



**UNIVERSITI PUTRA MALAYSIA**

***SALARY AND OTHER FACTORS PERTAINING TO JOB SATISFACTION  
AMONG NEWLY APPOINTED DIETITIANS IN SELANGOR, MALAYSIA***

**MUHAMMAD HAIKAL BIN KHAIRULAMRI**

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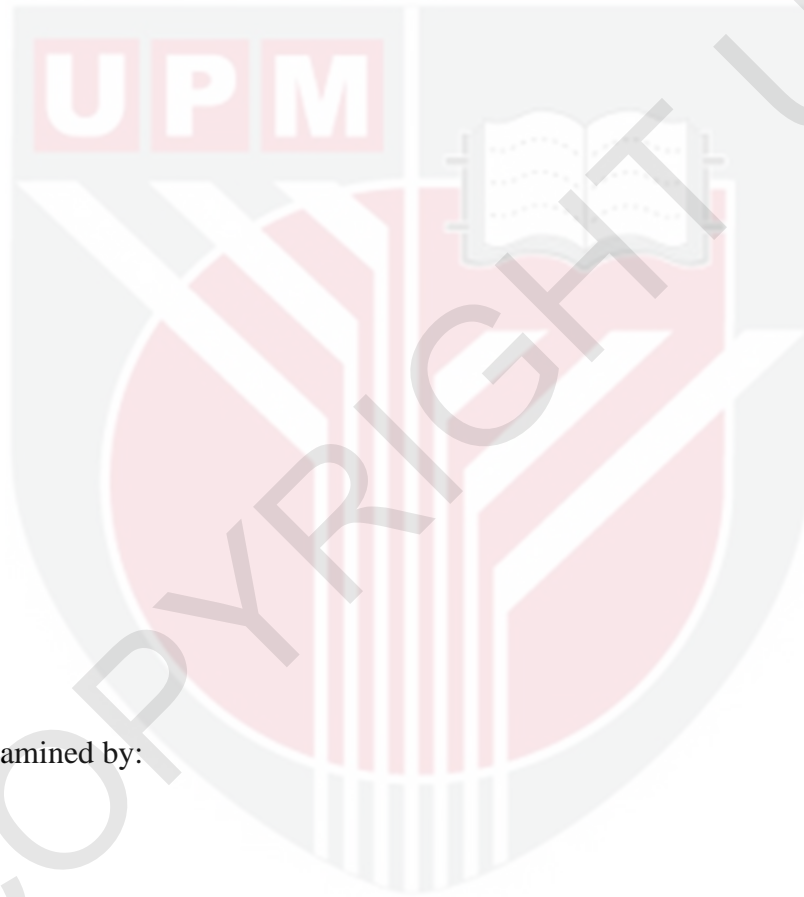
**SALARY AND OTHER FACTORS PERTAINING TO JOB SATISFACTION AMONG  
NEWLY APPOINTED DIETITIANS IN SELANGOR, MALAYSIA**

**MUHAMMAD HAIKAL BIN KHAIRULAMRI**

A project submitted as a partial fulfillment of the requirement for the degree of Bachelor of Science In Dietetics

With Honours from Faculty of Medicine and Health Sciences, Universiti Putra Malaysia.

This project entitled “Salary and Other Factors Pertaining to Job Satisfaction Among Newly Appointed Dietitians in Selangor, Malaysia” was prepared by Muhammad Haikal Bin Khairulamri and has been submitted to the Department of Dietetics as a partial fulfillment of the requirements for the degree of Bachelor of Science (Dietetics) from the Faculty of Medicine and Health Sciences, Universiti Putra Malaysia.



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When everything seems to be against us, remember that the airplane takes off against the wind, not with it. When the hard times comes, know that all challenges are sent to promote, increase and strengthen ourself. Some of the words that I held during this time of pandemic while completing this thesis journey. First of all, I would like to give my sincerest thanks to my supervisor, Prof. Dr. Rosita Jamaluddin for being patient and giving instructions in terms of implementation and all the things needed in preparing this thesis. It is possible that in most of your students, I am the one with the most lowliness but you guide in the best way and with the help of my supervisor, Alhamdulillah everything becomes easy. Thanks also to Dr. Syafiqah in particular is the course coordinator for this bachelor's dissertation and to all lecturers at the UPM Faculty of Medicine and Health Sciences, generally because it makes all our work matters easier for this project. I also want to say a million thanks to my family who are often by my side in difficult times and always understand me in every situation. In fact, the presence of my mother, father and siblings raises the spirit and determination that increases every time I see them. Thank you, my beloved family.

Furthermore, it is also not forgotten to all DIETISTA 14 troops for successfully taking the thesis challenge in this pandemic situation. We have triumphed over this challenge together and this triumph is not celebrated individually, but the sweetness of that triumph is present together. Not to forget my best friend, Hisham Hashim for being a loyal listener to all my problems of all time.

Finally, to all my respondents, dietitians, this is for you, thank you for helping me complete this project and I hope that this project will be a stepping stone in the study of job satisfaction among dietitians in our country, Malaysia. With the hope, every dietitian will feel satisfaction in every work in the future after improvements are made after looking from this study.

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## ABSTRACT

### SALARY AND OTHER FACTORS PERTAINING TO JOB SATISFACTION AMONG NEWLY APPOINTED DIETITIANS IN SELANGOR, MALAYSIA

**Muhammad Haikal Bin Khairulamri**

Job satisfaction is a crucial part in every job especially for dietitians. Dietitians are responsible for meal planning and nutrition implementation in the lifestyle of individual who wanted to achieve health objectives such as healthy Body MASS Index (BMI), healthy routine lifestyles and achieving knowledge about healthy food choices. Less job satisfaction means higher burnout happens in the workplace. This may affect patients' adherence to diet suggestions by dietitians who deliver them half-heartedly. Various factors from previous papers suggest that salary, training provided, supervisor's guidance, workload distribution and communication among workers are the possible influences that may affect job satisfaction among respondents. With this, this study was conducted to identify each of the following factors among newly appointed dietitians in Selangor, Malaysia. This study was conducted in both the private and government sectors operating in Selangor, one of the states with the highest population density in Malaysia. A quantitative survey conducted with total of 77 respondents participated in this study and the majority of the respondents were female, Malay, Muslim and U41 grade rank with a mean age of  $25 \pm 5$  years. As many as 60% of respondents ( $n = 77$ ) were satisfied with their work with a mean score of  $75.5 \pm 10.89$ . Gender ( $\chi^2 = 32.249$ ,  $p = 0.691$ ) and age ( $\chi^2 = 39.037$ ,  $p = 0.378$ ) were not significantly correlated to the job satisfaction among newly appointed dietitians in Selangor except for salary ( $\chi^2 = 99.298$ ,  $p = 0.027$ ). Turning to the correlations for each factor for this study, all factors including salary ( $r = 0.466$ ,  $p = 0.001$ ), training provided ( $r = 0.614$ ,  $p = 0.001$ ), supervisor's guidance ( $r = 0.291$ ,  $p = 0.01$ ) and communication among workers ( $r = 0.606$ ,  $p = 0.001$ ) were significantly correlated with job satisfaction except for workload distribution ( $r = 0.059$ ,  $p = 0.612$ ). In conclusion, the findings from this study found that all the factors pertaining to job satisfaction were significantly associated except for workload distribution. This is because there may be differences in work culture and main purpose in operations between these two sectors. The government sector serves the people while the private sector is more profit oriented to ensure the viability of their institutions in this field. Future researchers are suggested to conduct job satisfaction among dietitians in these two separate sectors to get a better explanation of the objectives of the study. Future studies should also focus on job satisfaction in various different fields in the field of dietetics as it is also capable of being a measure of job satisfaction in each field of the dietetics job scope. Hopefully this study can be a starting point for a better level of work for dietitians both in terms of organization and at the employee level.

# CHAPTER 1

## INTRODUCTION

### 1.1. Background

Over the centuries, people always want to have satisfaction in what they do. The work done with satisfaction is indeed sought after by all who work day and night. Job satisfaction means something that an employee can feel when doing the job. House & Wigdor (1967) mentioned in their paper that Herzberg's theory with regard to job satisfaction contains two dimensions which are ones related to job satisfaction and ones to job dissatisfaction. Satisfaction in jobs is often influenced by such intrinsic factors like accomplishment, appreciation, work and promotion (House & Wigdor, 1967). Satisfaction in the job is very important because it can determine the best results in every job done. If job satisfaction can be achieved, then even the slightest employee can produce more encouraging results compared to companies or organizations that have more employees, plus less turnover rate in the company. The more increased job satisfaction, the lower the turnover intention (Ekhsan, 2019).

In this context of research, dietitians will be the main point to look into the job satisfaction. Their job satisfaction matters for better outcome of their routines. According to the Association of UK Dietitians, dietitians are qualified and regulated health professionals that assess, diagnose and treat dietary and nutritional problems at an individual and wider public-health level. Some factors that can give satisfaction to a dietitian job for example, salary given, communication between colleagues, training given by the organization, guidance given by supervisors and distribution of work in the organization (Anin et al., 2015). There were fewer than ten dietitians at the Ministry of Health back in the early seventies and eighties. Over the

years, Malaysia's dietitian numbers have risen. Early dietitians saw that an organization was needed to lead and direct the profession's growth (Malaysia Dietitians Association, 2020). Thus, this is the right time to look into the job satisfaction of the dietitians in Malaysia as the number of dietitians and the field itself is emerging throughout the year.

To achieve satisfaction or happiness when doing the job, surely there will be rewards and salary is one of them. The salary or reward given will give satisfaction to the employee because it is one of the most important motivations in working and is a very important essential. A study by Wang and Seifert (2017) showed that pay reduction would give a feeling of unhappiness to the employees. This clearly suggests that salary is the main thing that employers need to consider to increase employees' job satisfaction.

Communication has a relationship and impact on workers' job satisfaction (Desa et al., 2019). Communication is another way to increase satisfaction because this is the main way to know each other, especially colleagues. In addition, communication is very important because it can help the organization produce the desired results and provide a bond of cooperation between employees and in turn create satisfaction when doing each job due to high confidence in team members or colleagues. Lekovic and Berber (2014) found that communication really needs to be focused because of its ability to give higher impact on organizational effectiveness.

In achieving job satisfaction, some organizations and institutions provide training to improve employee skills. A study from Soni and Kesari (2018) suggests that training provided to the employees can give satisfaction to the job. Thus, this paper proved that once

training has been given to the employee, then the employee will be more confident with each task given and in turn become more satisfied in performing each job.

Next, guidance is a must if we are dealing with different levels of ages in the organizations. Every job also requires a guide especially from a more experienced supervisor or senior to overcome any problems encountered in the best possible way. Employees may further improve their job satisfaction by a supervisor supporting the impression that work is just and fair (Asif Qureshi & bin Ab Hamid, 2017).

Lastly, the management of workload or job distribution in institutions and organizations is also able to provide satisfaction to employees in doing each job because if employees are burdened with stress from dumping work that is not well organized, then the desired results cannot be achieved, further hampering the progress of an organization. Unhealthy job work overload among the people responsible for assisting the future generation's service will ultimately affect their intellectual and social abilities (Ali & Farooqi, 2014).

## **1.2. Problem Statement**

Job satisfaction is something that all employees, especially dietitians, are looking for them to give full-hearted explanation to make patients feel better. Unfortunately, too little attention to job satisfaction is given to dietitians in particular as most previous studies have only touched on the medical staff as a whole. Measure of satisfaction among dietitians in the country has not been done before thus affecting job performance and the duration of stay in the job which has a high turnover rate (Hewko et al., 2021). Revenio Jalagat (2017) found that satisfaction of a job really determines the turnover rate. The more the satisfaction of the job, the least the

employee turnover. In addition, dietitians may be facing problems in dealing with loads of patients at a particular time. Putri & Syaebani (2018) found that those who work in the healthcare division have higher stress levels. Therefore, motivation in various ways either from the organization or oneself needs to be done to balance both the work and emotional elements. Past studies have indicated that several work-related factors influence employee's job satisfaction, work productivity, motivation and reduction in the stress levels (Solanki, 2013). Even though all the factors mentioned are rather consistent with the past studies, the background of the study is different with the local settings in terms of work culture, payment system and objectives of each institution.

Salary is indeed a necessity, even an obligation to everyone who works to survive in life with modernity today. To survive in today's busy world, salary provides support to buy all the necessities of life and cover daily expenses. However, the cost of living is no longer the same as in the past where the value of money has increased due to various factors. The question that often arises when doing every job is, is it enough to meet all the necessities of life with increasing cost of living? According to data from the Department of Statistics Malaysia, a survey was conducted in 2019 and found a result that the income threshold for the B40 group is RM4,849 compared to 2016 of RM4360 with an increase of 1.8%. This includes 2.91 million people in our country who are in that group. Estimates from Bank Negara Malaysia on the income of graduates with no experience in the field of employment found that every year the starting salary is lower for graduates while the number of graduates continues to increase. In 2010 the starting salary for bachelor's degree holders was RM2923 and in 2017 decreased to RM2707. This raises the question of whether graduates who have just jumped into the world

of work will belong among the B40 in Malaysia due to the rising cost of living. In simple words to this situation, is the B40 condition affects job satisfaction among newly appointed dietitians?

