomfortable with their work-life balance, the supervisors should have discussion with them to find some effective ways to solve it in order to improve job satisfaction (Stachowski, 2013). Besides, the supervisors should ensure reasonable workload to be assigned to the nurses. They should ensure that the jobs assigned to nurses which the workload does not go beyond from what is expected from them (Saad, Shah, & Jaffari, 2011).

In order to reduce the level of stress among nurses, not only the management of the hospitals and nurses' supervisors have to take certain actions but the nurses themselves also have their own responsibilities. For the nurses who have children, family support policies such as adopting of equal sharing of the household chores among family members and having flexible roles at home should be adopted so that it enables the nurses to spend more time with their family members as well as enhances close relationship among family member in order to balance their work and family system (Asmat, Khan, & Khan, 2014, Namayandeh, Juhari, & Yaacob, 2011). On the other hand, for the nurses who do not have any children, they are encouraged to have appropriate duty schedule planning. Through this practice, the nurses will be able to manage and focus on the daily routine without interfering and delaying the tasks because of heavy workload. Besides, it will allow the nurses to keep their regular activities, meetings and appointments on track. Furthermore, carrying out of this practice will also help the nurses to construct their busy daily duties from high preference duties to less preference duties (Loo & Leap, 2012).

In conclusion, the management of hospitals, the supervisors of the nurses and the nurses themselves must work together to reduce the stress level in order to increase job satisfaction. Nurses will be able to perform well in the situation of having low level of stress and lead to higher job satisfaction, consequently the healthcare services quality in Malaysia will be enhanced.

5.4 Limitations of the Study

We have faced some limitations when they were conducting this research. First of all, the researchers face time and financial constraints. We do not have enough time and funds to collect data across all of the states in Malaysia. The method that is being used to conduct the research is cross-sectional method. It means that the researchers have to collect the data within a period given. Due to we are still students, therefore during normal days, we have to attend classes, sit for mid-term tests and do assignments. Hence, we can only go to collect the data during weekend or semester break. Besides, the duration given to conduct the research is also not adequate. We only have limited time to collect the data. Moreover, we are still students and thus they are not able to bear all the costs that will be incurred during data collection. Therefore, the researchers only drew a sample from the target population to conduct the research. Moreover, because of cross sectional method was being used as the data collection method, therefore the results can only serve for short-term purposes because the world is changing from time to time.

Secondly, the research is not significant to represent the whole Malaysia because there are time and financial constraints that have been stated above. Therefore, we only chose one of the states that offer good quality of healthcare services, which is Penang to conduct the research. Beside, Penang was being nominated as one of the top ten best retirement places by an America travel magazine recently. The population of older people will increase as they might immigrate to Penang. In this case, the demand for healthcare services will be increasing and the nurses'

workload will also be increasing as well. The researchers are interested to know the stress level and the level of job satisfaction of nurses in Penang.

Thirdly, there is insufficient data available for us. The data available regarding the nurses in Malaysia is not much compared to foreign countries which have a lot of relevant statistical data about nurses. We were hard to find the relevant information regarding the nurses in Malaysia. Besides, we were also not able to access to the latest journals or articles due to financial constraints. We are required to pay before they can proceed to view some of the latest journals or articles.

The next limitation of this study is the non-cooperation from the private hospitals. We have called HR department of the private hospitals to ask for the total number of nurses that are working and the name list but the HR department from the hospitals refused to answer the researchers. The HR department of the private hospitals claimed that it is the hospital's private and confidential information. They do not allow the outsiders to know about this information especially their competitors. They are scared that we might give the information to their competitors and they will lose their competitive advantage. Due to the reason of the private hospitals were not willing to let us to know about the total number of nurses in the hospitals, therefore we could not get a sampling frame for this research.

Last but not least, the last limitation of this study is the non-cooperation from the respondents. The respondents of this research study are the nurses that deal with heavy workload from private hospitals in Penang. Some of the nurses were not willing to participate in the survey because they perceive that filling in of questionnaires will waste a lot of their time. Some would give excuses such as they are busy, in a hurry, limited time for break hour, already late to work, rushing home to cook for family while some just ignored and walked away. Besides, the limitation also includes bias answer from the respondents. Some of them just simply circled, answering the question in the questionnaire where they influence by the management and their colleagues or lost focus while fill out the questionnaires due to the limited time available which later will result in we have

getting bias answer from the nurses. We could not get full participation and cooperation from the nurses in private hospitals of Georgetown, Penang. However, there are some nurses who were patient and kind as well as willing to help us to fill in and also help us to distribute questionnaires to their friends and colleagues to fill in.

Although there are some limitations that the researchers faced while conducting this research, however it does not affect the overall comprehension of this research.

5.5 Recommendations for Future Research

In order to conduct a better research that is relevant in the future, we suggest conducting a further study by including Kuala Lumpur which is one of the states that provide high quality healthcare services. However, it is better to conduct the studies throughout the whole Malaysia because the results will be more significant to represent the whole Malaysia. The wider area coverage will be best representing the overall target population and the researchers will get a better and clearer implication of the research. The results of the research will also be more accurate and reliable.

Besides, we also encourage a longer period of time given to conduct the studies or increase the number of researchers in a group because collecting and analysing of data will require a lot of time. Due to the reasons of time and financial constraints, the researchers can only focus on very less geographical areas and thus the data collected might be less reliable. When the manpower has been increased, the workload and stress level of every member will be reduced and the efficiency as well as the productivity of the group will be increased.

Moreover, we also suggest that more statistical research and data collection regarding the nursing should be conducted by the government. There are too few related data available such as the latest population of the nurses, the latest

population of nurses in each state, et cetera. It is hard for the researchers to conduct a proper research. Furthermore, the government should also give subsidise for the campus to buy more updated database so that in future the students who doing research project can get more updated information regarding the research topics. The research conducted will be more reliable because it is carried out based on the latest findings. The world and human behaviour are changing from time to time. Due to the reason of the obsolete information of some journals, the findings of the research might not be applicable to the current situation. The research carried out might also be less persuasive and have low reliability.

The respondents do not have any obligation to help the researchers to fill in the questionnaires, especially the target population of this research are nurses who are always busy and in a hurry. Therefore, we suggested buying some small gifts such as pens or candies for the respondents to show appreciation of their kindness to spend their precious time to fill in the questionnaires. Besides, giving small gifts can also help to attract more respondents to fill in the questionnaires.

Last but not least, we suggest that the campus should offer more cooperation to their students who are conducting research. For example, when the students face problems while collecting data from the hospitals and the nurses, the campus should help the students to contact the hospitals and deal with them. Some of the hospitals might feel that the researchers are not reliable and not trustworthy, therefore they refuse to offer cooperation. With the help from the campus, the students who doing research project can collect more data from the hospitals as well as the nurses. The results of the research project will then be more accurate and reliable

5.6 Conclusion

In conclusion, we have found out that there are significant relationships between home-work interference, role conflict, supervisor support and workload with job

satisfaction of nurses in healthcare industry through conducting this research project. All of these independent variables are significant to contribute to stress as well as affect the job satisfaction level of nurses and should be concerned by the private hospitals. Each profession has its own duties and stress. It is impossible to have a stress-free life as stress cannot be eliminated completely as long as you are living in the world. Stress is also necessary sometimes to increase the performance and productivity of the employees but it is only up to a certain level. If the stress level is too high, it will have adverse effects on the employees' performance.

