

**KEY DRIVERS OF PHARMACIST ENGAGEMENT
IN BUMRUNGRAD INTERNATIONAL HOSPITAL**



**A THEMATIC PAPER SUBMITTED IN PARTIAL
FULFILLMENT OF THE REQUIREMENTS FOR
THE DEGREE OF MASTER OF MANAGEMENT
COLLEGE OF MANAGEMENT
MAHIDOL UNIVERSITY
2017**

COPYRIGHT OF MAHIDOL UNIVERSITY

Thematic paper
entitled
**KEY DRIVERS OF PHARMACIST ENGAGEMENT
IN BUMRUNGRAD INTERNATIONAL HOSPITAL**

was submitted to the College of Management, Mahidol University
for the degree of Master of Management
on
December 23, 2017



Miss Walaiwan Natdurong
Candidate

Assoc. Prof. Roy Kouwenberg,
Ph.D., CFA
Advisor

Asst. Prof. Peter De Maeyer,
Ph.D.
Chairperson

Duangporn Arbhasil,
Ph.D.
Dean
College of Management
Mahidol University

Ronald Surachai Thesenvitz,
Ph.D.
Committee member

ACKNOWLEDGEMENTS

I would like to express my gratitude to Associate Professor Roy Kouwenberg, Ph.D., CFA, who was my thematic paper advisor. His guidance, monitoring, and encouragement throughout the course duration significantly helped me to complete my thematic paper.

I take this opportunity to show my appreciation towards the Pharmacist Division of Bumrungrad International Hospital, for the valuable information given by them. I am grateful for their cooperation during the period of my assignment.

I also would like to thank my CMMU friends who have been sharing these precious moments and unforgettable experiences at the college with me. I am appreciated for your continual support and friendship.

Moreover, I would like to thank my parents, brother, aunt, and grandparents for their great support throughout the time period. Especially to my father and mother, words cannot express how grateful I am for all of the sacrifices that you have made on my behalf. This project could never be completed without their great support. Lastly, thank you my special one for supporting my decision to pursue Master's Degree.

Walaiwan Natdurong

KEY DRIVERS OF PHARMACIST ENGAGEMENT IN BUMRUNGRAD INTERNATIONAL HOSPITAL

WALAIWAN NATDURONG 5949110

M.M. (LEADERSHIP AND HUMAN RESOURCES MANAGEMENT)

THESIS ADVISORY COMMITTEE: ASSOC. PROF. ROY KOUWENBERG, Ph.D.,
CFA, ASST. PROF. PETER DE MAEYER, Ph.D., RONALD SURACHAI
THESENVITZ, Ph.D.

ABSTRACT

The purpose of this paper is to identify the key drivers of pharmacist engagement at Bumrungrad International Hospital in order to improve pharmacist engagement in the private hospital, to maximize their performance and retention for business success. This study collects a quantitative data from a sample of 44 pharmacists and examines the relationship and impact of various engagement drivers on engagement. Results indicates that senior management, co-operation between coworkers and departments, and physical working environment highly influence the pharmacist engagement level.

KEY WORDS: Employee Engagement / Pharmacist / Private Hospital

38 pages

CONTENTS

	Page
ACKNOWLEDGEMENTS	ii
ABSTRACT	iii
LIST OF TABLES	vi
LIST OF FIGURES	vii
CHAPTER I INTRODUCTION	1
1.1 Problem Statement	1
1.2 Research Question	2
1.3 Research Objectives	2
1.4 Research Scope	2
1.5 Expected Benefit	3
CHAPTER II LITERATURE REVIEW	4
2.1 Employee Engagement	4
2.2 Employee Engagement, Performance, and Retention	4
2.3 Pharmacist Engagement	5
2.4 Drivers of Employee Engagement	5
2.5 Key Drivers of Employee Engagement in the Hospital Industry	6
2.6 Employee Engagement Model	7
2.7 Hypothesis and Framework	8
CHAPTER III RESEARCH METHODOLOGY	11
3.1 Research Setting	11
3.2 Sample and Data Collection	11
3.3 Instrument	12
CHAPTER IV RESEARCH FINDINGS	16
4.1 Demographic Results	16
4.2 Main Findings	18

CONTENTS (cont.)

	Page
CHAPTER V CONCLUSIONS	29
REFERENCES	32
APPENDICES	35
Appendix A: Questionnaire	36
BIOGRAPHY	38



LIST OF TABLES

Table		Page
2.1	The key drivers of employee engagement classification	5
2.2	The key drivers of healthcare employee engagement classification	7
2.6	Definition of Engagement Drivers	9
3.1	Questions used in the questionnaire survey	12
4.1	Respondents by gender	16
4.2	Respondents by Age	16
4.3	Respondents by Job Position Level	17
4.4	Respondents by Year of Service	17
4.5	Descriptive Statistics	18
4.6	Correlation relationship between demographic variables and Feeling Valued and Involved	19
4.7	Correlation relationship between Feeling Valued and Involved and each employee engagement driver	20
4.8	Size of a correlation coefficient	22
4.9	Linear Regression of each employee engagement driver toward Feeling Valued and Involved	22
4.10	Backward Stepwise Linear Regression of each employee engagement driver toward Feeling Valued and Involved	24
5.1	Top 5 Drivers of Pharmacist Engagement from correlation, linear regression, and backward stepwise linear regression method	30

LIST OF FIGURES

Figure		Page
2.3	The Engagement Model	7
2.4	The drivers of employee engagement	8
2.5	Initial framework	9
4.1	Research Framework with Pearson Correlation Coefficient Values	21
4.2	Research Framework with Backward Stepwise Linear Regression of each employee engagement driver toward Feeling Valued and Involved	28



CHAPTER I

INTRODUCTION

Employee Engagement is an emotional commitment of the employees to the job and organization. Many have claimed that employee engagement predicts employee outcomes, organizational success, and financial performance (Harter, J. K., 2002; Bates, S., 2004; Richman, A., 2006). “Engaged employees result in 20% better performance and are 87% less likely to leave the organization” (Council, C. L., 2004).