Communication in the workplace is vital because it determines the decisions that will be made based on the questions or problems that are being solved. Often in employment, issues about communication arise when it involves new employees and old employees, for example reluctance to ask, personal issues mixed with work issues, seniority and so on. This is also able to affect job satisfaction because as quoted by Revenio Jalagat (2017) in his study, job satisfaction is obtained based on the feelings we feel while doing the work. So, without good communication, job satisfaction will not be achieved. Communication problems will cause a catastrophe in medical decisions (O'Daniel & Rosenstein, 2008). In addition, the literature suggests that a good organization provides a channel for employees to submit creative ideas, advice and suggestions and promote critical views to improve organizational profits (Wang,2017). These were not measured among the dietitians locally. These may also affect job satisfaction.

Next, the training given must be able to provide job satisfaction to the employee because the employee knows what to do and all tasks can be completed with the skills and steps given during the training. If training is not given well, the thing that will arise while the job is done is the worry of completing the task, is it right or not? What is the effect if I take action like this? Various questions came up while the problem could not be solved. The issues that arise also cause difficulties for the health team to provide a solution to the patient's diagnosis.

Throughout their task, there must be guidance or supervision from the seniors or instructors to ensure that each assigned task is performed properly. This is very important as the newly

appointed dietitians are still new in their field of work. Although all the theories and knowledge are already in hand, they also need help in terms of work culture in their workplace to facilitate all their work matters and also help facilitate cooperation between other health officials in the process of treating patients. In this study, the question that is tried to be answered is, does the supervision and guidance from seniors or instructors lead to job satisfaction among the newly appointed dietitians in Selangor, Malaysia?

Last but not least is the workload distribution happens in the organization. Workload distribution is indeed a crucial part as it can simplify the affairs of each employee in general and encourage more effective work movements and achieve the desired objectives. In the context of a dietitian, it is especially important because a dietitian is not able to handle many patients at one time because each session takes a long time. What is more, it happens to newly appointed dietitians who are taking time to adapt to their new life and environment. The question that is being solved here is, does workload distribution contribute to job satisfaction among the newly appointed dietitians in Selangor?

### **1.3. Research Question**

Are there any associations between sociodemographic factors, salary, communication among peers, training provided, guidance from supervisor, workload distribution and job satisfaction among dietitians?

### **1.4. Objective**

#### **a) General Objectives**

To determine the associations between sociodemographic factors, salary, communication among peers, training provided, guidance from the supervisor and job distribution pertaining to job satisfaction among newly appointed dietitians in Selangor, Malaysia.

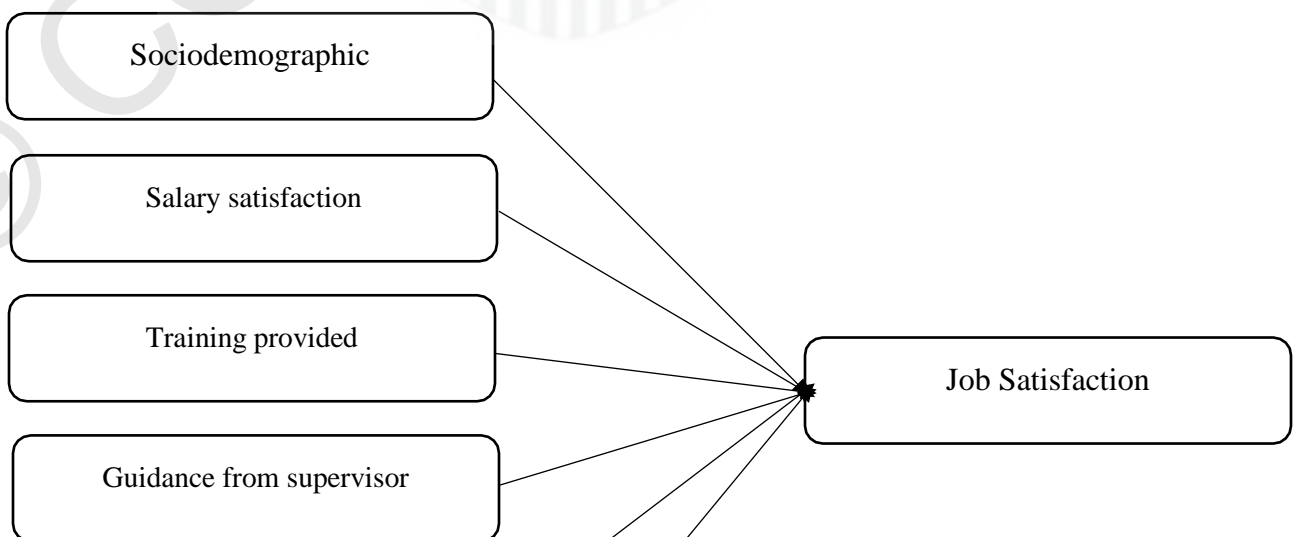
### b) Specific Objectives

1. To determine the sociodemographic factors, salary, communication among peers, training provided, guidance from the supervisor and job distribution factors among dietitians.
2. To determine job satisfaction among dietitians.

### 1.5. Hypothesis

There are significant associations between salary satisfaction, communication among peers, training provided, guidance from supervisor, job distribution and job satisfaction among subjects.

### 1.6. Conceptual framework



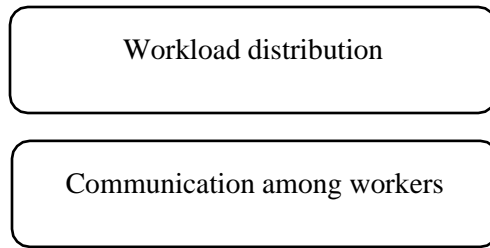


Figure 1. Conceptual framework

### 1.7. Significance of Study

This study was conducted to determine the factors pertaining to job satisfaction because job satisfaction is proven to increase productivity. This study can provide enlightenment and ideas to all organizations involved to increase the productivity of their employees, especially dietitians to always be committed and passionate about treating patients with the best nutritional planning for patients. Embuldeniya (2018) suggests that employers need to give more focus on employee satisfaction as it can enhance the productivity of the organization. This study also wants to address all the employers and organization leaders to consider their employee's psychological condition.

Organizations or employers are highly encouraged to consider employees' physiological and psychological stresses as one of the most important driving forces before embarking on any specific assignment especially international tasks (Ismail et al., 2015). All organizations are urged to pay more attention to employees' emotional matters after this study was conducted. The satisfaction may vary in the sociodemographic as well and so many incidents can happen if the working environment happens to be in a mixture of different ages. The overall results

indicated that age is a significantly more important determinant of satisfaction in the accounting profession than gender (Piosik et al., 2019).

Nowadays, Malaysia is the leading country in non-communicable disease, specifically obesity. With 64 per cent of men and 65 per cent of females obese or overweight, Malaysia has the highest rates of obesity and overweight among Asian countries (Kaur, 2019). In terms of dietitians' role, a patient's positive result is the ultimate aim. Every healthcare staff must achieve satisfaction in their job to give better results when treating all patients. It is an important job for all the employers in hospitals to take care of the healthcare staff for achieving satisfaction in their job, especially dietitians.

## **CHAPTER 2**

### **LITERATURE REVIEW**

#### **2.1 Job Satisfaction**

Job satisfaction describes the extent a personal is pleased, comfortable or satisfied alongside his or her job (Ali, 2016). According to the Merriam-Webster dictionary, jobs are often synonymous with work. Work is also defined by Cantone (2016) from his review on the book "Why We Work" by Barry Schwartz, he mentioned that to make a living, we would like to work. The common thread across all definitions is that the concept for work to be meaningful, a worker must be ready to identify some personally meaningful contribution made by his or her effort. Beyond this, meaningful work speaks to people's subjective experience that their jobs, work, or careers are purposeful and significant, that their work is harmoniously and energetically synergistic

with the meaning and purpose in their broader lives, which they're enabled and empowered to profit the greater good through their work (Steger, 2016). It demonstrates that within today's volatile, uncertain, complex, and ambiguous world, meaningful work operates as a buffer against burnout and as a driver for work engagement (Wingerden & Stoep, 2017). Van Wingerden & Van Der Stoep (2018) found in their study that meaningful work affects performance in several and interrelated ways such as strength use and work engagement. These can conclude that in terms of working to earn for living, we need to have a meaningful working environment and design to earn better performance and satisfaction in every task and job we do because only a purposeful style of doing a job can give the employees what they aimed for. A study from Keleş & Fındıklı (2016) mentioned that there is a positive relation at a significant level between the meaning of work levels and job satisfaction levels. This also shows that everything that we do to urge something positive in life is taken under consideration as work needs to achieve good results and the component of meaningful work that each employee needs to have is satisfaction.

Dan & Idah (2017) mentioned in their work about satisfaction which is implying the acceptance of particular sets of values and satisfaction may be a complex concept with multiple meanings and application. It finds expression and widespread application in disciplines such as sociology, economics, religion, law, psychology, urban and regional planning, marketing, music, and entertainment among others. Dan & Idah also quoted from Bilton et al. (2002) the level of satisfaction or what constitutes satisfaction to an individual or group might be a function of the many interrelated factors including the class like ethnicity or economic divisions to which they belong. Cambridge Dictionary defines satisfaction as a pleasant feeling that we get when we receive something we wanted, or when we have done something we wanted to do. If an employee shows satisfaction with one component and dissatisfaction with another component, does not

necessarily mean that an employee is satisfied or dissatisfied with his/her job. Similarly, dissatisfaction at various accounts does not necessarily mean an employee is dissatisfied, as one single satisfaction component may supersede the other components of dissatisfaction. The undergoing discussion attempt has been made to review different variables of job satisfaction, having varying degrees of importance and leading job satisfaction & dissatisfaction among each individual employee to a varying degree (Pandita & Domnic, 2017). This means that satisfaction could be something that can affect ourselves as human beings from inside and outside. They concluded that self-esteem reflects an individual's perception and evaluation of himself or herself, whereas life satisfaction involves the individual's evaluation of one's life as a whole including different areas of life such as school, family and friends as well as oneself (Tiwari et. al, 2018). Based on these results it can be concluded that an increase in the level of self-esteem increases life satisfaction and perceived freedom in leisure while an increase in perceived freedom in leisure increases both life satisfaction and self-esteem (Agyar, 2012). The research concluded that there is a positive relationship between experienced meaning in life and satisfaction with life. Although the studies are not many in the literature, this finding coincides with the literature. Steger et al. (2006) found a positive relationship between experienced meaning in life and satisfaction with life. Given that individuals who find their lives meaningful would live the life to its fullest and see their lives as being valuable, important and purpose-oriented (Jim et al., 2006) it can be said that this increases satisfaction with life.

Public management experts conclude that public employees have a variety of barriers to job satisfaction, including inadequate promotional opportunities, poor wages, administrative pressures and uncertainty about their priorities (Finlay, Martin, Roman, & Blum, 1995; Light, 2008; Rainey, 2014; Wright & Davis, 2003). Job satisfaction may be affected with work

engagement in the workplace. Introduction Recent professionals from all over the world have turned their attention to the idea of job engagement with a view to enhancing employee performance in public and semi-public organisations (e.g., Cotton, 2012; Jansen, van den Brink, & Kole, 2010; Kernaghan, 2011; Lavigna, 2013). Because research in the private sector indicates that job engagement is the best success prediction (e.g., Christian, Garza, and Slaughter, 2011), it is a very important consideration for human resources management researchers and practitioners (HRM; Albrecht, Bakker, Gruman, Macey, & Saks, 2015). There has been little research into the relationships between self-efficacy, job commitment and teachers' satisfaction (e.g., Higgins & Gulliford, 2014). The happiness of the job of teachers as the emotional reactions and the cognitive assessment of their jobs every day has been planned (Ho & Au, 2006; Skaalvik & Skaalvik, 2010). With a high degree of self-productivity, work satisfaction will contribute for better job performance (Chan et al., 2020). The fulfillment of these criteria facilitated domestic motivation while avoiding the need can undermine managed motivation (ie, feeling under pressure to behave in a particular way) and/or be quantified (i.e., lack of intent); (Schultz, Ryan, Niemiec, Legate, & Williams, 2015). When a positive professional identity is established, social workers are more committed to their profession and have a reduced purpose on turnover (Haslam, 2004). For example, the theory of work enrichment (Hackman & Lawler, 1971; Hockman & Oldman, 1976) notes that certain task characteristics, linked to more complex working and functions, such as increased work diversity and task autonomy, improve employee engagement, while generating positive employee responses to their employment. In that way we might expect these professionals to show greater signs of burnout to the degree that the position expansion both for NPs and for PAs leads to more nuanced work and decision-making, plus higher workloads leading to increased job requirements (Hoff et al., 2019).