This research can help the readers and the management as well as the HR department of the hospitals to understand more on the stress that the nurses are facing and their level of job satisfaction currently. The HR department of the hospitals can take some steps and form strategies to minimize the stress that the nurses are facing currently. The hospitals can reduce the level of stress on the nurses by redesigning the jobs in order to lower the workload on nurses or offer more benefits to attract more new blood to overcome the nurses' shortage problem, reduce role conflict, pay more attention and concern to the new comers and give them support. Besides, the hospitals should also provide counselling sessions to the nurses to learn more on the management of stress in order to overcome their stress problems no matter in their family or in the workplace (Ahmed, Khoso, Nawaz & Warraich, 2014)

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APPENDIX

Appendix 1: Permission Letter



UNIVERSITI TUNKU ABDUL RAHMAN
Wholly Owned by UTAR Education Foundation (Company No. 578227-M)

12th March 2016

To Whom It May Concern

Dear Sir/Madam

Permission to Conduct Survey

This is to confirm that the following students are currently pursuing their *Bachelor of Business Administration (Hons)* program at the Faculty of Business and Finance, Universiti Tunku Abdul Rahman (UTAR) Perak Campus.

I would be most grateful if you could assist them by allowing them to conduct their research at your institution. All information collected will be kept confidential and used only for academic purposes.

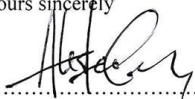
The students are as follows:


<u>Name of Student</u>	<u>Student ID</u>
Loh Hui Shin	13ABB08086
Gan Leh Ying	13ABB06850
Lim Zi Wei	13ABB07096
Loh Wan See	13ABB07205
Yong Shin Yi	13ABB07964

If you need further verification, please do not hesitate to contact me.

Thank you.

Yours sincerely


.....
Mr Choong Yuen Onn
Head of Department,
Faculty of Business and Finance
Email: choongyo@utar.edu.my


.....
Puan Che Natheera Banu Binti Syed Abdul Aziz
Supervisor,
Faculty of Business and Finance
Email: natheera@utar.edu.my

Address: Jalan Sg. Long, Bandar Sg. Long, Cheras, 43000 Kajang, Selangor D.E. Postal Address: P O Box 11384, 50744 Kuala Lumpur, Malaysia
Tel: (603) 9086 0288 Fax: (603) 9019 8868 Homepage: <http://www.utar.edu.my>

Appendix 2: Questionnaire



UNIVERSITI TUNKU ABDUL RAHMAN

The Study on the Relationship between Stress and Job Satisfaction among Nurses in Private Hospitals of Georgetown, Penang

Dear Respondents:

We are students of Bachelor of Business Administration (Hons) from Universiti Tunku Abdul Rahman (UTAR Perak Campus). We are currently conducting our business research study on the topic “**The Study on the Relationship between Stress and Job Satisfaction among Nurses in Private Hospitals of Georgetown, Penang**” in order to complete our honours degree program.

The purpose of this research study is to identify the relationship between stress and job satisfaction among nurses in private hospitals of Georgetown, Penang. This research will help the community and the management in private hospitals in Georgetown, Penang to know the job satisfaction of the nurses and reasons that cause nurses shortage in private hospitals of Georgetown, Penang.

This questionnaire consists of **THREE (3) parts**. **Part A** is about personal details of the respondents, **Part B** is related to the causes of stress that will affect the job satisfaction and **Part C** is the general information of job satisfaction. Please answer **ALL** questions. Thank you for your cooperation and willingness to answer this questionnaire. Your response will be kept strictly **PRIVATE AND CONFIDENTIAL** and be used solely for **ACADEMIC PURPOSE**.

Your data privacy is important to us. Personal data collected will be protected in accordance to Personal Data Protection Act 2010.

Student's Details

No.	Name	ID	Contact Number
1.	Loh Hui Shin	1308086	016 - 4540843
2.	Gan Leh Ying	1306850	012 - 5394131
3.	Lim Zi Wei	1307096	017 - 4129036
4.	Loh Wan See	1307205	012 - 5413908
5.	Yong Shin Yi	1307964	017 - 9204838

PERSONAL DATA PROTECTION STATEMENT

Please be informed that in accordance with Personal Data Protection Act 2010 ("PDPA") which came into force on 20 September 2015, Universiti Tunku Abdul Rahman ("UTAR") is hereby bound to make notice and require consent in relation to collection, recording, storage, usage and retention of personal information.

Notice:

1. The purpose for which your personal data may be used are inclusive but not limited to:

- For assessment of any application to UTAR
- For processing any benefits and services
- For communication purposes
- For advertorial and news
- For general administration and record purposes
- For enhancing the value of education
- For educational and related purposes consequential to UTAR
- For the purpose of our corporate governance
- For consideration as a guarantor for UTAR staff / student applying for his / her scholarship loan

2. Your personal data may be transferred and / or disclosed to third party and / or UTAR collaborative partners including but not limited to the respective and

appointed outsourcing agents for purpose of fulfilling our obligations to you in respect of the purposes and all such other purposes that are related to the purposes and also in providing integrated services, maintaining and storing records. Your data may be shared when required by laws and when disclosure is necessary to comply with applicable laws.

3. Any personal information retained by UTAR shall be destroyed and / or deleted in accordance with our retention policy applicable for us in the event such information is no longer required.

4. UTAR is committed in ensuring confidentiality, protection, security and accuracy of your personal information made available to us and it has been our ongoing strict policy to ensure that your personal information is accurate, complete, not misleading and updated. UTAR would also ensure that your personal data shall not be used for political and commercial purposes.

Consent:

1. By submitting this form you hereby authorize and consent to us processing (including disclosing) your personal data and any updates of your information, for the purposes and / or for any other purposes related to the purpose.

2. If you do not consent or subsequently withdraw your consent to the processing and disclosure of your personal data, UTAR will not able to conform our obligations or to contact you or to assist you in respect of the purposes and / or for any other purposes related to the purpose.

3. You may access and update your personal data by writing to us. (huishin@lutar.my).

Acknowledgement of Notice

I acknowledge consent of Data Protection Act 2010, and fully understood and agreed the Notice of Privacy Practices by UTAR.

I disagree and do not wish my personal data to be processed.

Part A: Personal Details

Please place (/) in the appropriate answer.

1. Gender :

- Male
- Female

2. Race :

- Chinese
- Malay
- Indian
- Others

3. Age group :

- Below 21 years old
- 21 – 30 years old
- 31 – 40 years old
- 41 – 50 years old
- Above 50 years old

4. Average working hours per day:

- Below 8 hours
- 8 – 12 hours
- Above 12 hours

5. Working experience as a nurse:

- Below 1 year
- 1 – 3 years
- 4 – 6 years
- 7 – 9 years
- More than 9 years

Part B: Causes of Stress that Affect the Job Satisfaction

The following set of statement related to the causes of stress that affect the job satisfaction. The numbers 1 to 5 represent a continuum with 1 being strong disagreement and 5 being strong agreement. Based on your experience as a nurse, please **circle** the number that best reflects your opinion about the statement.