Many researchers have studied to identify the key drivers of employee engagement. There are a variety of results, including factors such as, “working environment and co-worker relationship” (Anitha, J., 2014), “employee welfare, empowerment, and employee growth” (Mani, V., 2011), “feeling valued by management, two-way communication between management and employees, and management’s interest in employees’ well-being” (Kompaso, S. M., & Sridevi, M. S., 2010), and “workload and meaningful of work” (Fiabane, E., Giorgi, I., Sguazzin, C., & Argentero, P., 2013).

Bumrungrad International Hospital is one of the largest private hospital in Southeast Asia, located in Bangkok, Thailand, founded in 1980. As in 2016, it served 1.1 million patients around the world. It has about 4,200 employees, including non-professionals and clinical professionals, which consist of 70 pharmacists.

In this paper we aim to identify the key drivers of pharmacist engagement at Bumrungrad and give recommendations in order to improve pharmacist engagement in the private hospital to maximize their performance and retention for business success.

1.1 Problem Statement

Pharmacists have a high impact on the hospital business and are in shortage in the Thai hospital workforce (Chanakit, T., Low, B. Y., Wongpoowarak, P.,

Moolasarn, S., & Anderson, C., 2015). Engaging the pharmacists could reduce turnover and prevent the shortage issue to reduce hiring and training costs and time, which benefits the business performance and customer satisfaction. Even though there are many research studies about the key drivers of employee engagement, there are no studies focused on pharmacists, who have very specific job characteristics and education background.

1.2 Research Question

In this paper we will investigate what drivers could influence the pharmacists to have higher engagement in Bumrungrad. The research question is “What are the key drivers of pharmacist engagement in Bumrungrad International Hospital?”

1.3 Research Objectives

1. To evaluate the drivers that affect the pharmacist engagement in a private hospital in Bangkok.
2. To identify the key drivers of pharmacist engagement in the private hospital
3. To give recommendations in order to improve pharmacist engagement in the private hospital.

1.4 Research Scope

The scope of this study is limited to pharmacists working at Bumrungrad International Hospital in Bangkok.

1.5 Expected Benefit

1. To use the information in order to improve pharmacist engagement strategy in private hospitals.
2. To add to the understanding of Management, Human Resources Professionals, academicians, and people who are interested in pharmacist engagement in private hospitals.



CHAPTER II

LITERATURE REVIEW

2.1 Employee Engagement

The term Employee Engagement has been mentioned in academic research since 1990 and has been defined differently by researchers such as “People employ and express themselves physically, cognitively, and emotionally during role performances” (Kahn, W. A., 1990), “Emotional and intellectual commitment to the organization” (Baumruk, R., 2004; Shaw, K., 2005; Richman, A., 2006), and “A positive fulfilling, work-related state of mind that is characterized by vigour, dedication, and absorption” (Van Schalkwyk, S., 2010). From all definitions given, we can imply that an engaged employee would have a positive impacts on the organization and its performance.

2.2 Employee Engagement, Performance, and Retention

To investigate the impact of employee engagement on the business outcome, there are many researchers who have studied the link between employee engagement, performance, and retention. All research results show a positive relationship between them (Harter, J. K., 2002; Bates, S., 2004; Council, C. L., 2004; Richman, A., 2006), which influenced many organizations to value the employee engagement and try to understand the drivers that could enhance their employees to be engaged since they believe it is one of the strategies to gain sustained competitive advantage.

2.3 Pharmacist Engagement

Pharmacists have a high impact on the hospital business and are in shortage in the Thai hospital workforce (Chanakit, T., Low, B. Y., Wongpoowarak, P., Moolasarn, S., & Anderson, C., 2015; Pisansit T., 2015). According to the healthcare careers assessment by Forbes, pharmacist is one of the most attractive careers (Adams S., 2014) but, in contrast, their engagement level ranked 34th out of 36th for healthcare careers, compared to other healthcare professionals (The Advisory Board Company Survey Solutions, 2013). This contrast could imply that the drivers that affect pharmacist engagement are different from the engagement of other employee in healthcare.

In this paper we aim to identify the key drivers of pharmacist engagement at Bumrungrad International Hospital in order to improve pharmacist engagement in the private hospital, to maximize their performance and retention for business success.

2.4 Drivers of Employee Engagement

In order to improve employee engagement, many researchers have studied to identify the key drivers of employee engagement by ranking the correlation between each driver and employee engagement level using a quantitative approach. There are a variety of results as detailed in the following table.

Table 2.1 The key drivers of employee engagement classification

Classification	Key Drivers of Employee Engagement
Anitha, J. (2014)	Working environment and co-worker relationship
Fiabane, E. (2013)	Workload and meaningfulness of work
Training, D. C. (2012)	Immediate supervisor, senior leadership, pride
Mani, V. (2011)	Employee welfare, empowerment, and employee growth

Table 2.1 The key drivers of employee engagement classification (cont.)

Classification	Key Drivers of Employee Engagement
Anitha, J. (2014)	Working environment and co-worker relationship
Fiabane, E. (2013)	Workload and meaningfulness of work
Training, D. C. (2012)	Immediate supervisor, senior leadership, pride
Mani, V. (2011)	Employee welfare, empowerment, and employee growth
Saks, A. M. (2006)	Job characteristics, organizational support, procedural justice
IES Survey (2003)	Feeling valued and involved
Perrin, T. (2003)	Senior management's interest in employees' well-being, challenging work, decision making authority.

From previous research studies summarized above, they identified the key drivers for overall employee engagement, regardless of their diverse background and environment. Only a few studies try to identify specific engagement drivers segmented by geographic, industry, and occupation.

2.5 Key Drivers of Employee Engagement in the Hospital Industry

Research about employee engagement drivers in the hospital industry is rarely found and focused on overall employees and nurses, as the results in the following table show.