The concern for job satisfaction reflects a true concern for the well-being of employees and the belief that improving satisfaction is a means to improve organizational efficiency. This physical and emotional atmosphere determines working conditions, employee rights, voices of workers, healthy working conditions, cooperative members of the team and helpful supervisors (Akinwale, 2019). Akinwale & George (2020) found that all seven predictors – social and political climate; administrative support, freedom and responsibility; pay, supervision and condition of work; acknowledgement and results, advances and promotion – are collectively optimistic about the satisfaction of nurses at work. The study also found that the management of hospitals should be aware of the problems of job satisfaction in order to sustain and avoid roll out intentions among nurses and other healthcare staff, as this could improve the productivity of healthcare systems, and raise the mental and social wellbeing of nurses' health. Oliveira and da Costa (2019) found that outsourced employees' jobs satisfaction was considerably higher than that of government servants. Alrawahi et al. (2020) selected Wang et al. (2015), as regards the encouragement, efficiency and retention of employees with regard to healthcare workers, employment satisfaction is known to influence the successful implementation of the health system reforms.

Please include some data / statistics on job satisfaction among dietitians in other studies

## **2.2 Salary**

Salary is indeed a necessity even an obligation to everyone who works to survive in life with modernity today. A meta-analysis study from Judge et al. (2010) concluded that rising salary levels provide satisfaction to employees in their jobs. Chaudhry et al. (2011) also supports that salary really gives a good impact on job satisfaction which increases the attraction of employees to the organization. In Hirakawa et al. (2019), several explanations for understanding the shortage

of home care staff have been identified, including low salaries, lack of prestige and stress in terms of jobs. In addition, it is important that home caregivers receive adequate and effective career support to address the rapidly increasing home care needs of the older population. This will help minimize the emotional distress faced by home-caregivers and improve their job satisfaction. The latter multidimensional approach for job satisfaction was considered in the Udayar et al. study (2020), which took into account various aspects such as wage satisfaction, safety at work, relationships with colleagues and supervisors, and working conditions. The satisfaction of employment was also demonstrated to be a direct forecaster of overall subjective well-being, while other aspects of working conditions had mainly an indirect effect on the overall subjective well-being (Drobnič, Beham & Präg, 2010). In accordance with the contribution made by individual earnings to family and household deprivation, the authors examine the work satisfaction of low-wage workers using the EU-SILC 2013 special wave in 18 European countries. The study found that low-wage employees report decreased satisfaction at work, while low-wage jobs seem to make little difference to secondary workers. In addition, the happiness of low-wage employees is related to their household's ability to meet their needs (Pohlig et al., 2020).

Around half of the general practitioners are planning on leaving their current positions in the systematic analysis. Top professional titles, lower sales, low satisfaction and lower moral values were the factors associated with turnover intent. Therefore, it is important to examine turnover intentions between GPs, since it can help to target policies and programs that minimize turnover and enhance primary care quality. The turnover determinants are also classified as intrinsic factors or external factors. Factors that are extrinsic to external metrics like professional title, wage, and individual growth tend to be intrinsic factors such as morality and happiness at work. Extrinsic factors are powerful factors that affect turnover and may increase work security.

The conclusions provide a significant framework for managing health care and human resources departments in developing strategies and actions designed to minimize or eliminate the factors that lead to general practitioners' turnover intention (Shen et al., 2020). Sabitová et al. (2019) findings suggest that the requirements for inclusion for the study were met by ten papers covering 10 separate trials with 581 participants in 7 low-income countries and middle-income countries. In low- and middle-income countries, the job morale of doctors was largely affected by negative experiences. Increasing wages, creating employment and career growth opportunities, enhancing the physical and social work environment, enforcing consistent guidelines and procedures and resolving healthcare deficiency can have a positive impact on physicians' moral working conditions.

Akinwale & George (2020) did mention about Jandaghi et al.'s (2011) papers about the complexities of organizational work, especially in healthcare industries, however, are that both non-clinical and clinical people want a hospital that provides an acceptable work climate, without environmental threats to life and insecurity, a protected jobs and a well remunerated pay structure that increases job satisfaction. A research by Osibanjo et al. (2014). Akinwale & George (2020) noted that the level of occupational satisfaction of healthcare employees in a variety of techniques and variables, such as working hours and schedule, compensation programs and workforce management atmosphere, is found to be highly susceptible to variables. Ramalho Luz et al. (2018) found that the goal of negative turnover correlated significantly with affective and regulatory responsibilities and pay satisfaction, promotional satisfaction and the quality of the job. They found that the variables that most influenced turnover intention were affective involvement, wage satisfaction and regulatory commitment by carrying out multiple regression analyses. Employee

turnover of companies can and should be managed and monitored to identify suitable levels and minimize their effects via efficient solutions.

### **2.3 Communication among peers**

Communication is indeed the best way to connect with everyone but in this health division, employees must be working with different ages or better known as junior and senior relationships. Employees must have a good style of communication with both sides either senior to junior or junior to senior with only one aim, to cooperate and provide best healthcare to the patients. The results of this study, however, strongly suggest a correlation between health care workers' use of effective, interpersonally sensitive communication strategies and positive patient outcomes (Slade et al., 2015). Earlier study on communication and job satisfaction reveals that communication surely has the most significant effect on job satisfaction as mentioned by Desa et al. (2019). Desa et al. also bring up that communication gives satisfaction to the workers by increasing their morale at the workplace. They also said that it is fundamental for an organization to have good communication skills. Rising up the issue of communication in an organized society, emotions and feelings always come hand in hand. As mentioned by the previous researchers, comfort is one of the internal aspects that people can achieve while having a busy day at the workplace because they can communicate with co-workers and express their feelings and opinion with someone they trust (Abdullah et al., 2014). Vermeir et al. (2017) found that the consistency of intra-organizational interaction and perceived satisfaction in communication impact on job satisfaction at various levels and across all types of workers in the organization. This article provides a narrative analysis of communication satisfaction, work satisfaction and mutual ties and their effect on the intention to invest, and the possibility of burnout in nursing. There is a positive correlation between communication and work satisfaction between health caregivers, which results in lower turnover

and burnout risk. Satisfaction with the jobs is important both for organizational stability and patient safety co-guarantees. When more nursing staff employed part time, correspondence and consulting networks became thicker. The health team is a group of carers intact who communicate on the care of the patients with whom they are assigned. In health care teams, poor communication can be caused by a lack of critical knowledge, contradictory relationships and a lack of understanding regarding responsibilities and job descriptions.

A Bucăza & Rizescu (2017) study concluded that communication and management are complementary disciplines and strong organizational performance components. Management skills are crucial in an organization, but all equally important are the rules for communication and how a manager knows how to communicate with his employees. The operations of the company scroll correctly by contact. A good manager uses communication, so that his message receiver can be transmitted exactly as he feels, so that he can get the expected input when the communication process begins. All these elements form the basis of interactions, where individuals of an organisation, internally as well as externally, may create interpersonal relations that form the basis of good management. These criteria, required for the conduct of tool organizations, can only be successfully met through efficient communication. Communication management is, according to many scholars, an inter-personal leadership mechanism that the manager may use to exercise those powers: prediction, preparation, organization, coordination, control, assessment. Lack of knowledge will lead to some difficulties in achieving the company's goals. Besides the human resources practices introduced in each company with regard to financial packages, career plans, training and professional growth, internal communication systems play a major role in improving employee engagement. Overall, contact within the organization creates job satisfaction: -

encourages the exchange of knowledge among elderly and subordinates as well as between employees of the same departments. A good feedback is only of benefit, motivates employees to work harder and makes the company feel important.

Stacho et al. (2019) said open communication should generally be used as a tool for inspiring people to work. Often workers cannot comprehend them without consistent contact and free access to information. The findings indicate that the amount of contact training sessions attended by managers and the level of support of workers in the down-to-earth communication and the level of impact of informal communication at the level of organizations are statistically important. Umuteme (2017) has made few statements from other research to support the process of communication in the workplace using communication research theories and models, and their relevance to organizational development. Interdependence, engagement and leadership in the workplace create room for communication among organizations (Wrench, 2013). How this is generated depends on many factors, such as a correct communications strategy, ensure that employees understand and enable them to make proper use of available communication channels through 2 training courses (Torrington & Taylor, 2005). These components decide the coordination mechanism within the organization. The possibility of communication bottlenecks generating each of these building blocks is evident. The 'social building strategy,' by comparison, discusses how contact influences and produces the flow of society (Smith & Turner, 1995, quoted in The World Bank'). Most notably, the two methods clarify that contact is a factor that produces organizational flow. Md. Nurun et al. (2017) said that contact or corporate communication is very critical in modern times for effective enterprise. The organizations still aim to benefit and move on. Since the planning, coordination, management and control of most basic management

processes cannot be carried out without effective interaction. The contact thus carries the value of job satisfaction and increases work efficiency. It is highly necessary that employees interact with their peers and superiors, and not just with the top managers. It is also important to emphasize that the media is relevant to improving the organizational performance in communication, attitudes, the atmosphere, the psychological and technological features. Inefficient communication can damage managers, staff and organizations and contribute to poor results, stressed interpersonal relationships, poor service and unsatisfied customer service.

#### **2.4 Training provided**

In order to achieve the satisfaction in a job, the right training must be given as well, training that is suitable with employee's job scope. A study from Jehanzeb et al. (2015) found that effective training programs are really related to job satisfaction. Effective training defined by Timsal et al. (2016) are employee friendly and give due importance to the actual participants. J. Shen & Tang (2018) say that training indirectly affects the quality of customer service by passing training and satisfaction in jobs. In addition, training directly and indirectly influences training transfer through work satisfaction mediation, in turn mediating the relationship between training transfers and quality of customer service. In addition, the relationship between the education and training transition is moderated by perceived organizational support (POS). It proposes that job satisfaction is a mediator between the preparation, transfer of education, education, and quality of service to customers, and moving training and quality of customer service. For example, workers obtaining appropriate training are more likely to use the information and skills that are gained in the workplace, resulting in improved work results and better customer service. The criteria for training and development of employees may be found at any level, such as strategic, tactical or operational,

suggested by Walters & Rodriguez (2017). Leaders at low levels of management that concentrate on individual results and department-specific issues determine the needs at organizational level. Leaders at all management levels are not only responsible for defining training and growth needs, but also for choosing the most suitable methods, techniques, tactics, systems, implementation and evaluations to achieve the desired individual performance and organizational outcomes. Individuals who cannot reach the desired success level can also choose to quit because they feel that they are not effective and that they are unhappy with their jobs. Therefore, training and development are used by workers not only as a tool to improve the skills needed for a job, but also as a tool to allow individuals to be more comfortable with their performance. In addition, workforce preparation and growth offer the capacity to move people from one job to another.

Learning needs to be concerned with the success of its employees (Shafiq, 2018). The purpose of this study was to analyze the effects on employee performance from training and growth. The independent variable used in this study is preparation for jobs, off-work training, enrichment of jobs and work rotation. In this research employee output was used as the dependent variable. The findings showed that all independent variables have an insignificant effect on employee efficiency, with the exception of Work enrichment. The key role of training and growth in organizational performance is to experience the workforce. Many large companies are aware of this need and are investing in training and growth intensity and other sources. In view of current training and development problems, the effects of training and development on employee performance have been described by the author from Noe's (2010), which has changed over time in several empirical studies. Mahadevan & Yap (2019) found that employees participating in training were more qualified than employees participating in training. Organizations still look

forward to enhancing their efficiency and if the workforce is not eligible, it is hardly possible. Any company's employee is one of the main success factors. This approach allows the employee to work. The training is required to be followed according to the sequence of each move or procedure. The training and development role has been found by Siddika (2017) to help human capital unleash its skills. A deeper education program serves as a tool for strengthening and developing employee skills. Training and growth are important strategic strategies to enhance the performance of workers and organizations. This helps to refresh their job skills, which increases their performance and thus increases the organization's productivity. Training and development will provide workers with opportunities to improve their jobs and to become better working. This will improve the productivity of companies. The study also showed that workers are driven to increase performance through training and growth. Therefore, it is not enough to overemphasize the role played by staff training and growth. The foundation of workforce training and growth is that employee skills for organisations need to be developed.

