



FAKULTI SAINS KOGNITIF DAN PEMBANGUNAN MANUSIA

**THE RELATIONSHIP BETWEEN CAREER STAGE AND WORK MOTIVATION
AMONG NURSES IN SARAWAK GENERAL HOSPITAL (SGH)**

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**“The Relationship between Career Stage and Work Motivation among Nurses in Sarawak
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ABSTRAK

PERHUBUNGAN ANTARA TANGGA KERJAYA DAN MOTIVASI KERJA DI KALANGAN JURURAWAT DI HOSPITAL UMUM SARAWAK (HUS)

NURAZUREEN BT HALIDIN

Tujuan kajian ini adalah untuk mengkaji di antara empat tangga di dalam tangga kerjaya iaitu exploration stage, establishment stage, maintenance stage dan disengagement stage dengan motivasi kerja di kalangan jururawat di Hospital Umum Sarawak (HUS). Sebanyak 126 responden terlibat dalam kajian ini. Data bagi kajian ini dikumpul menggunakan borang kaji selidik yang telah diedarkan di kalangan jururawat di HUS. Data di dalam kajian ini telah dianalisis menggunakan Statistical Packages for Social Science (SPSS) versi 17. Hipotesis di dalam kajian ini dianalisis dengan Pearson Correlation Analysis. Keputusan kajian ini menunjukkan terdapat perhubungan signifikan di antara keempat-empat tangga kerjaya dan motivasi kerja di kalangan jururawat di HUS.

ABSTRACT

THE RELATIONSHIP BETWEEN CAREER STAGE AND WORK MOTIVATION AMONG NURSES IN SARAWAK GENERAL HOSPITAL (SGH)

NURAZUREEN BT HALIDIN

The purpose of this research is to investigate the relationships between four stages in career stage that is exploration stage, establishment stage, maintenance stage and disengagement stage with work motivation among nurses in Sarawak General Hospital (SGH). 126 respondents are involved in this research. The data for this research is collected through questionnaires that have been distributed to the nurses in SGH. All the data have been analyzed using Statistical Packages for Social Science (SPSS) version 17. The hypotheses in this research are analyzed using Pearson Correlation Analysis. The result on this research shows there is a significant relationship between all four career stages with the work motivation among nurses in SGH.

**THE RELATIONSHIP BETWEEN CAREER STAGE AND WORK MOTIVATION
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This project is submitted as to fulfill the requirement for the Degree of Bachelor of Sciences with
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This project entitled The Relationship between Career Stage and Work Motivation among Nurses in Sarawak General Hospital (SGH) was prepared by Nurazureen Bt Halidin and submitted to the Faculty of Cognitive Sciences and Human Development in partial fulfillment of the requirements for a Bachelor of Sciences with Honors (Human Resource Development).

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APPENDIX

CHAPTER 1

INTRODUCTION

1.0 Overview

The studies of human development and behavior have become one of the most interesting fields for researcher. There is a long and rich history of research into the life course and how human adapt and change over the course of their lifetime (Erikson, 1950; Freud, 1938; Piaget, 1986; Super et al., 1957). The interest in human development has resulted in a wealth of researcher that seeks to identify and explain the changes in human character as it unfolds from infancy to old age (Bragg, 2003).

Amongst this study on human development, one of the most prominently attracting new researchers is the research into individual career stage and their relationships with work-related attitudes, needs, behaviors and motivation (Armato, 1990; Barker, 1991; Bragg, 2003; Kooij et al., 2008; Meehan, 1995; Valenti, 2001).

Substantial changes in work field can be seen in recent decades as the growing population of women in workplace, aging workforce, unprecedented technological growth and globalization. In order to meet the needs in changing workforce, understanding the importance of human development and explaining the employees' needs, attitudes and behaviors are very crucial for every employer.

The general presumptions of career stage is that as people grow older, and gather experiences in their work and home life, they go through distinct occupational stages (Bragg, 2003). Career stage models are many and varied, which can be categorized into the focus on psychological and cognitive development, or on fairly stable biosocial life cycle such as age and tenure. Amongst this model, Super's model of career stage is probably one of the most well used model to be chosen by researcher.