SA – Strongly Agree (Amat Bersetuju)

A – Agree (Bersetuju)

N – Neutral (Neutral)

D – Disagree (Tidak Bersetuju)

SD – Strongly Disagree (Amat Tidak Bersetuju)

Home-work interference						
No.	Description	SD	D	N	A	SA
1.	My work prevents me from spending sufficient quality time with my family. <i>Kerja saya menghalang saya meluangkan masa yang berkualiti dengan keluarga saya.</i>	1	2	3	4	5
2.	My work schedule often conflicts with my personal life. <i>Jadual kerja saya selalu bertikaian dengan kehidupan peribadi saya.</i>	1	2	3	4	5
3.	My work performance decreases due to my personal and family commitment. <i>Prestasi kerja saya menurun disebabkan oleh komitmen peribadi dan keluarga saya.</i>	1	2	3	4	5
4.	My personal lifestyle has a negative impact on my daily work routine. <i>Gaya hidup peribadi saya memberi kesan negatif kepada kerja harian.</i>	1	2	3	4	5
5.	Taking care of my dependents affects my working schedule.	1	2	3	4	5

	<i>Waktu kerja saya terjejas akibat meguruskan rumahtangga.</i>					
--	-----------------------------------------------------------------	--	--	--	--	--

Role conflict						
No	Description	SD	D	N	A	SA
6.	I work under conflicting policies and guidelines. <i>Saya bekerja di bawah dasar dan garis panduan yang bercanggah.</i>	1	2	3	4	5
7.	I receive conflicting requests from two or more persons. (supervisors, colleagues or patients) <i>Saya menerima permintaan yang bercanggah daripada dua atau lebih orang. (penyelia, rakan sekerja atau pesakit)</i>	1	2	3	4	5
8.	I work with two or more colleagues or superior that operates quite differently. <i>Saya bekerja dengan dua atau lebih rakan sekerja atau penyelia yang beroperasi secara berbeza.</i>	1	2	3	4	5
9.	I get orders from more than one superior. <i>Saya menerima arahan lebih daripada seorang penyelia.</i>	1	2	3	4	5
10.	I receive task without adequate resource and materials to execute it. <i>Saya menerima tugas tanpa sumber dan bahan-bahan yang cukup untuk menjalankan tugas tersebut.</i>	1	2	3	4	5

Supervisor Support						
No	Description	SD	D	N	A	SA
11.	My superior always respects my opinion. <i>Penyelia saya sentiasa menerima pendapat saya.</i>	1	2	3	4	5
12.	My superior always cares about my well-being. <i>Penyelia saya sentiasa mengambil berat tentang kebajikan saya.</i>	1	2	3	4	5
13.	My superior strongly considers my goals and values. <i>Penyelia saya mempertimbangkan matlamat dan nilai saya.</i>	1	2	3	4	5
14.	Help is always available from my superior whenever I face any problem. <i>Penyelia saya sentiasa memberikan bantuan semasa saya mangalami kesusahan.</i>	1	2	3	4	5
15.	My superior always concern on my job performance. <i>Penyelia saya menunjukkan prihatin kepada saya.</i>	1	2	3	4	5

Workload						
No	Description	SD	D	N	A	SA
16.	My workload has been increased in the past year. <i>Bebanan kerja saya telah bertambah dari tahun lepas.</i>	1	2	3	4	5

17.	I often need to work after working hours to meet my work requirements. <i>Saya selalu dikehendaki berkerja tambah masa untuk menghabiskan kerja saya.</i>	1	2	3	4	5
18.	I often have to work through my breaks to complete my assigned workload. <i>Saya selalu bebekerja melebihi masa rehat saya untuk menghabiskan kerja saya.</i>	1	2	3	4	5
19.	I am not given enough time to complete my task as assigned. <i>Saya tidak diberikan masa yang mencukupi untuk menghabiskan tugas saya.</i>	1	2	3	4	5
20.	Shortage of nurse contributes to extra workload. <i>Kekurangan jururawat menyebabkan bebanan kerja bertambah.</i>	1	2	3	4	5

Part C: General Information of Job Satisfaction

The following set of statement related to the general information of job satisfaction. The numbers 1 to 5 represent a continuum with 1 being strong disagreement and 5 being strong agreement. Based on your experience as a nurse, please **circle** the number that best reflects your opinion about the statement.

SA – Strongly Agree (Amat Bersetuju)

A – Agree (Bersetuju)

N – Neutral (Neutral)

D – Disagree (Tidak Bersetuju)

SD – Strongly Disagree (Amat Tidak Bersetuju)

Job Satisfaction						
No.	Description	SD	D	N	A	SA
1.	I am satisfied with the way my superior handles his or her workers. <i>Saya berpuas hati dengan cara-cara penyelia saya mengurus pekerja.</i>	1	2	3	4	5
2.	I am satisfied with the amount of work I do. <i>Saya berpuas hati dengan bilangan kerja saya.</i>	1	2	3	4	5
3.	I am satisfied with the policies and guidelines given. <i>Saya berpuas hati dengan dasar dan garis panduan yang diberi.</i>	1	2	3	4	5
4.	I am satisfied with my work life balance. <i>Saya berpuas hati dengan kehidupan di antara kerjaya dan pengurusan sendiri.</i>	1	2	3	4	5

**Thank you very much for your participation.
Your time and opinions are greatly appreciated.**

Appendix 3: Reliability Test of Pilot Study

Home-work Interference

Reliability Test (Home-workInterference)
The CORR Procedure

5 Variables: Home-work Interference 1 Home-work Interference 2 Home-work Interference 3 Home-work Interference 4 Home-work Interference 5

Simple Statistics							
Variable	N	Mean	Std Dev	Sum	Minimum	Maximum	Label
Home-work Interference 1	30	2.16667	1.01992	65.00000	1.00000	4.00000	Time, 1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree, 99=Missing Data
Home-work Interference 2	30	2.53333	1.00801	76.00000	1.00000	5.00000	Schedule, 1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree, 99=Missing Data
Home-work Interference 3	30	2.80000	1.18613	84.00000	1.00000	5.00000	Performance, 1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree, 99=Missing Data
Home-work Interference 4	30	3.06667	1.28475	92.00000	1.00000	5.00000	Lifestyle, 1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree, 99=Missing Data
Home-work Interference 5	30	2.93333	1.22990	88.00000	1.00000	5.00000	Dependents, 1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree, 99=Missing Data

Cronbach Coefficient Alpha	
Variables	Alpha
Raw	0.811263
Standardized	0.809636

Cronbach Coefficient Alpha with Deleted Variable

Deleted Variable	Raw Variables		Standardized Variables		Label
	Correlation with Total	Alpha	Correlation with Total	Alpha	
Home-work Interference 1	0.438978	0.817410	0.465735	0.811258	Time, 1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree, 99=Missing Data
Home-work Interference 2	0.549068	0.789595	0.572588	0.779948	Schedule, 1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree, 99=Missing Data
Home-work Interference 3	0.727354	0.733208	0.699138	0.740632	Performance, 1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree, 99=Missing Data
Home-work Interference 4	0.619059	0.769716	0.595143	0.773120	Lifestyle, 1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree, 99=Missing Data
Home-work Interference 5	0.673159	0.750679	0.656877	0.754036	Dependents, 1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree, 99=Missing Data