## **2.5 Guidance from supervisor**

However, a body of moderated quality assessment data does exist to give a picture of multiple factors for the turnover of adult nursing, with at the individual level; nursing stress and dissatisfaction are key factors and at the organizational level (Halter et al., 2017). Rizany et al. (2019) suggested that the application of nursing scheduling has a major relationship with all management activities at the level of satisfaction of the nursing job ( $p = .0001-.014$ ). The nursing manager should be able to increase nurse satisfaction, especially in terms of organizing and monitoring, through optimization of the management of nursing programs. The key factors influencing the happiness of children's jobs were the organization and management of the career

schedule. The individual characteristics (including age, work experience, level of education and sex, income, working environment, working condition, benefits, support, job opportunities and scheduling) influenced the satisfaction of the nurse. This paper also addressed the paper from Wright and Mahar (2013), which notes that consolidated scheduling could increase nursing satisfaction by up to 34 per cent with shift work and cut costs by 11 per cent. The documentation says that the transformative leadership style of the boss significantly affects the happiness of workers. The findings showed that the five dimensions of change leaders and transformational leadership have a substantial effect on the happiness of employees. The following are encouraged and motivated not only by the great goals set by the leaders of change, but show high quality (Khan et al., 2020). This paper quotes Bacha & Walker (2013), a transformative leader who motivates followers to engage in identifying goals and showing perseverance effort. This initiative in order to establish an autonomous mindset increases employee happiness and efficiency at the workplace.

The article by McNeff & Irving (2017) describes the results of a case study based on McNeff's family's servant management activities in their family business network in Anoka, Minnesota. The researchers also found that the employee's leadership behaviors contribute to employee satisfaction. Furthermore, the researchers also found evidence that the issue of recognition of people has an unequal influence on the culture of a company or organisation, as well as serving as a basis for other management behaviors in servants. Tummers et al (2018) have concluded that by - mission coordination with leaders and allowing workers greater job control, public agencies can theoretically improve employee vitality. Kark and Carmeli (2009) quotes this paper; the vitality comes from *vita*, or "life." A person who is vital at work approaches his job with

positive energy and enthusiasm. The contact role of the leader and the autonomy of jobs are essential possible histories of vitality.

Li et al. (2020) noted that literature, the organizational atmosphere, working conditions, expectations of the job and working environment are mostly used on an interchangeable basis (Parker et al., 2003). Diverse studies have operationalized the organizational environment in a different way. The organizational environment proposed by James and Jones (1974) was to be operationally identified in five areas: function, characteristics, leadership, social characteristics and the qualities of organization. Furthermore, the research on voluntary child protection staff indicated that a lower degree of motivation to quit was linked to a better organizational environment (measured by organisation's fairness, organizational assistance, overload, and job importance), authors quote from Fernandes (2016). La & Yun (2019) found that the frequency of the preceptor nurses was greater than new nurses, and the degree of feature anger, wrath and burnout seemed higher. The characteristic rage of both preceptors and newly graduated infants (NGNs) was positively related to the burnout of preceptors. Preceptors with better anger management were happier and NGNs with more anger control had less burnout. They were angrier and less burnout. Results show that preceptors and new nursing workers tend to be very angry, which is intimately related to their work satisfaction and burnout. Some NGNs may encounter intolerable ties with their preceptors during preceptorship and lose their professional trust due to negative observations and rejections by preceptors. Moreover, while retaining their clinical workload, preceptors may feel overwhelmed by their additional teaching obligation and they may also experience lack of support by colleagues and the love-hate relationship with the NGN. Such stressful experiences of perception can promote wrath between receptors and NGNs, and are

susceptible of work dissatisfaction and burnout. Unresolved frustration and improper expressions of anger will lead to employment discontent, burnout and eventually turnover.

According to Ayc  (2019), the reasons for practitioners and scientists' interest in authentic leadership are because true leaders easily transcend their success, and they are seen as solving problems of public order by looking at institutional and social issues. Authentic leadership is regarded as a conduct of leadership that improves the positive atmosphere in the organization's operations, uses a positive climate in line to organization's goals, internalizes the moral viewpoint, acts effectively in the balance of knowledge delivery, adopts openness in working environment relations with subordinates and contributes to growth. In this perspective, all workers want information concerning the institution and success of the organizations in which they operate, regardless of their level of employment, and they can easily obtain this information through their representatives. The key actor appears as leaders in this mutual knowledge. Because employees who are aware of meaningful future goals are happier with their employment, their employee satisfaction attitudes towards the employees play an important role. In this context, this research focuses on the effects of honest management behavior on work satisfaction. Authentic leadership is founded on truthfulness, genuineness, and naturalness. Trust, love and tolerance are the cornerstone for true leaders. Authentic leaders are individuals who make everyone they work and interact a sense of faith. Naiyananont and Smuthranond (2017) found that the wholesale business officers were high in overall ethical conditions, poor in overall policy behaviour, moderate in overarching ethical leadership and overall job satisfaction. These results are used to prepare strategic recommendations for increasing the ethical environment and ethical management of commanding officers, mitigate deviating political conduct in private sector organisations, and

eventually encourage employee satisfaction within organizations in an adequate and harmonious way within Thai society's context and culture. The ethical and ethical leadership have been positively connected to work satisfaction. The importance of the ethical environment in the workplace should be understood by all levels of staff and in particular by the leaders as the key task for leaders is to lead the organization towards success. Authors have also listed some studies that ethical leadership in three theories of leadership, transformational leadership, authentic leadership and spiritual leadership, is often seen as dominant (Brown & Trevino, 2006; Kalshoven, Den Hartog, & Hoogh, 2011).

## **2.6 Workload distribution**

Although workload distribution is very important but it still can be an issue in the distribution which provides work that has nothing to do with the proper scope of work. Asamani et al. (2015) found that work-related uncertainties are one of the determinants of workload happening in healthcare workers. The low and high workloads of doctors are seriously imbalanced. Their job satisfaction is poor and decreasing in an environment of high workload, stress and risks. Employment satisfaction can be described as an inquiry that is pleasurable or optimistic, which can be expressed in an assessment of one's work or work experiences. The degree of work satisfaction is often regarded as a "outcome" which relates to the effectiveness and success of the organization within the working environment. It has a positive effect on the decision to remain at work, which can aid in addressing recruitment and retention issues for doctors. The happiness of doctors will eventually impact both their personal feelings and their relationship with their families. In addition, low-employment physicians are more likely to have physical and mental illness, including depression, burnout, etc. It is therefore necessary to investigate the connection

between their job satisfaction and other factors, not merely to improve patient safety and the quality of healthcare, but also to help physicians manage their work and life in the family (Deng et al., 2018). Health environments now concentrate on steps to improve burnout by means of conscientiousness related interventions. Burnout is in the current health climate, particularly important as infringing nurses during the pandemic Coronavirus disease are experiencing increased workload and multiple psychospheric stressors, the author cited from Sultana et. to the (2019). Wright and author also quote a research from Al (2016), burnout was associated with negative outcomes of patients and reduced satisfaction.

Inegbedion et al. (2020) research has found that an attempt was made to assess how much workload perception affects job satisfaction. The findings indicate that comparisons of workload and the position partnership of employees with their skills significantly affect their perception of workload balance and satisfaction, the strength of the organization's workforce influences the perception of workload balance, and the perception of workload balances by employees significantly affects job satisfaction. The variability in employee labor loads in most companies can be mostly decided by their divisions. However, no guarantee is made that employee workload is balanced even within the same department. If the workload changes for some reason, this change changes employees' stress and their sense of fairness in terms of the balance of workload, especially when the change is positive. Although a positive change in the load may lead to a bad feeling among the employees concerned, a negative change can reduce the willingness of the employees to use its ability, thus creating a danger that those employees will be inefficient. Given the potential effects of the perceived workload imbalance from contrasts between employees' and colleagues' workloads, and possible feelings of inequity and demotivation that may result from perceived job imbalance, it becomes very important to policymakers to delegate positions that

minimize the perception of the employee's workload imbalance in an organization. On the other hand, if the workload exceeds the normal workload, the employee will be overcome; this will generate risks like burnout and resulting setbacks, and malaise and frustration and lead them, where available, to leave the job. Holland et al. (2019) indicated that perceived workloads are related to the rising desire to leave and mediate the satisfaction of nurses with the balance between life and work. These problems have led to a rise in perceived workload among nurses, coupled with higher turnarounds in patients (Jourdain & Chenêvert 2010) and have shown negative impacts on well-being and the extreme turnover of nurses. In keeping with these results, a preliminary thematic review of qualitative data obtained through an open-ended survey of our current research, revealed main themes relating to workload leading to decreased wellbeing.

These results from Lavner and Clarc (2017) show that higher partner workloads can erase the relationship's long-term effects from work to marital work, calling for increased focus. Thus, when people have a heavy workload, they have less opportunities to keep marriage safe and thus have lower marital pleasure. In this question, we analyze not only the degree to which workload affects the subsequent satisfaction of an individual, but also how the workload of his partner is related to the subsequent marital satisfaction levels of the person. Arian et al. (2018) indicate, without paying due consideration to the needs, the health education of nursing educators cannot produce meaningful improvements in nursing schools. An increased workload leads to a greater frustration and does not make young nursing educators more desirable. The job satisfaction of nurse educators and their contributing factors help to sustain a qualified academic workforce at infants and recognise certain factors in order to preserve their career identity. Authors also referred to in some research studies on work depletion affects the performance of nurse teachers and

adversely affects the education they give to nursing students and can lead to job turnover (Emory, Lee, Miller, Kippenbrock, and Rosen, 2017).

## **CHAPTER 3**

### **METHODOLOGY**

#### **3.1 Study design**

This is a cross-sectional study aimed to determine the factors that can contribute to job satisfaction among newly appointed dietitians in Selangor.

#### **3.2 Study location**

Selangor was selected for this study due to several factors. Firstly, is based on the population density. Data from the Official Portal of the Ministry of Health Malaysia shows that Selangor is in 4th place for the number of government hospitals by state and Sarawak is in the first place. However, population density needs to be taken into account and not the number of hospitals alone and this requires an important job for hospitals in Selangor to always increase the work rate of medical staff especially dietitians to accommodate a large number of patients and at the same time provide the best treatment results for all patients. According to data from the Department of Statistics Malaysia, Selangor is ranked fifth in the population density category with an average of 674 persons per square kilometer. Selangor also showed a high level of urbanization with 91.4 percent after W. P. Kuala Lumpur and W. P. Putrajaya with 100 percent.

### 3.3 Sample size determination

The sample size for this study is calculated using a formula created by Hulley, Cummings, Browner, Grady and Newman (2013).

$$N = \left[ \frac{(Z_{\alpha} \pm Z_{\beta})^2}{c} \right] + 3$$

Whereby  $c = 0.5 \times \ln \left[ \frac{(1+r)}{(1-r)} \right]$

= the standard normal deviate for  $\alpha = 1.96$

= the standard normal deviate for  $\beta = 0.84$

= the expected correlation coefficient

Independent Variables	Correlation, $r$	Sample size, $n$
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<p>Job and Pay satisfaction (Judge et al., 2010)</p>	<p>Job = 0.14 Pay = 0.22</p>	$c = 0.5 \times \ln \left[ \frac{(1+0.14)}{(1-0.14)} \right]$ $= 1.326$ $N = \left\lceil \frac{\lceil (1.96 + 0.84) \rceil^2}{1.326} \right\rceil + 3$ $= 7.46$ $c = 0.5 \times \ln \left[ \frac{(1+0.22)}{(1-0.22)} \right]$ $= 0.224$ $N = \left\lceil \frac{\lceil 1.96 + 0.84 \rceil^2}{0.224} \right\rceil + 3$ $= 159.25$
<p>Training provided (Mansour et al., 2017)</p>	<p>0.73</p>	$c = 0.5 \times \ln \left[ \frac{1+0.73}{1-0.73} \right]$ $= 0.93$ $N = \left\lceil \frac{\lceil 1.96 + 0.84 \rceil^2}{0.93} \right\rceil + 3$ $= 12.06$
<p>Supervisor's guidance (Miao et al., 2020)</p>	<p>0.275</p>	$c = 0.5 \times \ln \left[ \frac{1+0.275}{1-0.275} \right]$ $= 0.282$ $N = \left\lceil \frac{\lceil 1.96 + 0.84 \rceil^2}{0.282} \right\rceil + 3$ $= 101.59$

Job Distribution (Tentama et al., 2019)	0.437	$c = 0.5 \times \ln \left[ \frac{1 + 0.437}{1 - 0.437} \right]$ $= 2.55$ $N = \left\lceil \frac{[1.96 + 0.84]^2}{2.55} \right\rceil + 3$ $= 4.21$
Communication among peers (Porkelsson, 2018)	0.22	$c = 0.5 \times \ln \left[ \frac{1 + 0.22}{1 - 0.22} \right]$ $= 1.56$ $N = \left\lceil \frac{[1.96 + 0.84]^2}{1.56} \right\rceil + 3$ $= 6.22$

Table 1. Sample size calculation

### 3.4 Sample size

The highest number of sample size is 159 subjects. The end result is 77 which is 48% of the targeted respondents.