Since the development of Super et al.'s (1957) model of career stage, a considerable amount of research have been developed in an effort to gain greater understanding of work-related and behaviors of a wide range of occupational group. Despite the numerous amount of research on career stages relationships with motivation among employees, few of these studies are related to employees in medical field.

1.1 Background of Study

In developing country such as Malaysia, there is a difference in employees' participation rate based on their career stage. Researchers have long interested in learning more about the various stages or 'seasons' that make up the span of a human life. For much of the last century, this research interest focused predominately on the pre-adult years (Freud 1938; Piaget 1970). In order to adequate human resources continue to be available in the future, organizations will require HRM (Human Resource Management) policies or to be exact HRD (Human Resource Development) policies that match the needs of older and younger workers and that exploit the full potential of an aging workforce (Kooij et al., 2008). In an earlier research, (Paynter, 2004; Rhodes, 1983) also found that there is a positive relation between age and work motivation. There is a paucity of studies that examine the motivation of older workers to work and to remain active in the workforce (Kooij et al., 2007).

Specifically, the research conducted by Bragg (2003) found that there has been a plethora of research into individual career stages and the influences these stages have on the work-related needs, attitudes and behaviors of individuals in the workforce.

The limited research on age and work motivation does reveal that career stage moderates the relationship between various work characteristics and motivation to work. Warr (1997) summarized the limited empirical evidence on the motivational effects of key job features at different ages, and concluded that, over time, the importance attached to high job demands, job variety, and feedback is likely to decrease, while the importance attached to job security and physical security is likely to increase. Various studies have found that, with older workers, job satisfaction is more closely related to intrinsic factors or internal rewards of work compared to younger employees (Cohn, 1979; Gruenfeld, 1962; Kanfer and Ackermann, 2004; Saleh and Otis, 1964; Schwab and Heneman, 1977; Stagner, 1985; Valentine et al., 1998; Vallerand et al., 1995).

As career stage does affects the motivation to work among workers in organization, this issues is still less discussed especially in Malaysia perspectives.

1.2 Problem Statement

Traditionally, employees who perceived themselves to be older than most of the people in their work group, for example, exhibited more job involvement, job satisfaction, and organizational commitment (Kooij et al., 2008). Cleveland and McFarlane Shore (1992) stated that the employee's chronological age, the employee's subjective age (self-perception), the employee's social age (others' perception), and the employee's relative age (compared with the employee's work group), differentially predicted job involvement, job satisfaction, and organizational commitment.

Interestingly, based on numerous research made, there are mixed result on the relationships between career stage and work motivation. Wright and Hamilton (1978) and Kalleberg and Loscocco (1983) found that the importance of many job features is stable across different ages, but that income and promotion opportunities are of greater concern among younger people (Warr, 1992). Gruenfeld (1962) stated that older supervisors prefer jobs with greater job security, and fewer worries, tensions and troubles. On the other hand, Phillips, Barrett and Rush (1978) stated that older workers prefer more responsibility, interesting work, and attention demands, whereas younger workers prefer autonomy and social opportunities. Warr (1997) has drawn together the limited empirical evidence about preferences at different ages for key job features, suggesting that across the years overall decreases are likely in the importance of high job demands, job variety and feedback. Furthermore, older workers seem more concerned with job security and physical security.

Surprisingly, research discover that age and motivation shows that different work characteristics to motivate older and younger workers (Kooij et al., 2007). In this research, we will investigate the relationships between career stage and work motivation, specifically in Sarawak General Hospital (SGH).

1.3 Objectives of the Study

a. General

This study is aimed to investigate the relationships between career stage and work motivation among employees in Sarawak General Hospital.

b. Specific

- i. To investigate the relationships between exploration stage and work motivation among employees in Sarawak General Hospital.
- ii. To investigate the relationships between establishment stage and work motivation among employees in Sarawak General Hospital.
- iii. To investigate the relationships between maintenance stage and work motivation among employees in Sarawak General Hospital.
- iv. To investigate the relationships between disengagement stage and work motivation among employees in Sarawak General Hospital.

