Universiti Utara Malaysia

EMPLOYEE ENGAGEMENTAND JOB PERSONAL RESOURCES AMONG

NURSES IN THAILAND: THE MEDIATING ROLE OF PSYCHOLOGICAL

CONDITIONS

BY

PANADDA  CHANPHET

A dissertation submitted to the College of Business, Universiti Utara Malaysia in

fulfillment of the requirement for the degree of Doctor of Business Administration

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# ABSTRAK

Kadar pusing ganti pekerja yang tinggi telah mengakibatkan berlakunya kekurangan tenaga kerja dalam bidang kejururawatan. Hal ini menjadi isu sejagat dalam kebanyakan negara termasuklah Thailand. Kajian ini bertujuan untuk mengkaji hubungan di antara sumber pekerjaan-peribadi dan penglibatan kerja serta peranan pengantara keadaan psikologi dalam hubungan di antara sumber pekerjaan-peribadi dan penglibatan kerja. Kajian ini telah dijalankan di hospital-hospital swasta yang bertaraf pelancongan kesihatan di Bangkok, Thailand. Sampel kajian terdiri daripada 361orang jururawat berdaftar. Borang soal selidik telah digunakan untuk mengumpul data mengenai sumber pekerjaan-peribadi, penglibatan kerja, dan keadaan psikologi. Dapatan kajian menunjukkan bahawa tahap penglibatan kerja jururawat berada di atas paras sederhana. Hasil analisis hierarki berganda menunjukkan hubungan langsung antara sumber pekerjaan-peribadi (efikasi kendiri, tanggapan sokongan penyelia, dan ganjaran & pengiktirafan) dan penglibatan kerja adalah signifikan. Keadaan psikologi berperanan sebagai pengantara sebahagian dalam hubungan di antara sumber pekerjaan- peribadi dan penglibatan kerja. Dapatan kajian ini dapat membantu pembuat keputusan, pembuat dasar dan pengamal dalam industri pelancongan perubatan memahami faktor-faktor (sumber pekerjaan- peribadi dan keadaan psikologi) yang mempengaruhi penglibatan kerja dalam kalangan jururawat di hospital swasta. Seterusnya bentuk pengukuran yang bersesuaian boleh direka bagi meningkatkan penglibatan kerja jururawat dan mengurangkan hasrat mereka untuk berhenti kerja. Dapatan kajian ini boleh menyumbang kepada penambahbaikan kepada literatur sedia ada dalam bidang penglibatan kerja. Batasan kajian, cadangan dan kajian akan datang juga disediakan.

**Kata kunci**: Sumber pekerjaan-peribadi, penglibatan kerja, jururawat, pelancongan kesihatan, hospital swasta

# ABSTRACT

High employee turnover has accounted for the shortage of manpower in nursing. It has become a worldwide issue in many countries including Thailand. This study aims to examine the relationships between job-personal resources and work engagement and the mediating role of psychological conditions in the relationship between job-personal resources and work engagement. The study was conducted in private hospitals of health tourism in Bangkok, Thailand. The sample consisted of 361 registered nurses. Questionnaires were used to collect the data on job-personal resources, work engagement, and psychological conditions. The findings reveal that the level of nurses' work engagement is above moderate. The result of hierarchical multiple regressions analysis shows significant direct relationship between job-personal resources (self-efficacy, perceived supervisor support, and reward & recognition) and work engagement. Psychological conditions are found partially mediate the relationship between job-personal resources and work engagement. The results of this study provide decision makers, policy makers, and practitioners in the medical tourism industry with an understanding of the factors (job - personal resources and psychological conditions) that influence work engagement among nurses in private hospitals. Subsequently appropriate measures could be designed to enhance nurses' work engagement and reduce their intention to quit. The findings of the study could contribute to the enhancement of the existing literature in the area of work engagement. Limitations of the study, recommendations and future research are also provided.

**Keywords**: Job-personal resources, work engagement, nurses, health tourism, private hospitals

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# CHAPTER 1

# INTRODUCTION

## 1.0 Introduction

This chapter presents the detailed background and the problem of the study. It also

provides the justification for the research, research questions, research objectives,

definition of key terms and organization of the remaining chapters.

## 1.1 Background of the Study

Empirical evidence indicates that an employee's attitudes and behaviors directly or

indirectly influence organizational performance (Jaramillo, Mulki, & Marshall, 2005;

Mohankia, 2004). To identify the actions that have the greatest impact, researchers

and organizations have been trying to study the cause-and-effect relationship

between organizational practices and business outcomes (Mills, 2005). In the early

stage, most of them focused on job satisfaction (Janssen & Van 2004, Judge,

Thoresen, Bono, & Patton, 2001; Shore & Martin, 1989, Iaffaldano & Muchinsky,

1985, Bateman & Organ, 1983), followed by employee commitment (Lipinskiene,

2008). In the current years, their attention has shifted to a new concept called work

engagement (Bakker, Schaufeli, Leiter, & Taris, 2008; Bakker & Demerouti, 2008;

Crawford, Lepine, & Rich&, 2010; Macey & Scheneider, 2008; Schaufeli &

Salanove, 2007; Sacks, 2006; Salanova, Agut, & Peiro, 2005; Schaufeli & Bakker,

2004). Many have claimed that work engagement is the key that predict employee

outcomes, organizational success, and financial performance (e.g., Bates, 2004;

Baumruk, 2004; Harter et al., 2002).  Although work engagement may play a central

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