### 3.5 Sampling method

This study was using the convenient sampling designs as the sampling design. Hospital's newly appointed dietitians with experience below 2 years in Selangor with a total of 9 districts were assessed. The districts will be chosen using simple random method sampling through Microsoft Excel. Those districts include Sabak Bernam, Hulu Selangor, Kuala Selangor, Gombak, Petaling, Klang, Sepang, Kuala Langat and Hulu Langat. At the end, due to some limitations caused from

the pandemic, the districts chosen for this study were Petaling, Hulu Selangor, Sepang, Gombak and Kuala Selangor. All private and government institutions will be contacted to recruit the dietitians. The next stage is the convenient selection by choosing the availability of the dietitians to answer this survey from every district.

### **3.6 Participants**

The participants of this study are newly appointed dietitians in Selangor. Based on the grade from Service Circular No.19 of 2005: Service Scheme Changes Dietetic Officer, U41 is an officer that is working from 1 to 3 years and it is considered as a trial period. Thus, the inclusion criteria will be the dietitians who has working period more than 1 year and less than 3 years, worked in private and government hospitals and includes both male and female. The exclusion criteria for participants of this study are senior dietitians or supervisor or dietitians with grade U44, newly transferred dietitians with working experience less than 1 year and dietetic interns.

### **3.7 Study Instruments**

An online questionnaire method will be used in this study because we tried to limit the contact with the respondents as a safety measure to prevent COVID-19 infection. All subjects will be given a self-administered questionnaire and all information from the respondents will be kept confidential. The information required include age, sex, tenure in the present occupations, education level, income, type of client and location.

#### **a) Job Satisfaction**

Respondents are required to take the questionnaire to determine their satisfaction about their job. The questionnaire that is used to assess job satisfaction is the Minnesota Satisfaction Questionnaire (MSQ) (Weiss et al., 2016). As part of the questionnaire, there are 20 components to encourage respondents to tell them how they feel about their jobs, what they are pleased with and what they are not satisfied with. Respondents will be required to fill the scores according to the items asked in the questionnaire. Scores given are rated on a 5-point Likert scale; 1 = very dissatisfied with this aspect of my job, 2 = dissatisfied with this aspect of my job, 3 = neutral, 4 = satisfied with this aspect of my job and 5 = very satisfied with this aspect of my job for respondents to choose. This questionnaire has a good internal consistency with Cronbach's alpha value of 0.84 (Martins & Proença, 2014). More than 75% of the overall score will be considered as high satisfaction while less than 25% will be considered as low satisfaction. Moderate satisfaction is in between the score either lower than 75% or higher than 25%.

**b) Salary**

Salary is one of the factors that the researchers want to study in terms of its association to job satisfaction. Pay Satisfaction Questionnaire (PSQ) developed by Heneman and Schwab (1985) will be used to assess the pay or salary given to the respondents. Eighteen items will be asked in the questionnaire to the subjects regarding the level of satisfaction of subjects on salary payment. Example of questions that will be asked to the respondents are 'The company's pay structure' and 'overall level of pay'. Subjects are required to fill the satisfaction level based on the scores rated based on 5-point Likert scale given from 1 = very dissatisfied, 2 = dissatisfied, 3 = neutral, 4 = satisfied and 5 = very satisfied. This questionnaire contains consistency

(Cronbach's alpha value) of 0.92. This score will be analysed using descriptive analysis (mean and standard deviation). Mentioned by Degree & Organisational (2013) Pay Satisfaction Questionnaire (PSQ) is useful to assess the satisfaction of respondents in terms of pay or salary received. This questionnaire contains consistency (Cronbach's alpha value) of 0.92.

c) **Communication**

Communication among peers or team members in the health division is a crucial thing to achieve best results in treating patients. To assess the communication aspect among respondents, Communication Satisfaction Questionnaire (CSQ) developed by Downs and Hazen (1977) will be used to assess the communication level of the respondents. The original questionnaire consists of 43 items with several dimensions but to assist in determining its association to job satisfaction, this study will look into two dimensions which are horizontal communication (communication with workers) and media quality. Media quality is the communications happens through any platform either online or offline and this includes texting, poster, written documents etc. Horizontal communication on the other side is verbal interaction between co-workers in the workplace. Communication with workers involves all members in dietetics department in the institutions from top to bottom and from bottom to top. This questionnaire helps to determine whether the communication is well developed in the system or having any complaints from both top and bottom parties. With Cronbach's alpha value of 0.7972 and 0.7719 respectively, it is very suitable for assessing the communication level. Score for this questionnaire from 1 = very dissatisfied, 2 = dissatisfied, 3 = somewhat dissatisfied, 4 = indifferent, 5 = somewhat satisfied, 6 = satisfied and 7 = very satisfied is given for the subjects to choose the suitable situations for them. Score interpretation for this questionnaire

is as follows; 5-15 is dissatisfaction with the factor, 16-20 is indifference and 25-35 is satisfied with the factors given (Baryshnikov, 2013).

**d) Training, Guidance and Workload distribution**

Training given to the respondents will be evaluated whether it is suitable for them or not. Guidance from the supervisor or supervision is also one of the main factors that researchers wanted to see in this study. Job distribution or operating conditions will also be determined if the employees are satisfied with the job given or not. Training, supervision and operating conditions will be assessed in the Job Training and Job Satisfaction Survey from Schmidt (2004) that consists of several items and dimensions but to meet the requirement of assessing the significant of respondents to job satisfaction, organizational support for training (Cronbach's alpha = 0.77; 4 questions), employee feelings about training (Cronbach's alpha = 0.61; 4 questions), employee satisfaction with training (Cronbach's alpha = 0.85; 4 questions), employee satisfaction with supervision (Cronbach's alpha = 0.86; 4 questions) and employees satisfaction with operating conditions (Cronbach's alpha = 0.68; 4 questions). All questions need to be answered by subjects according to the scale from 1 = Disagree very much (DVM), 2 = Disagree moderately (DM), 3 = Disagree somewhat (DS), 4 = Agree somewhat (AS), 5 = Agree moderately (AM) and 6 = Agree very much (AVM). Negative item needs to be scored reversely. The score for each sub scales is 1 which means strongest argument on a positive item while 6 is the strongest consensus for a negative item. Highest score in each sub scales means job satisfaction. These three factors were assessed using one survey; Job Training and Job Satisfaction Survey from Schmidt (2004). The dimensions in this survey are distributed accordingly to the factors which are organizational support for training (4 items), employee feelings about training (4 items), employee satisfaction with training (3 items),

employee satisfaction with supervision (4 items) and employee satisfaction with operating conditions (4 items). That compute the total of 19 items for compilation of the questionnaire. This questionnaire uses 6-point Likert scale ranging from 1 to 6 which starts from disagree very much until agree very much. This factors for training provided is tabulate from item number 1 to number 11 where as for the supervisor's guidance and workload distribution is starting from item 12 to 15 and item 16 to 19 respectively.

### **3.8 Ethics approval**

Ethics approved by the National Medical Research Register (NMRR) for data collection. Permissions will also be applied to Malaysian Dietitians Associations (MDA) to get the list of dietitians placed in Selangor.

### **3.9 Pre-test**

Pre-test will be conducted before data collection to assess the suitability of the questionnaire. This pre-test is also conducted to know the time required for respondents to complete all the questionnaires. 30 respondents from Petaling district will be collected and pre-test will be done.

### **3.10 Data analysis**

All data from the questionnaires will be analyzed using the IBM SPSS Statistics 25. The data will be screened for completeness once finished collecting and the normality of the data will be checked. Categorical variables will be presented in the form of frequencies and percentages while

continuous variables will be presented in the form of means and standard deviations. In this study, the significance level will be set at  $p < 0.05$  to test the hypothesis. Pearson product-moment correlation test will be used to determine the relationship between two continuous variables while the chi-square test will be used to determine the association between two categorical variables.

## **CHAPTER 4**

### **RESULTS AND DISCUSSION**

#### **4.1 Results and discussions**

In this section, all the variables will be analyzed statistically using the IBM SPSS version 25. Based on the collection of respondents as a whole is a total of 77 respondent which is 20% of the 377 people targeted at the beginning of the study. There were a number of emerging issues that prevented from the recruitment of more respondents. All respondents were required to answer the questionnaire using the compilation form in the google form distributed to the respondents through email and social media. Considering that this study is using convenient sampling because of this pandemic, all the respondents reached by social media such as Facebook, Instagram, and WhatsApp. Most of the institutions and organizations is actually rejecting the study because the focus is given into treating all the COVID-19 patients for the number of the cases kept increasing. All healthcare workers available is needed to facilitate the treatment process and this includes the dietitian as well. Social media has been used to reach the respondents because the online platform

is the only way to communicate with people for reducing the contact with public and decreasing the number of cases in the country.

#### 4.1.1 Sociodemography

Sociodemographic factors analyzed in this study are gender, age, race, religion, status, salary and grade. The researchers in this study would like to see the correlation between gender, age and salary to the job satisfaction among the respondents. All variables were recorded normally while for grades there was little modification in the collecting of the data. As the participants consist of two sectors namely the private sector and the government sector, the working period of respondents from the private sector exceeding 1 year and less than 3 years were counted as grade U41 while less than 1 year or more than 3 years were included in the U44 grade category.

Table 4.1 Descriptive analysis for sociodemographic characteristics (n=77)

<b>Sociodemographic</b>	<b><i>n</i> (%)</b>
<b>Gender</b>	
<b>Male</b>	16 (20.8)
<b>Female</b>	61 (79.2)
<b>Age (years)</b>	
<25	59 (76.6)
>25	18 (23.4)
<b>Ethnicity</b>	
<b>Malay</b>	62 (80.5)
<b>Chinese</b>	13 (16.9)
<b>Indian</b>	1(1.3)
<b>Other</b>	1 (1.3)
<b>Religion</b>	
<b>Islam</b>	62 (80.5)
<b>Buddha</b>	9 (11.7)
<b>Hindu</b>	1 (1.3)
<b>Christian</b>	5 (6.5)

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<b>Salary (Grade U41)</b>	
<b>&lt; RM 2500</b>	48 (62.3)
<b>RM 2501 - RM 3170</b>	24 (31.2)
<b>RM 3171 - RM 3970</b>	5 (6.5)

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As shown in Table 4.1, most of the respondents consists of women with 79%. An article from Getz, (2014) stated that dietetics field is considered as female dominant course or career and there is one specific name called for those entered this job which is 'lunch lady'. This finding also shows that male dietitians is lower in ratio compared to the female dietitian in the hospitals. Most of male respondents come from government sectors while the rest in private sectors. Most of the respondents ranged from 25 to 34 years which represent 77% and the rest ranging for the next category. If it is divided into sectors, about 38% of respondents from governments sectors aged above 25 years old and the rest 62% is below than 25 years old. For the private sectors, all respondents are aged below than 25 years old. The data in terms of ethnicity or race, respondent of the Malays was highest with nearly 85%, followed by Chinese (14%) and lastly Indian and Sabean with each one respondent (0.5% respectively). Religion is the next category in the table shown. The data found that most respondents are Muslims (81%) because the majority of Malaysians are Malays and Muslims. Furthermore, in terms of salary, most of the respondents are in the salary group below RM2500 with 62%. The rest of the respondents have salaries that are in the range of RM2501 to RM3170 with 31% and the remaining 7% respondents have salaries in the range of RM3171 and above. This shows that dietitians in both sectors in Malaysia have low salaries in the B40 category because this category says that any individual with a salary below RM4849 is counted as B40 (Department of Statistics Malaysia, 2018).

#### **4.2 Job satisfaction**

#### 4.2.1 Job satisfaction rating

Based on the table, the respondents are satisfied with their job with the percentages is tendency towards satisfaction scores.