1.4 Research Question

- i. How does the career stage related with the work motivation among employees?
- ii. How does the exploration stage related with the work motivation among employees?
- iii. How does the establishment stage related with the work motivation among employees?
- iv. How does the maintenance stage related with the work motivation among employees?
- v. How does the disengagement stage related with the work motivation among employees?

1.5 Research Hypothesis

H1: There is a significant relationship between exploration stage and work motivation.

H2: There is a significant relationship between establishment stage and work motivation.

H3: There is a significant relationship between maintenance stage and work motivation.

H4: There is a significant relationship between disengagement stage and work motivation.

1.6 Conceptual Framework

The conceptual framework of this study is shown as below. According to the framework, the independent variables consist of three stages from the Career Stage that is Establishment, Maintenance and Disengagement stage. On the other hand, the dependent variables show in the conceptual framework is the work motivation.

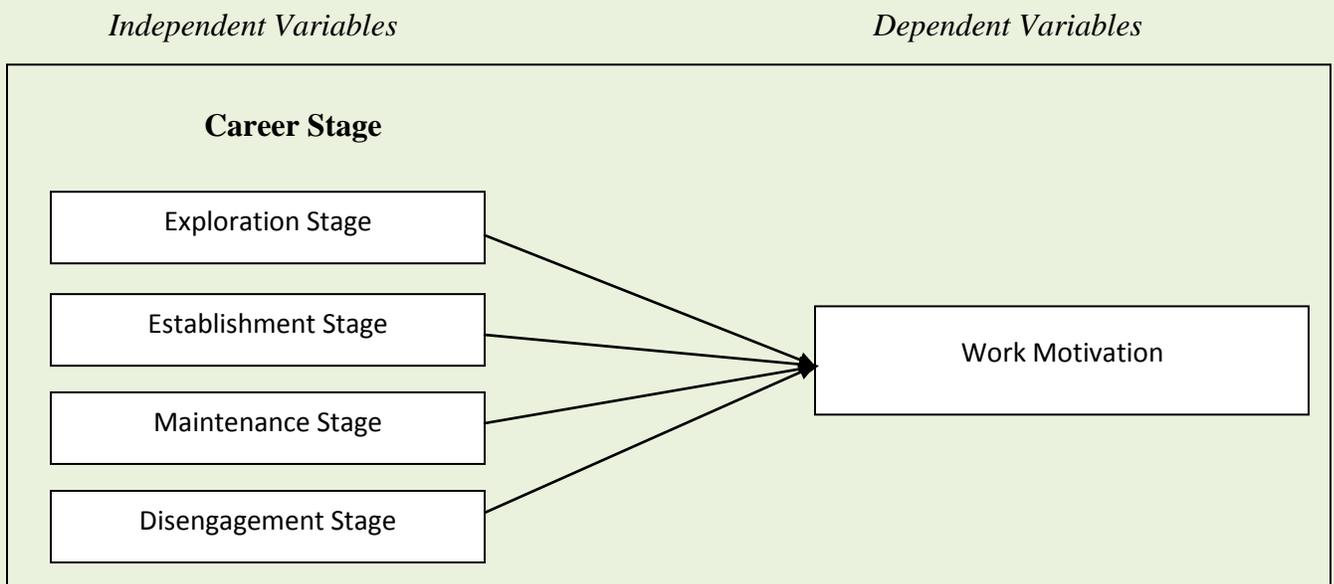


Figure 1.0 Conceptual framework

1.7 Significant of Study

Career stage is one of the important elements which affect the motivation to work among employees. It is hoped that from this findings may give an overview on how to increase the work motivation from the career stage perspectives.

In term of theoretical contribution, the findings from this research will help strengthen the existing theories. The results from this study will later explain the relationships between career stage and work motivation in Malaysia context generally and in Sarawak General Hospital specifically.