Table 2.2 The key drivers of healthcare employee engagement classification

Classification	Key Drivers of Employee Engagement
Hospital Employees (Max C., 2012)	Senior leadership, immediate manager, and development opportunity
Registered Nurses (Rivera, R. R., 2011)	Recognition, work environment, passion of job, autonomy and input, personal growth

2.6 Employee Engagement Model

This paper aims to focus on the Engagement Model of the Institute for Employment Studies (2003) and other key drivers mentioned in Tables 2.1 and 2.2 that are not included in the model, which are senior leadership (Max C., 2012; Perrin, T., 2003) and workload (Fiabane, E., 2013).

The main focus of Institute for Employment Studies engagement model is the employee feeling valued and involved. In Figure 2.3, it explains that individuals' perceptions of feeling involved with and valued to the organization.

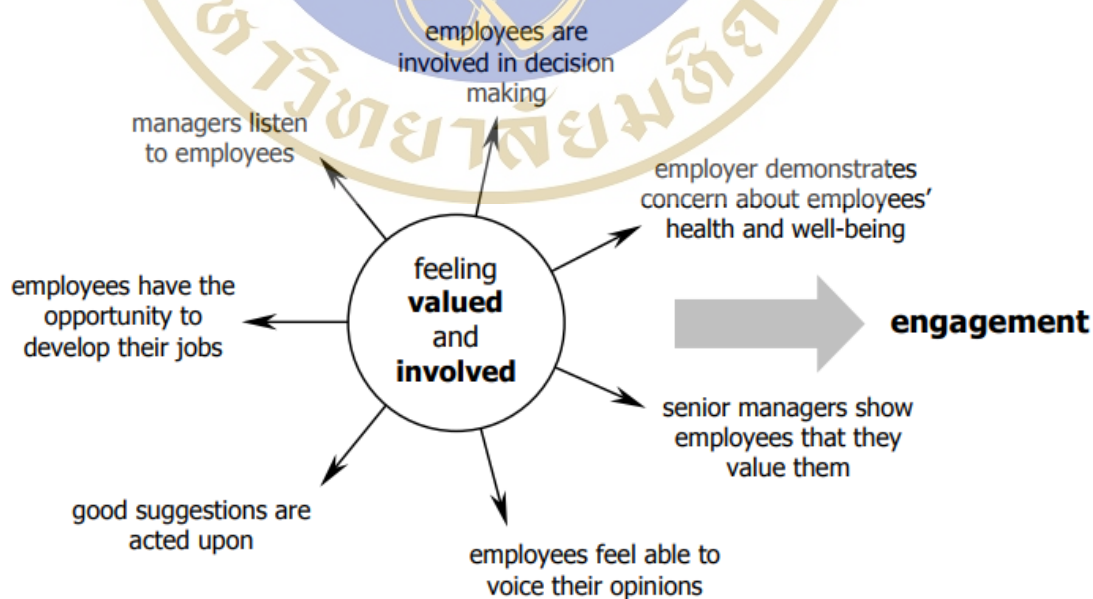


Figure 2.3 The Engagement Model (IES Survey, 2003)

In Figure 2.4, it indicates the key drivers which support the employee's feeling valued and involved, ranked by the highly significant on the top to the lowest on the bottom.

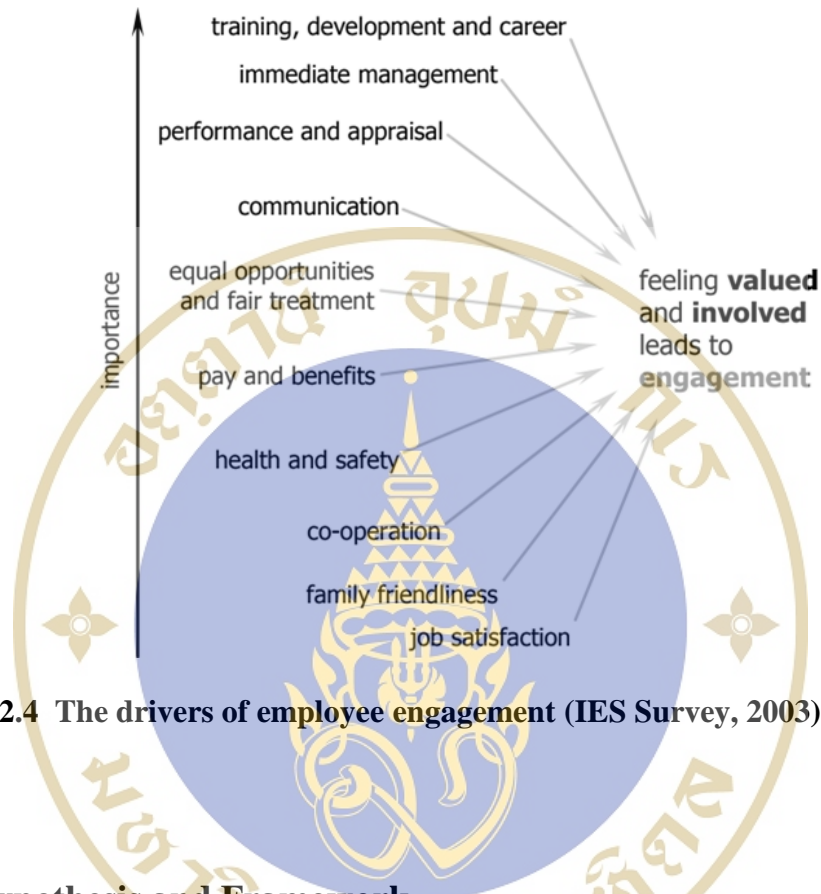


Figure 2.4 The drivers of employee engagement (IES Survey, 2003)

2.7 Hypothesis and Framework

Based on the literature review of key drivers of employee engagement, we expect that the key drivers of pharmacist engagement at Bumrungrad would be

- Unique from previous research studies.
- Unique engagement drivers' significance ranking