Pearson Correlation Coefficients, N = 30
Prob > |r| under H0: Rho=0

	Home-work Interference 1	Home-work Interference 2	Home-work Interference 3	Home-work Interference 4	Home-work Interference 5
Home-work Interference 1	1.00000	0.71553	0.31354	0.17544	0.28406
Time, 1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree, 99=Missing Data		< .0001	0.0916	0.3538	0.1282
Home-work Interference 2		1.00000	0.35186	0.29112	0.41907
Schedule, 1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree, 99=Missing Data			0.0565	0.1186	0.0212
Home-work Interference 3			1.00000	0.75579	0.67603
Performance, 1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree, 99=Missing Data				< .0001	< .0001
Home-work Interference 4				1.00000	0.61396
Lifestyle, 1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree, 99=Missing Data					0.0003
Home-work Interference 5					1.00000
Dependents, 1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree, 99=Missing Data					

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Role Conflict

Reliability Test (Role Conflict)

The CORR Procedure

5 Variables: Role Conflict 1 Role Conflict 2 Role Conflict 3 Role Conflict 4 Role Conflict 5

Simple Statistics							
Variable	N	Mean	Std Dev	Sum	Minimum	Maximum	Label
Role Conflict 1	30	2.86667	1.13664	86.00000	1.00000	5.00000	Policies, 1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree, 99=Missing Data
Role Conflict 2	30	2.63333	1.09807	79.00000	1.00000	5.00000	Requests, 1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree, 99=Missing Data
Role Conflict 3	30	2.76667	1.07265	83.00000	1.00000	5.00000	Operates, 1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree, 99=Missing Data
Role Conflict 4	30	2.30000	1.14921	69.00000	1.00000	5.00000	Orders, 1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree, 99=Missing Data
Role Conflict 5	30	3.03333	1.15917	91.00000	1.00000	5.00000	Resources, 1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree, 99=Missing Data

Cronbach Coefficient Alpha	
Variables	Alpha
Raw	0.795244
Standardized	0.795547

Cronbach Coefficient Alpha with Deleted Variable					
Deleted Variable	Raw Variables		Standardized Variables		Label
	Correlation with Total	Alpha	Correlation with Total	Alpha	
Role Conflict 1	0.416809	0.805606	0.412826	0.806611	Policies, 1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree, 99=Missing Data
Role Conflict 2	0.706697	0.714251	0.709497	0.712683	Requests, 1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree, 99=Missing Data
Role Conflict 3	0.510734	0.776051	0.513051	0.776460	Operates, 1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree, 99=Missing Data
Role Conflict 4	0.743815	0.699018	0.747144	0.699728	Orders, 1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree, 99=Missing Data
Role Conflict 5	0.522457	0.773776	0.519147	0.774575	Resources, 1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree, 99=Missing Data

Pearson Correlation Coefficients, N = 30 Prob > r under H0: Rho=0					
	Role Conflict 1	Role Conflict 2	Role Conflict 3	Role Conflict 4	Role Conflict 5
Role Conflict 1	1.00000	0.40153	0.11502	0.37486	0.42224
Policies, 1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree, 99=Missing Data		0.0279	0.5450	0.0412	0.0201
Role Conflict 2	0.40153	1.00000	0.59821	0.63669	0.44339
Requests, 1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree, 99=Missing Data	0.0279		0.0005	0.0002	0.0141
Role Conflict 3	0.11502	0.59821	1.00000	0.64618	0.22834
Operates, 1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree, 99=Missing Data	0.5450	0.0005		0.0001	0.2249
Role Conflict 4	0.37486	0.63669	0.64618	1.00000	0.50994
Orders, 1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree, 99=Missing Data	0.0412	0.0002	0.0001		0.0040
Role Conflict 5	0.42224	0.44339	0.22834	0.50994	1.00000
Resources, 1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree, 99=Missing Data	0.0201	0.0141	0.2249	0.0040	

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Supervisor Support

Reliability Test (Supervisor Support)

The CORR Procedure

5 Variables: Supervisor Support 1 Supervisor Support 2 Supervisor Support 3 Supervisor Support 4 Supervisor Support 5

Simple Statistics							
Variable	N	Mean	Std Dev	Sum	Minimum	Maximum	Label
Supervisor Support 1	30	3.03333	1.12903	91.00000	1.00000	5.00000	Respects, 1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree, 99=Missing Data
Supervisor Support 2	30	3.20000	1.24291	96.00000	1.00000	5.00000	Cares, 1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree, 99=Missing Data
Supervisor Support 3	30	3.00000	1.31306	90.00000	1.00000	5.00000	Considers, 1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree, 99=Missing Data
Supervisor Support 4	30	3.16667	1.28877	95.00000	1.00000	5.00000	Help, 1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree, 99=Missing Data
Supervisor Support 5	30	3.23333	1.19434	97.00000	1.00000	5.00000	Concern, 1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree, 99=Missing Data

Cronbach Coefficient Alpha	
Variables	Alpha
Raw	0.828936
Standardized	0.827884

Cronbach Coefficient Alpha with Deleted Variable					
Deleted Variable	Raw Variables		Standardized Variables		Label
	Correlation with Total	Alpha	Correlation with Total	Alpha	
Supervisor Support 1	0.653511	0.788613	0.651953	0.785624	Respects, 1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree, 99=Missing Data
Supervisor Support 2	0.557130	0.814254	0.548562	0.814901	Cares, 1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree, 99=Missing Data
Supervisor Support 3	0.781601	0.746136	0.783287	0.746259	Considers, 1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree, 99=Missing Data
Supervisor Support 4	0.674647	0.780368	0.676069	0.778580	Help, 1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree, 99=Missing Data
Supervisor Support 5	0.476301	0.834765	0.475584	0.834688	Concern, 1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree, 99=Missing Data

Pearson Correlation Coefficients, N = 30 Prob > r under H0: Rho=0					
	Supervisor Support 1	Supervisor Support 2	Supervisor Support 3	Supervisor Support 4	Supervisor Support 5
Supervisor Support 1	1.00000	0.43740	0.67454	0.49372	0.42876
Respects, 1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree, 99=Missing Dat		0.0156	<.0001	0.0056	0.0181
Supervisor Support 2	0.43740	1.00000	0.71838	0.47360	0.13008
Cares, 1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree, 99=Missing Data	0.0156		<.0001	0.0082	0.4933
Supervisor Support 3	0.67454	0.71838	1.00000	0.55018	0.41778
Considers, 1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree, 99=Missing Dat	<.0001	<.0001		0.0016	0.0216
Supervisor Support 4	0.49372	0.47360	0.55018	1.00000	0.57874
Help, 1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree, 99=Missing Data	0.0056	0.0082	0.0016		0.0008
Supervisor Support 5	0.42876	0.13008	0.41778	0.57874	1.00000
Concern, 1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree, 99=Missing Data	0.0181	0.4933	0.0216	0.0008	

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Workload

Reliability Test (Workload)