Table 4.2 Distribution for job satisfaction from Minnesota Satisfaction Questionnaire (MSQ) (n=77)

No.	Item	Very Dissatisfied (%)	Dissatisfied (%)	Neutral (%)	Satisfied (%)	Very Satisfied (%)
1	Able to keep busy	1.3	6.5	29.9	50.6	11.7
2	Chance to work alone	-	7.8	23.4	59.7	9.1
3	The chance to do different things from time to time	-	9.1	22.1	55.8	13.0
4	The chance to be somebody in the community	1.3	6.5	18.2	54.5	19.5
5	The chance to do things for other people	2.6	5.2	28.6	45.5	18.2
6	The chance to tell people what to do	-	9.1	24.7	49.4	16.9
7	The chance to try my own methods of doing the job	1.3	11.7	14.3	58.4	14.3
8	The chance to do something that makes use of my abilities	-	2.6	20.8	57.1	19.5
9	The chances for advancement on <u>this job</u>	-	1.3	15.6	57.1	26.0

10	The competence of my supervisor in making decision	-	3.9	23.4	58.4	14.3
11	Being able to do things that don't go against my conscience	1.3	6.5	13.0	54.5	24.7
12	The way my job provides for steady employment	1.3	5.2	28.6	51.9	13.0
13	The way company policies are put into practice	1.3	11.7	29.9	41.6	15.6
14	The way my boss handles his/her workers	2.6	10.4	32.5	41.6	13.0
15	The way my co-workers get along with each other	-	14.3	22.1	51.9	11.7
16	My pay and the amount of work I do	1.3	10.4	22.1	54.5	11.7
17	The freedom to use my own judgment	1.3	5.2	22.1	49.4	22.1
18	The working conditions	-	1.3	22.1	51.9	24.7
19	The praise I get for doing a good job	1.3	2.6	28.6	53.2	14.3
20	<u>The feeling of accomplishment I get from the job</u>	1.3	2.6	23.4	50.6	22.1

The highest satisfaction from respondents recorded from item number 9: *the chance of advancement in this job* and respondents also showed least satisfaction towards item number 15: *the way my co-workers get along with each other*. The highest satisfaction shown by the respondents towards advancement is the reason why they are satisfied with the job because the employer might have some rewards that could motivate the respondents and this is the main reason the researcher believes happening in the respondents' workplace. The researcher also believes that the experience for the early newly appointed dietitian may explain why the respondents are not really satisfied with their way with the co-workers because relationship with people takes time to build and this is one of the reasons why they have that level of satisfaction in the item given.

#### 4.2.2 Job satisfaction score using MSQ

Table 4.3 Job satisfaction score classification

	<i>n</i> (%)	Mean score
<b>Neutral</b>	30 (39%)	64.57 ± 7.52
<b>Satisfied</b>	47 (61%)	82.43 ± 5.77
<b>Total</b>	77 (100%)	75.47 ± 10.89

#### 4.3 Salary satisfaction

Table 4.4 Pay Satisfaction Questionnaire frequencies

Dimensions	Item	Very Dissatisfied (%)	Dissatisfied (%)	Neutral (%)	Satisfied (%)	Very Satisfied (%)
Pay Level	My take-home pay	2.6	7.8	33.8	41.6	14.3
	My benefit package	1.3	7.8	23.4	54.5	13.0
	My most recent raise	3.9	11.7	27.3	45.5	11.7
	Influence my supervisor has on my pay	1.3	9.1	48.1	35.1	6.5
Pay Benefit	My current salary	3.9	5.2	26.0	53.2	11.7

	The amount the company pays towards my benefits	-	6.5	35.1	48.1	10.4
	The raises I have typically received in the past	1.3	10.4	33.8	42.9	11.7
	The company's pay structure	-	6.5	29.9	50.6	13.0
Pay Raise	Information the company gives about pay issues of concern to me	-	2.6	32.5	49.4	15.6
	My overall level of pay	-	7.8	32.5	45.5	14.3
	The value of benefits	-	5.2	28.6	53.2	13.0
	Pay of other jobs in the company	1.3	6.5	45.5	36.4	10.4
Pay Structure and Administration	Consistency of the company's pay policies	-	3.9	37.7	45.5	13.0
	The size of my current salary	2.6	6.5	32.5	48.1	10.4
	The number of benefits I receive	2.6	3.9	31.2	48.1	14.3
	How my raises are determined	1.3	7.8	28.6	50.6	11.7
	Differences in pay among jobs in the company	1.3	7.8	45.5	36.4	9.1
	How the company administers pay	-	-	33.8	48.1	18.2

Based on the data analyzed, most of the items is satisfied by the respondents except for item 4: *influence my supervisor has on my pay*, 12: *pay of other jobs in the company* and 17: *differences in pay among jobs in the company*. For item 4, the researcher believes that this situation happens among the respondents coming from private sectors because the work culture of the private sector is profit based and more customer or clients they get, the more profit they will gain. Thus, it is believed that this score of neutral towards the item (48%) obtained from the participants explained why they need to have a better form of pay system that does not involves supervisor because they

can work on their own comfort and achieve their goals within the timeframe given. Item 12 and item 17 is looks like the same component but different on its own terms. Item 12 is looking into the overall pay for the other jobs in the company that includes benefit, raise, quantity and others form of pay while for item 17 is looking into the differences in the sole pay or the main salary given to the other jobs in the company. Most of the respondents gave score with neutral and satisfied to the item 12 because the system or policy of different company or institutions. Furthermore, private sectors are more based on their workers performance while the government sector more focus on the work rate or attendance of the employee towards daily work. This could lead to the difference rate of satisfaction towards item number 12. Meanwhile for item number 17, surprisingly the respondents gave the same amount of score with 45.5% for both neutral and satisfied point. It is believed that the understanding towards each job scope in their own company leads to this both scores answered by the respondents because the job scope is different with other jobs and thus, make it understandable that there must have a slight difference in the pay given. Table below shows the frequency and mean score for each dimension and the result is confirmed that for about 55% to 60% of the respondents is satisfied with their pay administration from each institution.

Table 4.5 Cronbach's alpha value for Pay Satisfaction Questionnaire (PSQ)

<b>Dimensions</b>	<b>Cronbach's Alpha value</b>
Pay Level	0.87
Pay Benefit	0.89
<b>Pay Raise</b>	0.84
<b>Pay Structure &amp; Administration</b>	0.90

Table 4.6 Dimensions of Salary satisfaction mean score from Pay Satisfaction Questionnaire (PSQ)

DIMENSION	MEAN SCORE	STANDARD DEVIATION
Pay Level	14.13	3.02
Pay Benefit	14.49	2.88
Pay Raise	14.66	2.58
Pay Structure & Administration	21.84	3.99
<b>Total Mean</b>	<b>65.12 ± 11.67</b>	

Total score for dimensions 1 (Pay Level), 2 (Pay Benefit) and 3 (Pay Raise) is 20 and for dimension 4 (Pay Structure & Administration) is 30. Overall, over 70% of total score is achieved by the respondents for all dimensions. This conclude that the respondents are satisfied with their pay given from the institutions and Cronbach's alpha value from Table 4.5 reflects the satisfaction from the respondents. All dimensions have good internal consistency towards pay satisfaction with the value of  $\alpha > 0.70$ .

#### 4.4 Training provided, supervisor's guidance, workload distribution

Table 4.7 Frequencies for training provided, supervisor's guidance and workload distribution satisfaction.

Item	Disagree very much (%)	Disagree moderately (%)	Disagree somewhat (%)	Agree somewhat (%)	Agree moderately (%)	Agree very much (%)

Department's training given	1.3	1.3	13.0	24.7	45.5	14.3
Purposeful training	3.9	1.3	11.7	20.8	45.5	16.9
Professional development training	1.3	1.3	7.8	29.9	46.8	13.0
Reward and training in the department	1.3	3.9	11.7	29.9	36.4	16.9
Lifelong education received	-	1.3	6.5	15.6	37.7	39.0
Proactive in every situation	-	1.3	1.3	24.7	42.9	29.9
Opportunistic value within employees	-	2.6	9.1	19.5	41.6	27.3
Clear goals and objectives	-	3.9	7.8	24.7	40.3	23.4
Applicable training	2.6	2.6	5.2	19.5	46.8	23.4
Training meets the need	1.3	2.6	7.8	22.1	46.8	19.5
Useful training	1.3	1.3	5.2	22.1	45.5	24.7
Supervisor's competency	1.3	2.6	5.2	18.2	41.6	31.2
Supervisor's interest	9.1	16.9	20.8	26.0	14.3	13.0
Employee-supervisor relationship	1.3	3.9	5.2	28.6	40.3	20.8
Workload balance from supervisor	32.5	16.9	27.3	15.6	5.2	2.6

Rules and procedures	2.6	15.6	32.5	27.3	11.7	10.4
Effort's recognition	-	7.8	23.4	22.1	33.8	13.0
Overall workload distribution	-	10.4	27.3	24.7	28.6	9.1
Paperwork given	-	11.7	42.9	24.7	16.9	3.9

Overall, all respondents are satisfied with the training given to them. The table shown the analyzed data with the given frequencies that stated the tendency of the data is towards the satisfaction.

However, for supervision dimension, there are some discrepancies in the data which means that respondents are not satisfied with item number 3 and number 4. Data suggests that respondents is not really like how the supervisors treat them with tendency of 77% towards dissatisfaction for item number 14 and 51% for item number 15. More detail research needs to be conducted in the future to see any factors that could lead to this unlikeness feeling towards the supervisors. This is very concerning to the researcher because supervisors are responsible for guiding the juniors about work culture and the best method to execute plans in the given situation. This may be affected by the differences of sectors in this study because private and government factors have a very different style of working and further research in this field need to done in separate sectors for the idea of job satisfaction in the dietitian can be looked in a better view.

Meanwhile for the last dimensions: *workload distribution*, respondents showed satisfaction towards the item except for item number 18 and 19 with almost 55% for both items towards the score of dissatisfaction. The reason being is there is a slight confusion in the distribution of tasks in the company causing the respondents to feel dissatisfied in the assignment of work. It is becoming a habit when most of the work is left to the juniors to be completed on the grounds for

learning. More studies need to be conducted to see if there are any factors that lead to dissatisfaction among dietitians to their respective supervisors and again it needs to be done in different sectors as there are differences of work culture and style of working as already mentioned.

Table 4.8 Dimensions of training provided satisfaction mean scores

<b>Dimensions</b>	<b>Mean score</b>
<b>Organizational support for training</b>	18.13 ± 3.75
<b>Employee feelings about training</b>	19.58 ± 3.26
<b>Employee satisfaction with training</b>	14.27 ± 2.98
<b>TOTAL</b>	51.99 ± 8.56
<b>Employee satisfaction with supervision</b>	15.6549 ± 2.823
<b>Employee satisfaction with operating conditions</b>	15.390 ± 3.3217

#### 4.5 Communication satisfaction

Table 4.11 Descriptions for communication satisfaction items

<b>Dimensions</b>	<b>Item</b>
Media quality	Publications are interesting and helpful
	Our meetings are well-organized
	Written directives and reports are clear and concise
	Communication practices are adaptable to emergencies
	Informal communication is active and accurate

Horizontal  
communication

I receive information on problems in my job are being handled

Conflicts are handled appropriately through proper communication channels

My group work is compatible

The 'grapevine' is active in my organization

Informal communication is active and accurate

Table 4.12 Frequencies for communication satisfaction items

Item	Very dissatisfied (%)	Dissatisfied (%)	Somewhat dissatisfied (%)	Indifferent (%)	Somewhat satisfied (%)	Satisfied (%)	Very satisfie d (%)
Publications are interesting and helpful	-	6.5	3.9	14.3	33.8	37.7	3.9
Our meetings are well- organized	1.3	6.5	7.8	9.1	28.6	40.3	6.5
Written directives and reports are clear and concise	-	1.3	3.9	10.4	26.0	54.5	3.9
Communicati on practices are adaptable to emergencies	3.9	5.2	3.9	32.5	26.0	26.0	2.6
Informal communicatio n is active and accurate	-	2.6	6.5	14.3	28.6	40.3	7.8
I receive information on problems in my job are being handled	-	2.6	6.5	23.4	37.7	26.0	3.9
Conflicts are handled	-	1.3	10.4	11.7	40.3	32.5	3.9

appropriately through proper communication channels	-	3.9	6.5	11.7	35.1	39.0	3.9
My group work is compatible	-	2.6	7.8	14.3	36.4	36.4	2.6
The 'grapevine' is active in my organization	-	2.6	6.5	15.6	36.4	33.8	5.2
Informal communication is active and accurate	-	2.6	6.5	15.6	36.4	33.8	5.2

This questionnaire has 10 in total and it uses 7-point Likert scale ranging from 1 to 7 with score of very dissatisfied to very satisfied. Based on analyzed data shown in the table, all respondents show a satisfaction towards both dimensions; media quality and horizontal communication. It means that the dietitian is satisfied with the communication happened in the institutions and this is a good sign because the dietitian is a job that requires good communication skills. This need to be applied in the company level first before it can be translated into fine messages for the clients.

Table 4.13 Dimensions of communication satisfaction mean score

<b>Dimensions</b>	<b>Mean score</b>
<b>Media quality</b>	25.29 ± 4.93
<b>Horizontal communication</b>	25.16 ± 4.70
<b>Total</b>	50.44 ± 8.95

#### 4.6 Associations between SES and job satisfaction

Chi-square is a test that use to see whether there are any discrepancies in the data for each population. The researcher will accept the hypothesis if the value of chi-square is larger than the value from degree of freedom (df). The value for chi square ( $\chi^2$ ) is ranging from 0 to infinity ( $\infty$ ). The frequency for this test must be more than 5 and it cannot be used if the sample size is small. The lower the value, the higher correlation between the sets of data (Glen, 2021). Usually, it is for categorical data and for this study, chi-square has been used to assess the relationship between gender, age and salary and job satisfaction.