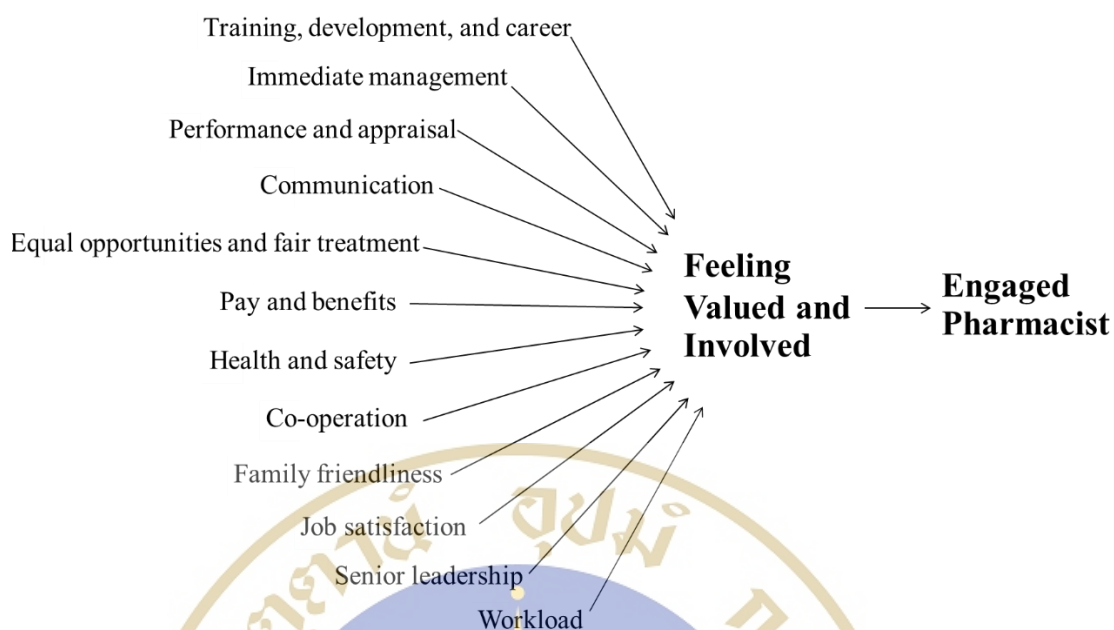


Figure 2.5 Initial framework

Table 2.6 Definition of Engagement Drivers

Engagement Driver	Definition
Training, development, and career	Employees feel that they have enough supports and opportunities to develop their knowledge and skills.
Immediate management	Employees feel that their direct supervision cares, supports, and gets along well with them.
Performance and appraisal	Employees feel that their direct supervision gives them feedback regularly and evaluates performance fairly.
Communication	Employees feel that they receive adequate information and well-informed of any changes.
Equal opportunities and fair treatment	Employees feel that they are treated fairly.
Pay and benefits	Employees feel that they are rewarded fairly.

Table 2.6 Definition of Engagement Drivers (cont.)

Engagement Driver	Definition
Health and safety	Employees feel satisfied that the work environment is clean and safe, with the right work equipment.
Co-operation	Employees feel that collaboration between departments and committees are good.
Family friendliness	Employees feel that organization supports and give equal opportunity for employee who has family.
Job satisfaction	Employees feel that their job has variety and challenging
Senior leadership	Employees feel that senior leaders effectively communicate mission, values, and strategy, which focus on both customers and employees.
Workload	Employees feel that they have enough time to complete their job and balance their work-life.

CHAPTER III

RESEARCH METHODOLOGY

3.1 Research Setting

This research is conducted at Bumrungrad International Hospital since it is one of the largest private hospitals in Southeast Asia with over 37 years of continuous growth. Meanwhile, pharmacists have a high impact on the hospital business and are in shortage in the Thai hospital workforce (Chanakit, T., Low, B. Y., Wongpoowarak, P., Moolasarn, S., & Anderson, C., 2015). Therefore, identifying the key drivers of pharmacist engagement at Bumrungrad should support the company, other private hospitals, and medical service providers to improve pharmacist engagement in order to maximize pharmacist performance and retention for business success.

3.2 Sample and Data Collection

An online questionnaire survey method is used to collect data for the proposed study. Quantitative methods will be used to analyze the data. Survey respondents provide an answer that corresponds to a number, which can be used for statistical analysis (SurveyMethods, 2017). A survey is proper for collecting data from large number of respondents within a short period and suitable for understanding what variables influence an outcome (Nyame-Mireku, M. N., 2012). This method is chosen for this study because it can reach a large number of participants in limited time. Moreover, to investigate the impact of each driver on engagement, statistical analysis can be used to identify the correlations between the main variables and outcomes, which are engagement drivers and employee engagement level, respectively.

This target sample size for this study consists of 44 participants who are currently working as full-time pharmacists at Bumrungrad International Hospital. The number of participant represents 63 percent of total target group which is adequate for

this study, as in previous studies, the average response rates for surveys used in organizational was 52.7 percent (Baruch, Y., 2008).

An online survey invitation link was sent to the participants through the department group chat, provided through an online survey provider, containing a research introduction, consent form, and questionnaire survey. The survey data was collected within 2 weeks.

3.3 Instrument

The online questionnaire survey for this research contained the following two sections:

The first section asked the respondents to provide the general information about personal and work-related information included age, gender, years of service, and job position.

The second section measured the impact of twelve engagement drivers on the employee feeling valued and involved, which leads to employee engagement. The questionnaire from IES Survey (Institute of Employment Studies Survey, 2003) and NHS Survey (National Health Service Survey Coordination Center, 2017) are selected for this research. They are well-designed questionnaires using a 5-point Likert scale, where five is given as the highest value and one as the lowest (5=Strongly Agree, 4=Agree, 3=Neutral, 2=Disagree, 1=Strongly Disagree). Each engagement driver is converted into different related questions. It can be used to analyze the correlation of each driver on engagement. (Rajagopal, N., 2007). The questions related to the drivers in the hypotheses are chosen to develop the questionnaire as shown in Table 3.1.