The CORR Procedure

5 Variables: Workload 1 Workload 2 Workload 3 Workload 4 Workload 5

Simple Statistics							
Variable	N	Mean	Std Dev	Sum	Minimum	Maximum	Label
Workload 1	30	2.30000	1.02217	69.00000	1.00000	4.00000	Workload, 1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree, 99=Missing Data
Workload 2	30	2.70000	1.17884	81.00000	1.00000	5.00000	Hours, 1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree, 99=Missing Data
Workload 3	30	2.76667	1.22287	83.00000	1.00000	5.00000	Breaks, 1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree, 99=Missing Data
Workload 4	30	2.86667	1.19578	86.00000	1.00000	5.00000	Time, 1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree, 99=Missing Data
Workload 5	30	2.00000	1.11417	60.00000	1.00000	5.00000	Shortage, 1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree, 99=Missing Data

Cronbach Coefficient Alpha	
Variables	Alpha
Raw	0.815688
Standardized	0.812380

Cronbach Coefficient Alpha with Deleted Variable					
Deleted Variable	Raw Variables		Standardized Variables		Label
	Correlation with Total	Alpha	Correlation with Total	Alpha	
Workload 1	0.482917	0.812709	0.485287	0.809657	Workload, 1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree, 99=Missing Data
Workload 2	0.677099	0.757368	0.669151	0.754784	Hours, 1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree, 99=Missing Data
Workload 3	0.703179	0.748321	0.696816	0.746086	Breaks, 1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree, 99=Missing Data
Workload 4	0.706584	0.747583	0.694837	0.746712	Time, 1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree, 99=Missing Data
Workload 5	0.464946	0.819037	0.470085	0.813971	Shortage, 1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree, 99=Missing Data

Pearson Correlation Coefficients, N = 30 Prob > r under H0: Rho=0					
	Workload 1	Workload 2	Workload 3	Workload 4	Workload 5
Workload 1	1.00000	0.36344	0.38897	0.37239	0.42389
Workload, 1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree, 99=Missing Data		0.0484	0.0336	0.0427	0.0196
Workload 2	0.36344	1.00000	0.57170	0.72898	0.36756
Hours, 1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree, 99=Missing Data	0.0484		0.0010	<.0001	0.0457
Workload 3	0.38897	0.57170	1.00000	0.70902	0.43025
Breaks, 1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree, 99=Missing Data	0.0336	0.0010		<.0001	0.0176
Workload 4	0.37239	0.72898	0.70902	1.00000	0.28470
Time, 1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree, 99=Missing Data	0.0427	<.0001	<.0001		0.1273
Workload 5	0.42389	0.36756	0.43025	0.28470	1.00000
Shortage, 1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree, 99=Missing Data	0.0196	0.0457	0.0176	0.1273	

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Job Satisfaction

Reliability Test (Job Satisfaction)

The CORR Procedure

4 Variables: Job Satisfaction 1 Job Satisfaction 2 Job Satisfaction 3 Job Satisfaction 4

Simple Statistics							
Variable	N	Mean	Std Dev	Sum	Minimum	Maximum	Label
Job Satisfaction 1	30	2.66667	1.15470	80.00000	1.00000	5.00000	Superior, 1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree, 99=Missing Data
Job Satisfaction 2	30	2.56667	0.93526	77.00000	1.00000	5.00000	Amount, 1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree, 99=Missing Data
Job Satisfaction 3	30	2.86667	1.22428	86.00000	1.00000	5.00000	Policies, 1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree, 99=Missing Data
Job Satisfaction 4	30	2.73333	1.20153	82.00000	1.00000	5.00000	Work-life balanced, 1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree, 99=Missing Data

Cronbach Coefficient Alpha	
Variables	Alpha
Raw	0.838127
Standardized	0.832660

Cronbach Coefficient Alpha with Deleted Variable					
Deleted Variable	Raw Variables		Standardized Variables		Label
	Correlation with Total	Alpha	Correlation with Total	Alpha	
Job Satisfaction 1	0.850465	0.709913	0.833907	0.707483	Superior, 1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree, 99=Missing Data
Job Satisfaction 2	0.441051	0.879724	0.441689	0.881052	Amount, 1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree, 99=Missing Data
Job Satisfaction 3	0.702696	0.781113	0.690389	0.775494	Policies, 1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree, 99=Missing Data
Job Satisfaction 4	0.712515	0.775932	0.707433	0.767696	Work-life balanced, 1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree, 99=Missing Data

Pearson Correlation Coefficients, N = 30 Prob > r under H0: Rho=0				
	Job Satisfaction 1	Job Satisfaction 2	Job Satisfaction 3	Job Satisfaction 4
Job Satisfaction 1	1.00000	0.43638	0.79682	0.75391
Superior, 1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree, 99=Missing Data		0.0159	<.0001	<.0001
Job Satisfaction 2	0.43638	1.00000	0.33930	0.41528
Amount, 1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree, 99=Missing Data		0.0159	0.0666	0.0225
Job Satisfaction 3	0.79682	0.33930	1.00000	0.58448
Policies, 1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree, 99=Missing Data		<.0001	0.0666	0.0007
Job Satisfaction 4	0.75391	0.41528	0.58448	1.00000
Work-life balanced, 1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree, 99=Missing Data		<.0001	0.0225	0.0007

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Appendix 4: Reliability Test for Full Study

Home-work Interference

Reliability Test (Home-work Interference)							
The CORR Procedure							
5 Variables: Home-work Interference 1 Home-work Interference 2 Home-work Interference 3 Home-work Interference 4 Home-work Interference 5							
Simple Statistics							
Variable	N	Mean	Std Dev	Sum	Minimum	Maximum	Label
Home-work Interference 1	351	3.01709	1.49083	1059	1.00000	5.00000	Time, 1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree, 99=Missing Data
Home-work Interference 2	351	3.00285	1.39489	1054	1.00000	5.00000	Schedule, 1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree, 99=Missing Data
Home-work Interference 3	351	3.07977	1.41801	1081	1.00000	5.00000	Performance, 1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree, 99=Missing Data
Home-work Interference 4	351	3.12821	1.43351	1098	1.00000	5.00000	Lifestyle, 1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree, 99=Missing Data
Home-work Interference 5	351	3.00000	1.46775	1053	1.00000	5.00000	Dependents, 1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree, 99=Missing Data

Cronbach Coefficient Alpha	
Variables	Alpha
Raw	0.824362
Standardized	0.824516

Cronbach Coefficient Alpha with Deleted Variable					
Deleted Variable	Raw Variables		Standardized Variables		Label
	Correlation with Total	Alpha	Correlation with Total	Alpha	
Home-work Interference 1	0.611450	0.791923	0.612151	0.791728	Time, 1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree, 99=Missing Data
Home-work Interference 2	0.592782	0.796949	0.592514	0.797373	Schedule, 1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree, 99=Missing Data
Home-work Interference 3	0.615026	0.790671	0.615317	0.790813	Performance, 1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree, 99=Missing Data
Home-work Interference 4	0.663186	0.776626	0.662839	0.776904	Lifestyle, 1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree, 99=Missing Data
Home-work Interference 5	0.611314	0.791810	0.610931	0.792080	Dependents, 1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree, 99=Missing Data