Table 4.14 Associations between sociodemographic and job satisfaction

	Satisfaction		$\chi^2$	p-value
	Dissatisfied n (%)	Satisfied n (%)		
<b>Gender</b>			32.249	0.691
<b>Male</b>	4 (25)	12 (75)		
<b>Female</b>	26 (43)	35 (57)		
<b>Age (years)</b>			39.037	0.378
<b>&lt;25</b>	4 (25)	12 (75)		
<b>&gt;25</b>	26 (43)	35 (57)		
<b>Ethnicity</b>			75.161	0.996
<b>Malay</b>	26 (44)	36 (56)		
<b>Chinese</b>	7 (44)	6 (56)		
<b>Indian</b>	1 (100)	-		
<b>Other</b>	1 (100)	-		
<b>Religion</b>			77.736	0.993
<b>Islam</b>	30 (48)	32 (52)		
<b>Buddha</b>	5 (55)	4 (45)		

<b>Hindu</b>	1 (100)	-		
<b>Christian</b>	1 (25)	4 (75)		
Salary (Grade U41)			99.298	*0.027
<b>&lt; RM 2500</b>	22 (46)	26 (54)		
<b>RM 2501 - RM 3170</b>	7 (29)	17 (71)		
<b>RM 3171 - RM 3970</b>	1 (20)	4 (80)		

\*Significant level at  $p < 0.05$

#### a. Gender and job satisfaction

Based on Table 4.14, the value of chi-square is lower than the degree of freedom (df) and the significance value is larger than 0.05 ( $p > 0.05$ ). Thus, the null hypothesis that says there is no significance association between gender and the job satisfaction is accepted. This findings is contrast with findings from Rohrbeck (2018) that states gender is related to job satisfaction but in a small degree. The main reason for the discrepancies of the studies is due to the total number of the subjects. The majority of this study is only 77 from the study compared which is 869 subjects. Smaller sample size in the study is not enough to determine job satisfaction with gender factors because there is a possibility that these 77 subjects are the smaller part that is not related to job satisfaction. Higher number of subjects may indicate the job satisfaction and future research is needed for this to succeed.

#### b. Age and job satisfaction

Shown in Table 4.14 is the data for chi-square value for age and job satisfaction. The value is higher than the degree of freedom but the significance value is higher than 0.05 ( $p > 0.05$ ). Hence, there are no significance association between age and job satisfaction. This findings is consistent

with findings from Dowling (2020) which stated there are no positive associations between age and job satisfaction

### c. Salary and job satisfaction

Shown in Table 4.14 is the data for chi-square value for salary and job satisfaction. The value is higher than the degree of freedom but the significance value is lower than 0.05 ( $p < 0.05$ ). Hence, there are significance association between salary and job satisfaction. Salary is the main motivation for the employees to gain satisfaction in their life and job performance will be increased as well (Al-zoubi, 2012). Thus, the findings from this study are consistent with results and statement from Al-zoubi (2012).

## 4. 7 Correlation between Salary satisfaction and job satisfaction

Table 4.15 Correlation between salary satisfaction and job satisfaction

Dimensions	Job satisfaction	
	r-value	p-value
Pay level	0.457	*0.001
Pay benefit	0.404	*0.001
Pay raise	0.451	*0.001
Pay Structure and Administration	0.391	*0.001
<b>Total</b>	0.466	*0.001

\*Significant level at  $p < 0.05$

Based on the table above, r-value is the value for the Spearman's rho correlation ( $r_s$ ) while p-value is the significance value for each r-value given. According to the data, all dimensions show moderate correlations except for last dimensions with weak correlations. All data is also

significance which can conclude that there is a significant correlation between salary satisfaction and job satisfaction. The results are also consistent in the paper from Muhammad et al. (2011) which stated that salary satisfaction determined the job satisfaction because of the culture of the job itself that provides wealth and money to those who worked hard and passionate with every steps.

#### **4.8 Correlation between training provided, supervisor's guidance and workload distribution satisfaction mean scores and job satisfaction**

For this section, the variables in this questionnaire are divided into three different tables to indicate that there are three different variables is tested in this questionnaire. The Job Training and Job Satisfaction Survey from Schmidt (2004) is validated to be used in assessing those three variables for respondent's satisfaction. Shown below are the tables for correlation between each variable and dimensions within towards job satisfaction.

Table 4.16 Correlation between training provided satisfaction mean scores and job satisfaction

<b>Variables</b>	<b>Job Satisfaction</b>	
	r-value	p-value
Organization Support for Training	0.549	*0.001
Feelings about Training	0.548	*0.001
Training Satisfaction	0.578	*0.001
<b>Total</b>	0.614	*0.001

\*Significant level at  $p < 0.05$

Table 4.17 Correlation between supervisor's guidance satisfaction mean scores and job satisfaction

Variables	Job Satisfaction	
	r-value	p-value
Satisfaction with Supervision	0.291	*0.01
<b>Total</b>	0.291	*0.01

\*Significant level at  $p < 0.05$

Table 4.18 Correlation between workload distribution satisfaction mean scores and job satisfaction

Variables	Job Satisfaction	
	r-value	p-value
Satisfaction with Operating Condition	0.059	0.612
<b>Total</b>	0.059	0.612

\*Significant level at  $p < 0.05$

Based on the results shown in the table above, all the results shown in the table is significant because the  $p$ -value is lower than 0.05 ( $p < 0.05$ ) except for workload distribution which has a higher  $p$ -value of 0.612 ( $p > 0.05$ ). Training satisfaction has a significant correlation with job satisfaction and these results consistent with findings from Huang (2019) that says training could help to increase job satisfactions because with appropriate knowledge and training based on each work, employees can have a better understanding and satisfaction towards the job. Satisfaction from supervisor's guidance also shows significant yet weak correlation with job satisfaction. However, Qureshi (2017) mentioned that supervisor's guidance is not really an issue for job satisfaction because it reflects back to the meaning of job satisfaction itself; on what degree that

the person is comfortable or pleased with the job given. Meanwhile, there is a different outcome for workload distribution which stated that there are no significant associations between the variables with the job satisfaction and this outcome inconsistent with findings from Şahin (2013) which stated that workload is one of the things that explains on how much that the person is comfortable with the job that they received. The difference in the outcome because the research compared is including the evaluation of feelings into consideration. Meanwhile for this study, it was looking into the overall feeling of the workload distribution within the institutions itself. This could explain the reason for the outcome; due to the depth of research between these two and future research is needed to see the job satisfaction in further details within the dietitian's perspective.

#### 4.9 Correlation between communication satisfaction mean scores and job satisfaction

Table 4.19 Correlations between communication and job satisfaction

Dimensions	Job Satisfaction	
	r value	p-value
<b>Media quality</b>	0.595	*0.001
<b>Horizontal communication</b>	0.606	*0.001
Total	0.650	*0.001

\*Significant level at  $p < 0.05$

Based on the results shown in the table above, all the results shown in the table is significant because the  $p$ -value is lower than 0.05 ( $p < 0.05$ ). Both dimensions show there are significant correlations towards job satisfaction and these findings consistent with findings from Vermeir et al. (2018). It stated that communications help in reducing the stress between the workers and improve the passion and satisfaction among the workers towards the job.

## **CONCLUSIONS**

Dietitian is a very important job in the healthcare team because they are experts in the field of patient's nutrition and feeding. This study is among the first job satisfaction studies for dietitians in Malaysia. Job satisfaction studies have been carried out in many other occupations, especially in the health sector. Researchers should not forget about dietitian in terms of job satisfaction because the dietitian field is not just taking care of the patient's food but they are researchers as a complement to the health team in hospitals or any health institute in Malaysia. Overcome from their results and meal planning must be convincing and appropriate to help doctors treat patients. Job satisfaction among newly appointed dietitian is crucial for their passion will continue over the years and to avoid any burnout intentions. Researchers saw that in this study, the involvement of dietitians is very important because this is the right time to assess work satisfaction among dietitians because the number of dietitians has increased from year to year. Major findings from this study found that gender and age were not significantly correlated to the job satisfaction among newly appointed dietitians in Selangor except for salary. Whereas for the correlations for each variable, all factors were significantly correlated to job satisfaction which include salary, training provided, supervisor's guidance and communication among workers except for workload distribution.

## **LIMITATIONS AND RECOMMENDATIONS**

However, there are several limitations that happened throughout this study. Firstly, there is a limited number of participants due to the COVID-19 pandemic while this study was being carried out. Most institutions reject this study because they try to focus all the workforce they have, including dietitians to recover COVID-19 patients, considering the number of patients is increasing

day by day. Furthermore, the conduct of this study was done in both the government and private sectors due to the reason that was stated at the beginning a moment ago that most hospitals or government institutions rejected this study to focus on treating COVID-19 patients. Private institutions on the other hand are less busy compared to the government and this further encourages the participation of respondents for this study. In research from Chandler (1986) suggest that cost is the main concern for public to choose their treatment and private sector is giving the higher rate of treatment cost. Thus, public with lower wages will commonly go to the government hospital as long as their need is fulfilled within the treatment circumstances. This is also a factor as to why workload distribution does not give significant associations to job satisfaction because it is likely that there are differences in work culture and main purpose in operations between these two sectors. The government sector serves the people while the private sector is more profit oriented to ensure the viability of their institutions in this field. Questioning through social media was also a challenge to this study as most dietitians were very busy with their work and there was not enough time to research every social media available even though the researcher team had disseminated the questions to all available social media. The engagement of dietitians in social media was very little before and this was the cause of the small number of respondents. This number of respondents is also a big barrier for researchers to see the difference in job satisfaction between these two sectors because the sample is too small.

Few recommendations would like to deliver for future researchers to look into after studying this research. First, the study in dietitian for job satisfaction needs to be conducted separately, private and government sectors because of the reason mentioned before. Second, job satisfaction maybe differs in terms of fields in dietetics such as community, food service and clinical. Thus, this could explain even further which fields has the highest job satisfaction for the

dietetics world in Malaysia. Next is to ensure that each question can be presented face to face or printed to facilitate the affairs of researchers and respondents as well as save time for both parties. Last but not least, it is very important to have a large sample size as in the number of the respondents for the result in job satisfaction can be seen clearly with a larger sample size.

Although this study conducted both in private and government sector, this should become a stepping stone towards a job satisfaction study among dietitians in Malaysia considering the country is in first place for obesity in Southeast Asia. It is a supreme dream to see the health of every citizen in Malaysia taken care of with every dietitian getting satisfaction in their every job so that health objectives can be achieved in every process in treating the patients. In addition, other types of sampling need to be used in the future because convenience sampling is prone to biased results and under representation of the sample size.

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## **APPENDIX**

### **ETHICS APPROVAL**



**JAWATANKUASA ETIKA & PENYELIDIKAN PERUBATAN**  
 (Medical Research & Ethics Committee)  
 KEMENTERIAN KESIHATAN MALAYSIA  
 di Kompleks Institut Kesihatan Negara  
 Blok A, No 1, Jalan Setia Murni U13/52,  
 Seksyen U13, Bandar Setia Alam,  
 40170 Shah Alam, Selangor.



Tel: 03-3362 8888/8205

Ref : KKM/NIHSEC/ P19-2389  
 Date: 17-March-2021

**DR ROSITA JAMALUDDIN**  
**UNIVERSITY PUTRA MALAYSIA (UPM)**

**MS ROSZANADIA RUSALI**  
**UNIVERSITY PUTRA MALAYSIA (UPM)**

Dear Sir/ Mdm,

**AMENDMENTS FOR STUDY: NMRR-19-2476-48152 (IIR)**

Protocol No :

**DEVELOPMENT OF A MANAGEMENT TRAINING MODULE AND ITS EFFECTS ON JOB PERFORMANCE AMONG DIETITIANS IN SELECTED GOVERNMENT HOSPITALS IN MALAYSIA**

Your amendment submission dated 04-March-2021 is referred.