Table 3.1 Questions used in the questionnaire survey

No.	Engagement Driver	Question
1	Feeling valued and involved	It would take a lot to get me to leave this organization.
2	Feeling valued and involved	I feel involved in decisions that affect my work.

Table 3.1 Questions used in the questionnaire survey (cont.)

No.	Engagement Driver	Question
3	Feeling valued and involved	This hospital inspires me to do my best work every day.
4	Feeling valued and involved	Good suggestions from staff tend to get ignored here.*
5	Training, development and career	My line manager takes staff development seriously.
6	Training, development and career	Training opportunities are available at this organization to help me build valuable skills.
7	Training, development and career	I am given adequate training to do my current job.
8	Immediate management	My immediate supervisor is sensitive to work/life issues.
9	Immediate management	My immediate supervisor sets clear expectations and goals with me.
10	Immediate management	My immediate supervisor supports me when things go wrong.
11	Performance and appraisal	I am given regular feedback on my performance by my manager.
12	Performance and appraisal	The way my performance is measured seems fair to me.
13	Performance and appraisal	I understand how my work goals relate to the hospital's goals.
14	Communication	I am kept informed of important matters and changes in the organization.
15	Communication	The information I need to do my job is readily available.
16	Communication	Internal communication channel is effective around here.

Table 3.1 Questions used in the questionnaire survey (cont.)

No.	Engagement Driver	Question
17	Equal opportunities and fair treatment	I feel I am fairly treated here.
18	Equal opportunities and fair treatment	My work environment is free from bullying and harassment.
19	Equal opportunities and fair treatment	This organization makes its positive commitment to equal opportunities clear.
20	Pay and benefits	Good performance is rewarded fairly here.
21	Pay and benefits	I am paid fairly for the contributions I make.
22	Pay and benefits	My benefits plan meets my needs well.
23	Health and safety	I am satisfied with my physical working environment.
24	Health and safety	I am satisfied with the quality of equipment I use in my job.
25	Health and safety	This organization addresses safety issues quickly and effectively.
26	Co-operation	Co-operation between departments is good in this organization.
27	Co-operation	My coworkers work together to achieve our goals.
28	Co-operation	My coworkers listen and respect my thoughts and feelings.
29	Family friendliness	This organization is a 'family-friendly' employer.
30	Family friendliness	People in this organization with family commitments have equal career opportunities.

Table 3.1 Questions used in the questionnaire survey (cont.)

No.	Engagement Driver	Question
31	Family friendliness	This organization provides good support for staff with family responsibilities.
32	Job satisfaction	There is a lot of variety in my job.
33	Job satisfaction	I do interesting and challenging work.
34	Job satisfaction	I get a feeling of accomplishment from my job.
35	Senior Leadership	Senior management treat employees as this organization's most valued asset.
36	Senior Leadership	Senior management acts on staff feedback.
37	Senior Leadership	Senior management fills me with excitement for the future of this organization.
38	Workload	The amount of responsibility I am given allows me to perform my job efficiently and effectively.
39	Workload	There is enough staff available to meet patient needs.
40	Workload	The balance between my work and personal commitments is right for me.

CHAPTER IV

RESEARCH FINDINGS

4.1 Demographic Results

Data were collected through a survey which targeted full-time pharmacists who work at Bumrungrad International Hospital. The respondents of the survey are mainly generation Y female who work at the operational level.

The demographics of the 44 respondents are as follows.

Table 4.1 Respondents by gender

Gender	Amount (person)	Percentage
Male	8	18%
Female	36	82%
Total	44	100%

Table 4.2 Respondents by Age

Age	Amount (person)	Percentage
24-29 years	19	43%
30-39 years	19	43%
40-49 years	5	12%
Not indicated	1	2%
Total	44	100%

Table 4.3 Respondents by Job Position Level

Job Position Level	Amount (person)	Percentage
Operational	35	80%
Supervisor	4	9%
Management	5	11%
Total	44	100%

Table 4.4 Respondents by Year of Service

Year of Service	Amount (person)	Percentage
Less than 1 year	3	7%
1-2 years	6	14%
3-5 years	14	32%
6-10 years	7	16%
11-15 years	11	25%
16-20 years	2	4%
Not indicated	1	2%
Total	44	100%

The respondents are asked to indicate a degree of agreement and disagreement with each statement, which converted from each engagement driver, using a 5-point Likert scale ranging from strongly agree (5) to strongly disagree(1)

Each engagement driver's score is an average score of its related questions. In Table 4.5, it shows the minimum, maximum, average, and standard deviation, for

each engagement driver in descending order by average score, from the highest which is Job Satisfaction (3.42), to the lowest which is Workload (2.46).

Table 4.5 Descriptive Statistics

No.	Employee Engagement Drivers	N	Min	Max	Mean	SD
1	Job Satisfaction	44	2.33	5.00	3.42	.706
2	Immediate Management	44	1.33	4.67	3.39	.724
3	Performance and Appraisal	44	2.33	4.67	3.36	.574
4	Communication	44	1.00	4.67	3.33	.811
5	Health and Safety	44	1.67	4.67	3.33	.745
6	Co-operation	44	2.00	4.33	3.30	.565
7	Training, Development and Career	44	1.33	5.00	3.30	.767
8	Equal Opportunities and Fair Treatment	44	1.33	4.33	3.26	.865
9	Feeling Valued and Involved	44	2.00	4.25	3.22	.636
10	Pay and Benefits	44	1.00	4.00	2.84	.629
11	Senior Leadership	44	1.00	4.33	2.71	.779
12	Family Friendliness	44	1.00	3.67	2.66	.665
13	Workload	44	1.00	4.00	2.46	.751

4.2 Main Findings

Table 4.6 shows the Pearson correlations to investigate the relationship between demographic variables and feeling valued and involved. The results indicate that age and job position level have statistically significant correlation with feeling valued and involved, while gender and year of service are not significant as the p-values are bigger than 5% level.