Apart from that, the findings may help to raise awareness among human resource manager on the important of career stage and using the most suitable approaches to deal with employees from different stage.

1.8 Definition of Term

1.8.1 Career stage

Conceptual: It refers to the sequence of job-related experiences and attitudes an individual shares over the span of their work life (Hall and Mirvis, 1996). Career stage will be based on organizational age. Organizational age refers to years of service, career stage, skill obsolescence and age norms within the company (Kooij et al., 2007).

Operational: It refers to the individuals' progress on their career development. Those individuals or employee may gain a lot of experiences during their work life. An employees' career stage will be chosen based on their organizational age.

1.8.2 Exploration stage

Conceptual: The time for occupational exploration, where individuals clarify their understanding of the world of work, explore career alternatives and seek to reduce the uncertainty and ambiguity of the emerging adult (Bragg, 2003). Super (1957) explains that during this stage individuals identify their interests and capabilities as well as how this fit with occupations.

Operational: It refers to the stage where the employees in the process to adapting to the world of working while crystallizing, specifying and implementing vocational preferences. Employees in this stage may newly enter the workplace as their first occupation or a new workplace after a long period of service.

1.8.3 Establishment stage

Conceptual: It refers to the employees that concerned about achieving success and job security (Flaherty; Karen and Pappas, 2002). The main tasks of the establishment stage are securing one's place in the organization, demonstrating outstanding performance, establishing relationships with others at work, and advancing to new levels of responsibilities (Super et al., 1996). It also emphasis on the growth, advancement, and stabilization (Super, 1984).

Operational: It refers to the action of employees for being established in their organization. Those individuals or employee have chosen their occupation and moved their attention and efforts to securing their place in an organization.

1.8.4 Maintenance stage

Conceptual: It refers to the employees that are interested in holding on to existing job status (Flaherty; Karen and Pappas, 2002). It also emphasis on accomplishments achieved earlier and maintaining one's self-concept (Super, 1984).

Operational: It refers to the state where the employees want to being maintained in their organization. Those individuals or employee are concerned with maintaining their position in the organization. When individuals enter the maintenance stage, their major concerns become preserving their self-concepts and holding on to career achievements already attained.

1.8.5 Disengagement stage

Conceptual: It refers to the employees that exhibit tendencies toward psychological separation (Flaherty; Karen and Pappas, 2002). It also emphasize on developing a new self-image independent of career success (Super, 1984). The disengagement stage has often been described as a period of gradual detachment from jobs, organizations, and occupations (Super, 1957). The clear trajectory in this stage is towards less involvement in their current jobs (Adler and Aranya, 1984).

Operational: It refers to the state where the employees are ready to leave the organization after their services. Employees at this stage are also ready to face retirement and planned for a career after that.

1.8.6 Work motivation

Conceptual: It refers to a process to energize employee to the work goal through a specific path (Roy, 2001).

Operational: It refers to an employees' interest, intentions and desires in order to achieve the work goal of the organization. A high employee motivation level at the workplace enables the employees to do their best at the work.

1.9 Limitation of the Study

There are a few limitations on this research. First of all, this research will only focused on the relationships between career stage and work motivation in one organization which in medical service industry. Therefore the findings in this case study may be unsuitable to be used by other human resource manager from different type of industries.

Second, this research will only have respondents from one organization that is SGH and this may not represent the whole medical service industry in Malaysia. Therefore the result may be different from one organization to another.

Other limitation of the current research lies on the research design. Like most studies into career development, the current study is a cross sectional study of what is essentially a development topic. A study of nurses' career stages should adopt a longitudinal approach using the largest possible sample of relatively young nurses enabling them to be studied over the course of their entire career as a nurse. However, longitudinal study is expensive and would be impractical and unrealistic in meeting the time frame for current research.

Another potential limitation of the current research is it reliance on pen and paper questionnaire for gathering data. Several authors such as Allen-Ankins (1993) and Crane (1995) have suggested that a range of influences such as problems interpreting instructions, external interruptions and poor concentration can negatively impact on the quality of responses by respondents.