2. Amendments of the following have been received and reviewed with reference to the above study:

**Documents received and reviewed with reference to the above study:**

1. Questionnaire Version 3, dated 18 January 2021
2. Study protocol Version 6, dated 4 March 2021
3. Addition of study sites:
  - a. Sultanah Fatimah Specialist Hospital Muar, Johor
  - b. Hospital Ampang, Selangor
  - c. Hospital Raja Permaisuri Bainun, Ipoh
  - d. Hospital Seberang Jaya, Pulau Pinang
  - e. Hospital Sultanah Aminah, Johor
  - f. Hospital Sultanah Bahiyah, Alor Setar
  - g. Hospital Tuanku Fauziah, Kangar
  - h. Hospital Tengku Ampuan Rahimah Klang
4. Addition of new investigators:

Investigators	Study Sites	Investigators' role	Investigator's document
Amirah Binti Md Yusoff	Hospital Kuala Lumpur	Co / Sub Investigator at the site	CV
Farah Wahida Bt Zainuddin	Hospital Tuanku Fauziah	Co / Sub Investigator at the site	CV
Muhammad Haikal Bin Khairulamri	Hospital Raja Permaisuri Bainun	Co / Sub Investigator at the site	CV

**SIMILARITY FROM TURNITIN**

Assignment Title	Info	Dates	Similarity
DTK4959B 2020 2021 Bachelor Dissertation		Start 06-Aug-2021 8:50AM Due 01-Oct-2021 11:59PM Post 06-Aug-2021 10:00AM	20%



**FACULTY OF MEDICINE AND HEALTH SCIENCES  
DEPARTMENT OF NUTRITION AND DIETETICS**

**Questionnaire**

**Research Title:**

**Salary and other factors pertaining to job satisfaction among newly appointed dietitians in Selangor, Malaysia**

**Researcher's Name: Muhammad Haikal bin Khairulamri (198931)**

**Supervisor's Name: Assoc. Prof. Dr. Rosita Binti Jamaluddin**

**Date of Collection:**

**Instruction:**

This study is conducted for academic purposes. All information will be kept private and confidential. Thank you for your cooperation in answering this questionnaire.

**PART A: SOCIO-DEMOGRAPHIC CHARACTERISTICS**

Fill in the blank or tick the boxes for the questions below.

No	Information	Options
1	Age	years old
2	Sex	<input type="checkbox"/> Male <input type="checkbox"/> Female
3	Ethnicity	<input type="checkbox"/> Malay <input type="checkbox"/> Chinese <input type="checkbox"/> Indian <input type="checkbox"/> Others Please specify: .....
4	Religion	<input type="checkbox"/> Islam <input type="checkbox"/> Buddha <input type="checkbox"/> Hindu <input type="checkbox"/> Christian <input type="checkbox"/> Others Please specify: .....
5	Grade / Working period	

6	Salary	<input type="checkbox"/> < RM 2500 <input type="checkbox"/> RM 2501 - RM 3170 <input type="checkbox"/> RM 3171 - RM 3970 <input type="checkbox"/> RM 3971 - RM 4850 <input type="checkbox"/> RM 4851 - RM 5880 <input type="checkbox"/> > RM 5880
7	Highest education level of father (please select One only)	<input type="checkbox"/> Tertiary Education <input type="checkbox"/> Secondary Education <input type="checkbox"/> Primary Education <input type="checkbox"/> No Formal Education
8	Location	

## **PART B: JOB SATISFACTION**

### **Instructions:**

**In this part we ask you about your current job. Please read these instructions thoroughly and indicate your answers by tick in the boxes that best correspond to your situation.**

**Remember that the question refers from:**

**1 = Very dissatisfied**

**2 = Dissatisfied.**

**3 = Neutral**

**4 = Satisfied**

**5 = Very Satisfied**

Soalan <i>Questions</i>	1	2	3	4	5
<b>1. Peluang untuk bekerja sendiri untuk sesuatu tugas</b> <i>The chance to work alone on the job</i>					
<b>2. Peluang untuk melakukan perkara berbeza dari masa ke semasa</b> <i>The chance to do different things from time to time</i>					
<b>3. Peluang untuk menjadi “seseorang” di dalam komuniti</b> <i>The chance to be somebody in the community</i>					
<b>4. Peluang untuk melakukan sesuatu untuk orang lain</b> <i>The chance to do things for other people</i>					
<b>5. Peluang untuk memberitahu orang lain apa yang perlu dibuat</b> <i>The chance to tell people what to do</i>					
<b>6. Peluang untuk mencuba kaedah sendiri dalam melakukan kerja</b> <i>The chance to try my own methods of doing the job</i>					

<p><b>7. Peluang dalam melakukan sesuatu yang berguna dengan kebolehan sendiri</b>  <i>The chance to do something that makes use of my abilities</i></p>					
<p><b>8. Peluang untuk memajukan diri dalam pekerjaan</b>  <i>The chances for advancement on this job</i></p>					
<p><b>9. Mampu berada dalam keadaan sibuk sepanjang masa</b>  <i>Being able to keep busy all the time</i></p>					
<p><b>10. Kecekapan penyelia saya dalam membuat keputusan</b>  <i>The competence of my supervisor in making decision</i></p>					
<p><b>11. Mampu untuk melakukan perkara yang tidak bertentangan dengan hati nurani saya</b>  <i>Being able to do things that don't go against my conscience</i></p>					
<p><b>12. Cara tugas saya menyediakan pekerjaan yang stabil</b></p>					

<i>The way my job provides for steady employment</i>					
<b>13. Cara dasar syarikat / organisasi dilaksanakan</b> <i>The way company policies are put into practice</i>					
<b>14. Cara majikan saya mengendalikan pekerja beliau</b> <i>The way my boss handles his/her workers</i>					
<b>15. Cara rakan sekerja saya bekerja antara satu sama lain</b> <i>The way my co-workers get along with each other</i>					
<b>16. Gaji saya dan jumlah kerja yang saya lakukan</b> <i>My pay and the amount of work I do</i>					
<b>17. Kebebasan dalam menggunakan pertimbangan sendiri</b> <i>The freedom to use my own judgment</i>					
<b>18. Suasana dan persekitaran di tempat kerja</b> <i>The working conditions</i>					

<p><b>19. Pujian yang saya dapat kerana menjalankan tugas yang baik</b>  <i>The praise I get for doing a good job</i></p>					
<p><b>20. Perasaan pencapaian yang saya peroleh daripada kerja</b>  <i>The feeling of accomplishment I get from the job</i></p>					

**PART C: PAY SATISFACTION**

**Instructions:**

**In this part we ask you about pay or salary given. Please read these instructions thoroughly and indicate your answers by tick in the boxes that best correspond to your situation.**

**Remember that the question refers from:**

**1 = Very dissatisfied**

**2 = Dissatisfied.**

**3 = Neutral**

**4 = Satisfied**

**5 = Very Satisfied**

<b>Soalan</b> <i>Questions</i>	<b>Sangat tidak puas hati</b> <i>Very dissatisfied</i>	<b>Tidak puas hati</b> <i>Dissatisfied</i>	<b>Agak tidak puas hati</b> <i>Neutral</i>	<b>Puas hati</b> <i>Satisfied</i>	<b>Sangat puas hati</b> <i>Very satisfied</i>
<b>1. My take-home pay.</b> <i>Bayaran pulang saya</i>					
<b>2. My benefit package.</b> <i>Pakej faedah saya</i>					
<b>3. My most recent raise.</b> <i>Kenaikan terbaru saya</i>					
<b>4. Influence my supervisor has on my pay.</b> <i>Pengaruh penyelia saya terhadap gaji saya.</i>					
<b>5. My current salary.</b> <i>Gaji saya sekarang</i>					
<b>6. The amount the company pays towards my benefits.</b> <i>Jumlah yang dibayar syarikat untuk faedah saya.</i>					
<b>7. The raises I have typically received in the past.</b> <i>Kenaikan gaji yang biasa saya terima di masa lalu</i>					

<p><b>8. The company's pay structure.</b> <i>Struktur pembayaran syarikat</i></p>					
<p><b>9. Information the company gives about pay issues of concern to me.</b> <i>Maklumat yang syarikat beri tentang masalah gaji yang menjadi perhatian saya</i></p>					
<p><b>10. My overall level of pay.</b> <i>Keseluruhan tahap gaji saya</i></p>					
<p><b>11. The value of my benefits.</b> <i>Nilai faedah saya</i></p>					
<p><b>12 Pay of other jobs in the company.</b> <i>Bayaran kepada pekerjaan lain dalam syarikat</i></p>					
<p><b>13. Consistency of the company's pay policies.</b> <i>Konsistensi polisi pembayaran syarikat</i></p>					
<p><b>14. The size of my current salary.</b> <i>Besarnya gaji saya sekarang</i></p>					
<p><b>15. The number of benefits I receive</b> <i>Jumlah faedah yang saya terima</i></p>					

<p><b>16. How my raises are determined.</b>  <i>Bagaimana peningkatan saya ditentukan</i></p>					
<p><b>17. Differences in pay among jobs in the company.</b>  <i>Perbezaan pembayaran antara pekerjaan di dalam syarikat</i></p>					
<p><b>18 How the company administers pay.</b>  <i>Bagaimana syarikat menguruskan pembayaran</i></p>					

**Instructions:**

**In this part we ask you about communication in your workplace. Please read these instructions thoroughly and indicate your answers by tick in the boxes that best correspond to your situation.**

**Remember that the question refers from:**

**1 = Very dissatisfied**

**2 = Dissatisfied.**

**3 = Somewhat Dissatisfied**

**4 = Indifferent**

**5 = Somewhat Satisfied**

**6 = Satisfied**

**7 = Very Satisfied**

<b>Items</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>	<b>7</b>
<b>Information about my progress in my job</b>							
<b>Personal news</b>							
<b>Information about organizational policies and goals</b>							
<b>Information about how my job compares with others</b>							

<b>Information about how i am being judged</b>							
<b>Recognition of my efforts</b>							
<b>Information about departmental policies and goals</b>							
<b>Information about the requirements of my job</b>							
<b>Information about government action affecting my organization</b>							
<b>Information about changes in our organization</b>							
<b>Reports on how problems in my job are being handled</b>							
<b>Information about benefits and pay</b>							
<b>Information about our organization's financial standing</b>							
<b>Information about accomplishments and/or failures of the organization</b>							
<b>Extend to which my superiors know and understand the problems faced by subordinates</b>							

<b>Extent to which the organization's communication motivates and stimulates an enthusiasm for meeting its goals</b>							
<b>Extent to which my supervisor listens and pays attention to me</b>							
<b>Extent to which the people in my organization have great ability as communicators</b>							
<b>Extent to which my supervisor offers guidance for solving job related problems</b>							
<b>Extent to which the organization's communication makes me identify with it or feel a vital part of it</b>							
<b>Extent to which the organization's communications are interesting and helpful</b>							
<b>Extent to which my supervisor trusts me</b>							
<b>Extent to which I</b>							

<b>receive in time the information needed to do my job</b>							
<b>Extent to which conflicts are handled appropriately through proper communication channels</b>							
<b>Extent to which the grapevine is active in our organization</b>							
<b>Extent to which my supervisor is open to ideas</b>							
<b>Extent to which horizontal communication with other organizational members is accurate and free flowing</b>							
<b>Extent to which communication practices are adaptable to emergencies</b>							
<b>Extent to which my work group is compatible</b>							
<b>Extent to which our meetings are well organized</b>							
<b>Extent to which the amount of supervision given</b>							

<b>me is about right</b>							
<b>Extent to which written directives and reports are clear and concise</b>							
<b>Extent to which the attitudes toward communication in the organization are basically healthy</b>							
<b>Extent to which informal communication is active and accurate</b>							
<b>Extent to which the amount of communication in the organization is about right</b>							
<b>Extent to which my subordinates are responsive to downward directive communication</b>							
<b>Extent to which my subordinates anticipate my needs for information</b>							
<b>Extent to which I do not have a communication overload</b>							

Extent to which my subordinates are receptive to evaluation, suggestions, and criticisms							
Extent to which my subordinates feel responsible for initiating accurate upward communication							

**PART E: TRAINING, GUIDANCE AND JOB DISTRIBUTION**

**Instructions:**

**In this part we ask you about training provided by your employer or organization, guidance that you received in your workplace and workload or job distribution. Please read these instructions thoroughly and indicate your answers by tick in the boxes that best correspond to your situation.**

**Please tick the boxes on the right. Remember that the question refers from:**

**1 = Disagree very much**

**2 = Disagree moderately**

**3 = Disagree somewhat**

**4 = Agree somewhat**

**5 = Agree moderately**

**6 = Agree very much**

Soalan <i>Questions</i>	1	2	3	4	5	6
My department provides learning/training opportunities to meet the changing needs of the workplace						
In my department, learning is planned and purposeful rather than accidental						
In my department, people are interested in both personal and professional development						
Training and development are encouraged and rewarded in my department						
I view my education on-the-job as a continuous, lifelong endeavor						
I am proactive in seeking ways to improve what I do						
I deliberately seek out learning opportunities						

rather than waiting to be sent to training						
I have learning goals designed to enhance my current work assignment and prepare me for future positions						
Overall, the on-the-job training I receive is applicable to my job						
Overall, the training I receive on the job meets my needs						
Overall, I am satisfied with the amount of training I receive on the job.						
I am generally able to use what I learn in on-the-job training in my job						
My supervisor is quite competent in doing his/her job						
My supervisor shows too little interest in the feelings of						

subordinates						
I like my supervisor.						
My supervisor is unfair to me						
Many of our rules and procedures make doing a good job difficult						
My efforts to do a good job are seldom blocked by red tape						
I have too much to do at work						
I have too much paperwork						

**-Thank you for your participation-**