Age and job position level have low positive relationship with feeling valued and involved, at 34.1% and 36% correlation, respectively. It can be interpreted that the higher the age and job position, the higher level of feeling valued and involved.

Table 4.6 Correlation relationship between demographic variables and Feeling Valued and Involved

		Feeling Valued and Involved	Gender	Age	Position	YOS
Feeling Valued and Involved	Pearson Correlation	1	.096	.341*	.360*	.159
	Sig. (2-tailed)		.536	.025	.016	.308
	N	44	44	43	44	43
Gender	Pearson Correlation	.096	1	.027	-.129	-.174
	Sig. (2-tailed)	.536		.864	.405	.264
	N	44	44	43	44	43
Age	Pearson Correlation	.341*	.027	1	.503**	.774**
	Sig. (2-tailed)	.025	.864		.001	.000
	N	43	43	43	43	42
Position	Pearson Correlation	.360*	-.129	.503**	1	.412**
	Sig. (2-tailed)	.016	.405	.001		.006
	N	44	44	43	44	43
YOS	Pearson Correlation	.159	-.174	.774**	.412**	1
	Sig. (2-tailed)	.308	.264	.000	.006	
	N	43	43	42	43	43

*. Correlation is significant at the 0.05 level (2-tailed).

** . Correlation is significant at the 0.01 level (2-tailed).

In Table 4.7, using the Pearson Correlation analysis to investigate the relationship between each employee engagement driver and feeling valued and involved, the results show that immediate management is the only driver that is not statistically significant with feeling valued and involved as the p-value is at 19% level, while other variables are statistically significant as the p-values of Co-operation, Equal opportunities and fair treatment, Job satisfaction, Pay and benefits, Performance and appraisal, Senior Leadership, Training & development and career, and Workload are smaller than 5% level, and Communication, Family friendliness, and Health and safety are smaller than 1% level.

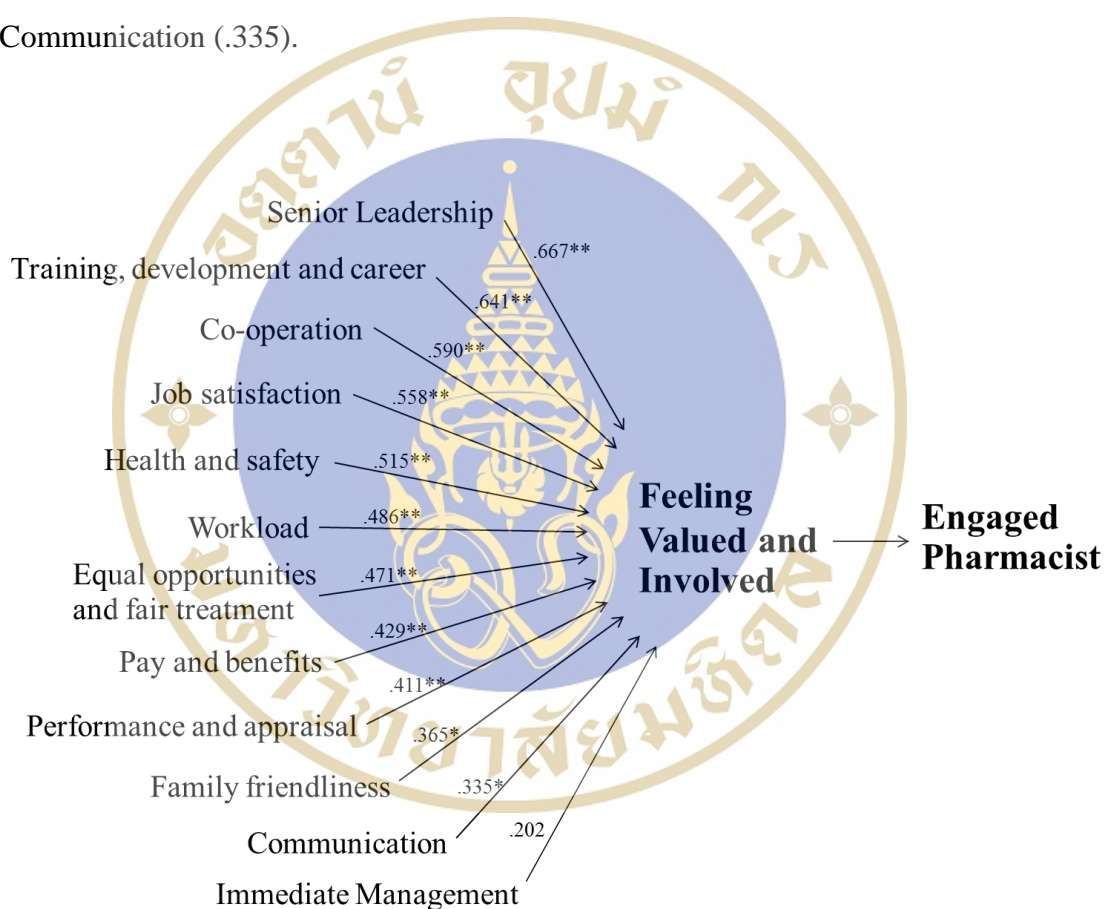
Table 4.7 Correlation relationship between Feeling Valued and Involved and each employee engagement driver