Pearson Correlation Coefficients, N = 351 Prob > r under H0: Rho=0					
	Home-work Interference 1	Home-work Interference 2	Home-work Interference 3	Home-work Interference 4	Home-work Interference 5
Home-work Interference 1	1.00000	0.52070	0.46833	0.47491	0.45701
Time, 1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree, 99=Missing Data		<.0001	<.0001	<.0001	<.0001
Home-work Interference 2	0.52070	1.00000	0.47368	0.47420	0.40052
Schedule, 1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree, 99=Missing Data	<.0001		<.0001	<.0001	<.0001
Home-work Interference 3	0.46833	0.47368	1.00000	0.51501	0.47224
Performance, 1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree, 99=Missing Data	<.0001	<.0001		<.0001	<.0001
Home-work Interference 4	0.47491	0.47420	0.51501	1.00000	0.58799
Lifestyle, 1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree, 99=Missing Data	<.0001	<.0001	<.0001		<.0001
Home-work Interference 5	0.45701	0.40052	0.47224	0.58799	1.00000
Dependents, 1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree, 99=Missing Data	<.0001	<.0001	<.0001	<.0001	

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Role Conflict

Reliability Test (Role Conflict)

The CORR Procedure

5 Variables: Role Conflict 1 Role Conflict 2 Role Conflict 3 Role Conflict 4 Role Conflict 5

Simple Statistics

Variable	N	Mean	Std Dev	Sum	Minimum	Maximum	Label
Role Conflict 1	351	3.01709	1.22812	1059	1.00000	5.00000	Policies, 1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree, 99=Missing Data
Role Conflict 2	351	3.11966	1.20354	1095	1.00000	5.00000	Requests, 1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree, 99=Missing Data
Role Conflict 3	351	3.06268	1.24053	1075	1.00000	5.00000	Operates, 1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree, 99=Missing Data
Role Conflict 4	351	3.13960	1.33755	1102	1.00000	5.00000	Orders, 1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree, 99=Missing Data
Role Conflict 5	351	3.05128	1.31484	1071	1.00000	5.00000	Resources, 1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree, 99=Missing Data

Cronbach Coefficient Alpha

Variables	Alpha
Raw	0.792281
Standardized	0.791630

Cronbach Coefficient Alpha with Deleted Variable

Deleted Variable	Raw Variables		Standardized Variables		Label
	Correlation with Total	Alpha	Correlation with Total	Alpha	
Role Conflict 1	0.523800	0.767813	0.522694	0.767510	Policies, 1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree, 99=Missing Data
Role Conflict 2	0.543253	0.761890	0.542952	0.761095	Requests, 1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree, 99=Missing Data
Role Conflict 3	0.556527	0.757739	0.554984	0.757254	Operates, 1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree, 99=Missing Data
Role Conflict 4	0.617355	0.737600	0.617201	0.737009	Orders, 1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree, 99=Missing Data
Role Conflict 5	0.615491	0.738268	0.614264	0.737979	Resources, 1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree, 99=Missing Data

Pearson Correlation Coefficients, N = 351 Prob > |r| under H0: Rho=0

	Role Conflict 1	Role Conflict 2	Role Conflict 3	Role Conflict 4	Role Conflict 5
Role Conflict 1	1.00000	0.38521	0.33686	0.40903	0.47365
Policies, 1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree, 99=Missing Data		<.0001	<.0001	<.0001	<.0001
Role Conflict 2	0.38521	1.00000	0.41405	0.48123	0.37708
Requests, 1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree, 99=Missing Data		<.0001	<.0001	<.0001	<.0001
Role Conflict 3	0.33686	0.41405	1.00000	0.45275	0.48499
Operates, 1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree, 99=Missing Data		<.0001	<.0001	<.0001	<.0001
Role Conflict 4	0.40903	0.48123	0.45275	1.00000	0.50280
Orders, 1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree, 99=Missing Data		<.0001	<.0001	<.0001	<.0001
Role Conflict 5	0.47365	0.37708	0.48499	0.50280	1.00000
Resources, 1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree, 99=Missing Data		<.0001	<.0001	<.0001	<.0001

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Supervisor Support

Reliability Test (Supervisor Support)

The CORR Procedure

5 Variables: Supervisor Support 1 Supervisor Support 2 Supervisor Support 3 Supervisor Support 4 Supervisor Support 5

Simple Statistics							
Variable	N	Mean	Std Dev	Sum	Minimum	Maximum	Label
Supervisor Support 1	351	3.01140	1.43224	1057	1.00000	5.00000	Respects, 1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree, 99=Missing Data
Supervisor Support 2	351	2.88604	1.38506	1013	1.00000	5.00000	Cares, 1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree, 99=Missing Data
Supervisor Support 3	351	2.90313	1.39048	1019	1.00000	5.00000	Considers, 1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree, 99=Missing Data
Supervisor Support 4	351	2.97436	1.46460	1044	1.00000	5.00000	Help, 1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree, 99=Missing Data
Supervisor Support 5	351	2.95157	1.47375	1036	1.00000	5.00000	Concern, 1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree, 99=Missing Data

Cronbach Coefficient Alpha	
Variables	Alpha
Raw	0.826410
Standardized	0.825579

Cronbach Coefficient Alpha with Deleted Variable					
Deleted Variable	Raw Variables		Standardized Variables		Label
	Correlation with Total	Alpha	Correlation with Total	Alpha	
Supervisor Support 1	0.564158	0.808356	0.563508	0.807238	Respects, 1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree, 99=Missing Data
Supervisor Support 2	0.589217	0.801103	0.588793	0.800094	Cares, 1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree, 99=Missing Data
Supervisor Support 3	0.556244	0.810116	0.554942	0.809638	Considers, 1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree, 99=Missing Data
Supervisor Support 4	0.697315	0.769327	0.696493	0.768657	Help, 1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree, 99=Missing Data
Supervisor Support 5	0.704693	0.766947	0.703574	0.766532	Concern, 1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree, 99=Missing Data

Pearson Correlation Coefficients, N = 351 Prob > r under H0: Rho=0					
	Supervisor Support 1	Supervisor Support 2	Supervisor Support 3	Supervisor Support 4	Supervisor Support 5
Supervisor Support 1	1.00000	0.47019	0.34201	0.47141	0.51057
Respects, 1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree, 99=Missing Dat		<.0001	<.0001	<.0001	<.0001
Supervisor Support 2	0.47019	1.00000	0.39480	0.52391	0.47319
Cares, 1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree, 99=Missing Data			<.0001	<.0001	<.0001
Supervisor Support 3	0.34201	0.39480	1.00000	0.50244	0.53170
Considers, 1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree, 99=Missing Dat				<.0001	<.0001
Supervisor Support 4	0.47141	0.52391	0.50244	1.00000	0.64274
Help, 1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree, 99=Missing Data					<.0001
Supervisor Support 5	0.51057	0.47319	0.53170	0.64274	1.00000
Concern, 1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree, 99=Missing Data					

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Workload

Reliability Test (Workload)