	Feeling Valued and Involved	Communication	Co-operation	Equal Opportunities and Fair Treatment	Family Friendliness	Health and Safety	Immediate Management	Job Satisfaction	Pay and Benefits	Performance and Appraisal	Senior Leadership	Training, Development and Career	Workload
Feeling Valued and Involved	1	.335**	.590**	.471**	.365**	.515**	.202	.568**	.429**	.411**	.677**	.641**	.486**
	Pearson Correlation	.026	.000	.001	.015	.000	.189	.000	.004	.006	.000	.000	.001
	Sig. (2-tailed)	.44	.44	.44	.44	.44	.44	.44	.44	.44	.44	.44	.44
Communication	.335**	1	.615**	.531**	.356**	.403**	.262	.304**	.361**	.445**	.332**	.579**	.229
	Pearson Correlation	.026	.000	.000	.018	.007	.099	.045	.016	.003	.028	.000	.135
	Sig. (2-tailed)	.44	.44	.44	.44	.44	.44	.44	.44	.44	.44	.44	.44
Co-operation	.590**	.615**	1	.560**	.440**	.319**	.517**	.604**	.285	.584**	.519**	.719**	.228
	Pearson Correlation	.000	.003	.000	.003	.035	.000	.000	.061	.000	.000	.000	.137
	Sig. (2-tailed)	.44	.44	.44	.44	.44	.44	.44	.44	.44	.44	.44	.44
Equal Opportunities and Fair Treatment	.471**	.531**	.560**	1	.506**	.335**	.537**	.402**	.306**	.583**	.367**	.666**	.111
	Pearson Correlation	.000	.000	.000	.000	.026	.000	.007	.044	.000	.014	.000	.472
	Sig. (2-tailed)	.44	.44	.44	.44	.44	.44	.44	.44	.44	.44	.44	.44
Family Friendliness	.365**	.356**	.440**	.506**	1	.327**	.238	.282	.477**	.421**	.325**	.476**	.222
	Pearson Correlation	.015	.003	.000	.000	.030	.119	.063	.001	.004	.031	.001	.147
	Sig. (2-tailed)	.44	.44	.44	.44	.44	.44	.44	.44	.44	.44	.44	.44
Health and Safety	.515**	.403**	.319**	.335**	.327**	1	.106	.329**	.438**	.272	.443**	.461**	.440**
	Pearson Correlation	.000	.035	.026	.030	.106	.432	.029	.003	.074	.003	.002	.003
	Sig. (2-tailed)	.44	.44	.44	.44	.44	.44	.44	.44	.44	.44	.44	.44
Immediate Management	.202	.262	.517**	.537**	.238	.106	1	.454**	.077	.501**	.194	.440**	.041
	Pearson Correlation	.189	.000	.000	.119	.106	.492	.002	.914	.001	.207	.003	.792
	Sig. (2-tailed)	.44	.44	.44	.44	.44	.44	.44	.44	.44	.44	.44	.44
Job Satisfaction	.568**	.304**	.604**	.402**	.282	.329**	.454**	1	.436**	.433**	.646**	.545**	.360**
	Pearson Correlation	.000	.045	.007	.063	.029	.002	.003	.003	.003	.000	.000	.016
	Sig. (2-tailed)	.44	.44	.44	.44	.44	.44	.44	.44	.44	.44	.44	.44
Pay and Benefits	.429**	.361**	.266	.306**	.477**	.438**	.017	.436**	1	.399**	.442**	.328**	.586**
	Pearson Correlation	.004	.016	.044	.001	.003	.914	.003	.007	.007	.003	.030	.000
	Sig. (2-tailed)	.44	.44	.44	.44	.44	.44	.44	.44	.44	.44	.44	.44
Performance and Appraisal	.411**	.445**	.584**	.563**	.421**	.272	.501**	.433**	.399**	1	.294	.589**	.077
	Pearson Correlation	.006	.003	.000	.004	.074	.001	.003	.007	.007	.053	.000	.617
	Sig. (2-tailed)	.44	.44	.44	.44	.44	.44	.44	.44	.44	.44	.44	.44
Senior Leadership	.677**	.332	.519**	.367**	.325**	.443**	.194	.646**	.442**	.294	1	.536**	.473**
	Pearson Correlation	.000	.028	.000	.014	.003	.207	.000	.003	.053	.000	.000	.001
	Sig. (2-tailed)	.44	.44	.44	.44	.44	.44	.44	.44	.44	.44	.44	.44
Training, Development and Career	.641**	.579**	.719**	.666**	.476**	.461**	.440**	.545**	.328**	.589**	.536**	1	.356**
	Pearson Correlation	.000	.000	.000	.001	.002	.003	.000	.000	.000	.000	.000	.018
	Sig. (2-tailed)	.44	.44	.44	.44	.44	.44	.44	.44	.44	.44	.44	.44
Workload	.486**	.229	.228	.111	.222	.440**	.041	.360**	.586**	.077	.473**	.356**	1
	Pearson Correlation	.001	.137	.472	.147	.003	.792	.016	.000	.617	.001	.018	.018
	Sig. (2-tailed)	.44	.44	.44	.44	.44	.44	.44	.44	.44	.44	.44	.44

*. Correlation is significant at the 0.05 level (2-tailed).

** Correlation is significant at the 0.01 level (2-tailed).

Employee engagement drivers' correlation coefficient is ranked in Figure 4.1. According to the rule for interpreting the size of a correlation coefficient (Hinkle, D. E., 2003) in Table 4.8, the drivers which have moderate positive relationship with feeling valued and involved are Senior leadership (.677), Training, development and career (.641), Co-operation (.590), Job satisfaction (.558), and Health and safety (.515). The drivers which have low positive relationship with feeling valued and involved are Workload (.486), Equal opportunities and fair treatment (.471), Pay and benefits (.429), Performance and appraisal (.411), Family friendliness (.365) and Communication (.335).



*. Correlation is significant at the 0.05 level (2-tailed).

** . Correlation is significant at the 0.01 level (2-tailed).

Figure 4.1 Research Framework with Pearson Correlation Coefficient Values

Table 4.8 Size of a correlation coefficient (Hinkle, D. E., 2003)

Size of Correlation	Interpretation
.900-1	Very high positive correlation
.700-.900	High positive correlation
.500-.700	Moderate positive correlation
.300-.500	Low positive correlation
0-.300	Negligible correlation

In Table 4.9, using the Linear Regression analysis to measure the strength of impact of each employee engagement driver toward Feeling Valued and Involved, the result indicates that Co-operation, Equal opportunities and fair treatment, Health and safety, Job satisfaction, Performance and appraisal, Senior Leadership, Training, development and career, and Workload show positive impact on Feeling valued and involved, while Communication, Family friendliness, Immediate management, and Pay and benefits show negative impact on Feeling valued and involved.