The CORR Procedure

5 Variables: Workload 1 Workload 2 Workload 3 Workload 4 Workload 5

Simple Statistics							
Variable	N	Mean	Std Dev	Sum	Minimum	Maximum	Label
Workload 1	351	3.04274	1.51031	1068	1.00000	5.00000	Workload, 1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree, 99=Missing Data
Workload 2	351	3.09402	1.50418	1086	1.00000	5.00000	Hours, 1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree, 99=Missing Data
Workload 3	351	3.02849	1.50591	1063	1.00000	5.00000	Breaks, 1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree, 99=Missing Data
Workload 4	351	3.05413	1.50425	1072	1.00000	5.00000	Time, 1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree, 99=Missing Data
Workload 5	351	3.10256	1.57145	1089	1.00000	5.00000	Shortage, 1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree, 99=Missing Data

Cronbach Coefficient Alpha	
Variables	Alpha
Raw	0.784131
Standardized	0.783702

Cronbach Coefficient Alpha with Deleted Variable					
Deleted Variable	Raw Variables		Standardized Variables		Label
	Correlation with Total	Alpha	Correlation with Total	Alpha	
Workload 1	0.526501	0.754732	0.525220	0.754551	Workload, 1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree, 99=Missing Data
Workload 2	0.588065	0.734594	0.587465	0.733986	Hours, 1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree, 99=Missing Data
Workload 3	0.461022	0.775421	0.461234	0.775008	Breaks, 1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree, 99=Missing Data
Workload 4	0.590754	0.733701	0.590480	0.732973	Time, 1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree, 99=Missing Data
Workload 5	0.635850	0.717492	0.635814	0.717551	Shortage, 1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree, 99=Missing Data

Pearson Correlation Coefficients, N = 351 Prob > r under H0: Rho=0					
	Workload 1	Workload 2	Workload 3	Workload 4	Workload 5
Workload 1	1.00000	0.38056	0.29593	0.41651	0.50135
Workload, 1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree, 99=Missing Data		<.0001	<.0001	<.0001	<.0001
Workload 2	0.38056	1.00000	0.38731	0.47253	0.51204
Hours, 1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree, 99=Missing Data	<.0001		<.0001	<.0001	<.0001
Workload 3	0.29593	0.38731	1.00000	0.37770	0.36459
Breaks, 1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree, 99=Missing Data	<.0001	<.0001		<.0001	<.0001
Workload 4	0.41651	0.47253	0.37770	1.00000	0.49320
Time, 1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree, 99=Missing Data	<.0001	<.0001	<.0001		<.0001
Workload 5	0.50135	0.51204	0.36459	0.49320	1.00000
Shortage, 1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree, 99=Missing Data	<.0001	<.0001	<.0001	<.0001	

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Job Satisfaction

Reliability Test (Job Satisfaction)
The CORR Procedure

4 Variables: Job Satisfaction 1 Job Satisfaction 2 Job Satisfaction 3 Job Satisfaction 4

Simple Statistics							
Variable	N	Mean	Std Dev	Sum	Minimum	Maximum	Label
Job Satisfaction 1	351	3.00570	1.35012	1055	1.00000	5.00000	Superior, 1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree, 99=Missing Data
Job Satisfaction 2	351	2.93447	1.13829	1030	1.00000	5.00000	Amount, 1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree, 99=Missing Data
Job Satisfaction 3	351	2.86895	1.25581	1007	1.00000	5.00000	Policies, 1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree, 99=Missing Data
Job Satisfaction 4	351	2.82906	1.26462	993.00000	1.00000	5.00000	Work-life balanced, 1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree, 99=Missing Data

Cronbach Coefficient Alpha	
Variables	Alpha
Raw	0.810541
Standardized	0.811242

Cronbach Coefficient Alpha with Deleted Variable					
Deleted Variable	Raw Variables		Standardized Variables		Label
	Correlation with Total	Alpha	Correlation with Total	Alpha	
Job Satisfaction 1	0.647828	0.753618	0.649109	0.753477	Superior, 1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree, 99=Missing Data
Job Satisfaction 2	0.599737	0.776421	0.598492	0.777469	Amount, 1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree, 99=Missing Data
Job Satisfaction 3	0.670565	0.741701	0.667373	0.744647	Policies, 1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree, 99=Missing Data
Job Satisfaction 4	0.600402	0.775418	0.601226	0.776191	Work-life balanced, 1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree, 99=Missing Data

Pearson Correlation Coefficients, N = 351 Prob > r under H0: Rho=0				
	Job Satisfaction 1	Job Satisfaction 2	Job Satisfaction 3	Job Satisfaction 4
Job Satisfaction 1	1.00000	0.53939	0.58350	0.47080
Superior, 1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree, 99=Missing Data		<.0001	<.0001	<.0001
Job Satisfaction 2	0.53939	1.00000	0.48567	0.46855
Amount, 1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree, 99=Missing Data	<.0001		<.0001	<.0001
Job Satisfaction 3	0.58350	0.48567	1.00000	0.55976
Policies, 1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree, 99=Missing Data	<.0001	<.0001		<.0001
Job Satisfaction 4	0.47080	0.46855	0.55976	1.00000
Work-life balanced, 1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree, 99=Missing Data	<.0001	<.0001	<.0001	

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Appendix 5: Pearson Correlation Analysis

Correlation Analysis							
The CORR Procedure							
5 Variables: Home-work Interference Role Conflict Supervisor Support Workload Job Satisfaction							
Simple Statistics							
Variable	N	Mean	Std Dev	Sum	Minimum	Maximum	Label
Home-work Interference	351	3.04558	1.10468	1069	1.00000	5.00000	Home-work Interference, 1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree, 99=Missing Data
Role Conflict	351	3.07806	0.93561	1080	1.00000	5.00000	Role Conflict, 1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree, 99=Missing Data
Supervisor Support	351	2.94530	1.09835	1034	1.00000	5.00000	Supervisor Support, 1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree, 99=Missing Data
Workload	351	3.06439	1.11307	1076	1.00000	5.00000	Workload, 1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree, 99=Missing Data
Job Satisfaction	351	2.90954	1.00170	1021	1.00000	5.00000	Job Satisfaction, 1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree, 99=Missing Data
Pearson Correlation Coefficients, N = 351							
Prob > r under H0: Rho=0							
	Home-work Interference	Role Conflict	Supervisor Support	Workload	Job Satisfaction		
Home-work Interference	1.00000	0.80032	-0.82664	0.78997	-0.75912		
Home-work Interference, 1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree, 99=Missing Data		<.0001	<.0001	<.0001	<.0001		
Role Conflict	0.80032	1.00000	-0.77744	0.74140	-0.72563		
Role Conflict, 1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree, 99=Missing Data	<.0001		<.0001	<.0001	<.0001		
Supervisor Support	-0.82664	-0.77744	1.00000	-0.80321	0.79702		
Supervisor Support, 1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree, 99=Missing Data	<.0001	<.0001		<.0001	<.0001		
Workload	0.78997	0.74140	-0.80321	1.00000	-0.73482		
Workload, 1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree, 99=Missing Data	<.0001	<.0001	<.0001		<.0001		
Job Satisfaction	-0.75912	-0.72563	0.79702	-0.73482	1.00000		
Job Satisfaction, 1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree, 99=Missing Data	<.0001	<.0001	<.0001	<.0001			
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Appendix 6: Multiple Regression Analysis

Linear Regression Results

The REG Procedure
Model: Linear_Regression_Model
Dependent Variable: Job Satisfaction Job Satisfaction, 1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree, 99=Missing Data

Number of Observations Read	351
Number of Observations Used	351

Source	DF	Sum of Squares	Mean Square	F Value	Pr > F
Model	4	240.14787	60.03697	187.07	<.0001
Error	346	111.04266	0.32093		
Corrected Total	350	351.19053			

Root MSE	0.56651	R-Square	0.6838
Dependent Mean	2.90954	Adj R-Sq	0.6802
Coeff Var	19.47072		

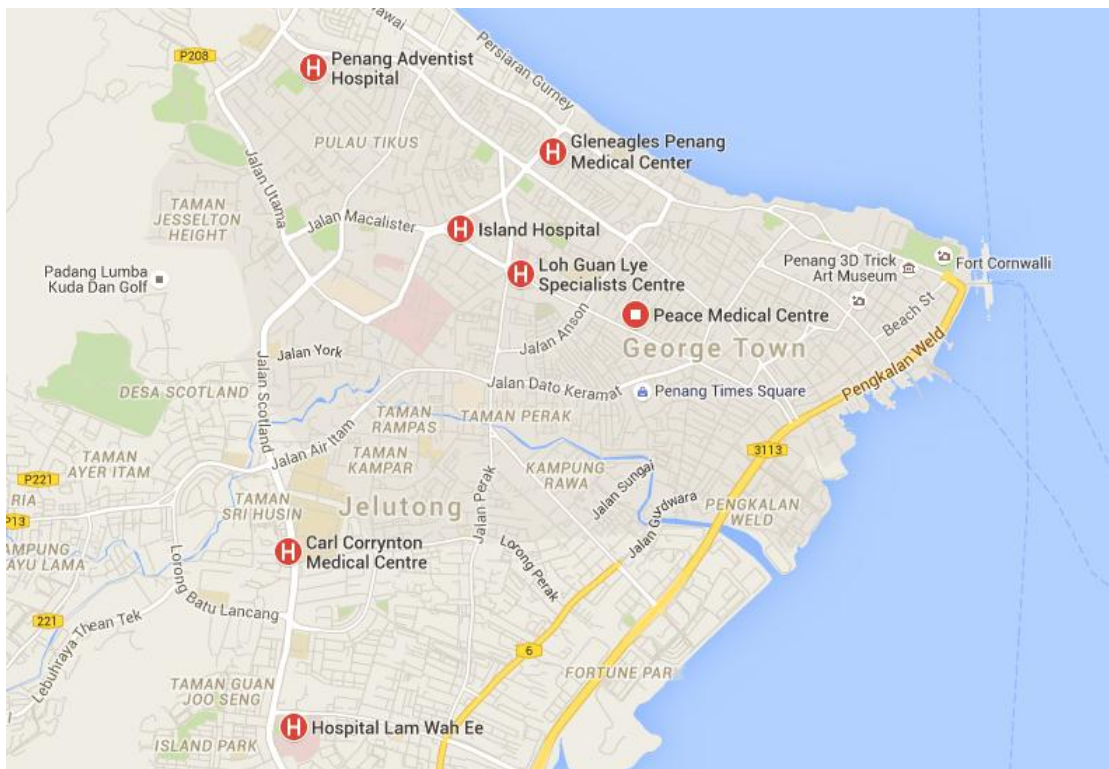
Variable	Label	DF	Parameter Estimate	Standard Error	t Value	Pr > t
Intercept	Intercept	1	3.23200	0.34898	9.26	<.0001
Home-work Interference	Home-work Interference, 1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree, 99=Missing Data	1	-0.16393	0.05665	-2.89	0.0040
Role Conflict	Role Conflict, 1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree, 99=Missing Data	1	-0.16134	0.05837	-2.76	0.0060
Supervisor Support	Supervisor Support, 1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree, 99=Missing Data	1	0.37177	0.05619	6.62	<.0001
Workload	Workload, 1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree, 99=Missing Data	1	-0.13757	0.05005	-2.75	0.0063

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Appendix 7: List of Private Hospitals in Georgetown, Penang

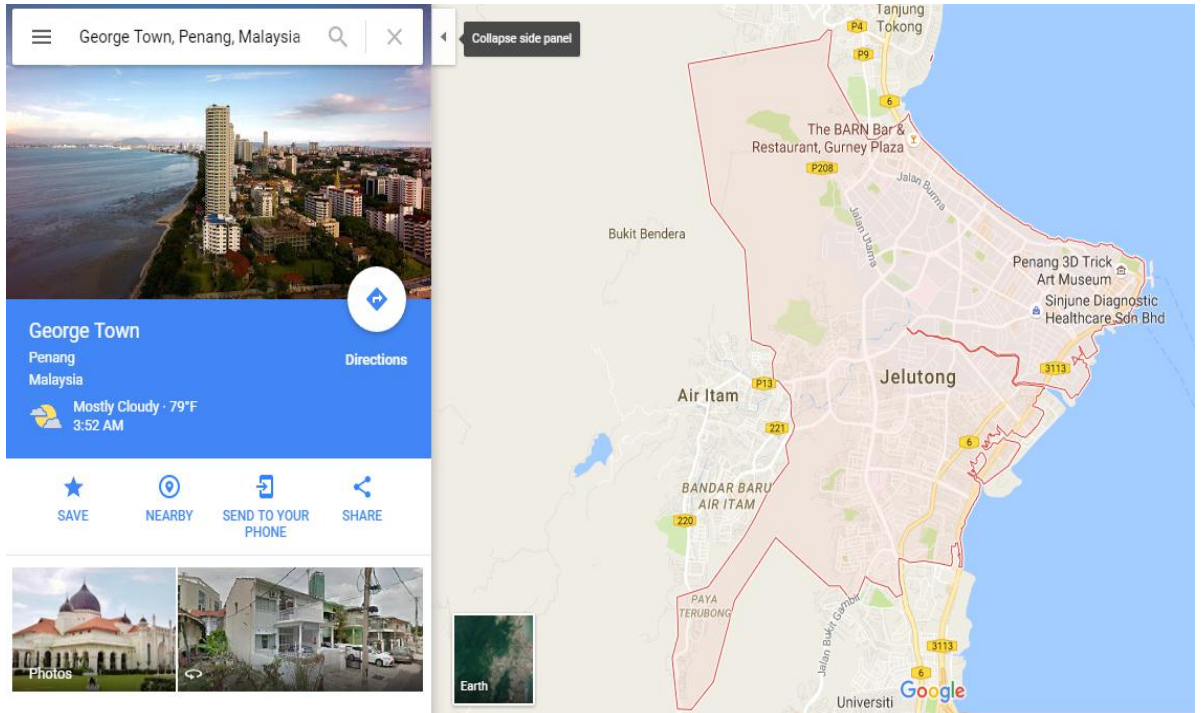
- 1) Carl Corrynton Medical Centre
- 2) Gleneagles Penang Medical Centre
- 3) Hospital Lam Wah Ee
- 4) Island Hospitals
- 5) Loh Guan Lye Specialists Centre
- 6) Penang Adventist Hospitals
- 7) Peace Medical Centre

Appendix 8: Map of the Private Hospitals in Georgetown, Penang



Source: [Google Map](#)

Appendix 9: Map of Georgetown, Penang



Source: Google Map