Table 4.9 Linear Regression of each employee engagement driver toward Feeling Valued and Involved

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.819 ^a	.671	.544	.42943

a. Predictors: (Constant), Workload, Immediate Management, Family Friendliness, Communication, Health and Safety, Senior Leadership, Performance and Appraisal, Job Satisfaction, Equal Opportunities and Fair Treatment, Pay and Benefits, Co-operation, Training, Development and Career

Table 4.9 Linear Regression of each employee engagement driver toward Feeling Valued and Involved (cont.)

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	11.685	12	.974	5.280	.000 ^b
	Residual	5.717	31	.184		
	Total	17.402	43			

a. Dependent Variable: Feeling Valued and Involved

b. Predictors: (Constant), Workload, Immediate Management, Family Friendliness, Communication, Health and Safety, Senior Leadership, Performance and Appraisal, Job Satisfaction, Equal Opportunities and Fair Treatment, Pay and Benefits, Co-operation, Training, Development and Career

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.597	.512		1.168	.252
	Communication	-.196	.117	-.250	-1.680	.103
	Co-operation	.373	.212	.331	1.756	.089
	Equal Opportunities and Fair Treatment	.159	.123	.216	1.293	.205
	Family Friendliness	-.046	.130	-.048	-.353	.726
	Health and Safety	.144	.111	.168	1.298	.204
	Immediate Management	-.203	.132	-.231	-1.542	.133
	Job Satisfaction	.045	.151	.050	.298	.768
	Pay and Benefits	-.037	.178	-.037	-.208	.836
	Performance and Appraisal	.104	.177	.094	.587	.561
	Senior Leadership	.218	.127	.267	1.720	.095
	Training, Development and Career	.138	.160	.166	.861	.396
	Workload	.170	.129	.200	1.313	.199

a. Dependent Variable: Feeling Valued and Involved

In Table 4.10, using the Backward Stepwise Linear Regression to find the significant model by testing all the independent variables first, eliminate the most insignificant variables, and testing them again repeatedly until only significant variables ($P < .05$) are left in the model. It required 10 steps to arrive at a final model, which was the three-variable model consists of Co-operation ($\beta = .298$), Health and Safety ($\beta = .234$), and Senior Leadership ($\beta = .419$). The result indicates that Senior Leadership has the greatest positive impact on Feeling valued and involved, followed by Co-operation, and Health and Safety, respectively.

Table 4.10 Backward Stepwise Linear Regression of each employee engagement driver toward Feeling Valued and Involved

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.819 ^a	.671	.544	.429
2	.819 ^b	.671	.558	.423
3	.819 ^c	.670	.571	.417
4	.817 ^d	.668	.580	.412
5	.816 ^e	.665	.588	.408
6	.808 ^f	.653	.585	.410
7	.795 ^g	.632	.572	.416
8	.782 ^h	.612	.561	.422
9	.774 ⁱ	.599	.558	.423
10	.761 ^j	.580	.548	.428

a. Predictors: (Constant), Workload, Immediate Management, Family Friendliness, Communication, Health and Safety, Senior Leadership, Performance and Appraisal, Job Satisfaction, Equal Opportunities and Fair Treatment, Pay and Benefits, Co-operation, Training, Development and Career

b. Predictors: (Constant), Workload, Immediate Management, Family Friendliness, Communication, Health and Safety, Senior Leadership, Performance and Appraisal, Job Satisfaction, Equal Opportunities and Fair Treatment, Co-operation, Training, Development and Career

c. Predictors: (Constant), Workload, Immediate Management, Family Friendliness, Communication, Health and Safety, Senior Leadership, Performance and Appraisal, Equal Opportunities and Fair Treatment, Co-operation, Training, Development and Career

d. Predictors: (Constant), Workload, Immediate Management, Communication, Health and Safety, Senior Leadership, Performance and Appraisal, Equal Opportunities and Fair Treatment, Co-operation, Training, Development and Career

e. Predictors: (Constant), Workload, Immediate Management, Communication, Health and Safety, Senior Leadership, Equal Opportunities and Fair Treatment, Co-operation, Training, Development and Career

f. Predictors: (Constant), Workload, Immediate Management, Communication, Health and Safety, Senior Leadership, Equal Opportunities and Fair Treatment, Co-operation

g. Predictors: (Constant), Workload, Communication, Health and Safety, Senior Leadership, Equal Opportunities and Fair Treatment, Co-operation

h. Predictors: (Constant), Workload, Communication, Health and Safety, Senior Leadership, Co-operation

i. Predictors: (Constant), Workload, Health and Safety, Senior Leadership, Co-operation

j. Predictors: (Constant), Health and Safety, Senior Leadership, Co-operation

Table 4.10 Backward Stepwise Linear Regression of each employee engagement driver toward Feeling Valued and Involved (cont.)

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	11.685	12	.974	5.280	.000 ^b
	Residual	5.717	31	.184		
	Total	17.402	43			
2	Regression	11.677	11	1.062	5.934	.000 ^c
	Residual	5.725	32	.179		
	Total	17.402	43			
3	Regression	11.666	10	1.167	6.712	.000 ^d
	Residual	5.736	33	.174		
	Total	17.402	43			
4	Regression	11.624	9	1.292	7.600	.000 ^e
	Residual	5.778	34	.170		
	Total	17.402	43			
5	Regression	11.573	8	1.447	8.686	.000 ^f
	Residual	5.829	35	.167		
	Total	17.402	43			
6	Regression	11.360	7	1.623	9.669	.000 ^g
	Residual	6.042	36	.168		
	Total	17.402	43			
7	Regression	10.999	6	1.833	10.593	.000 ^h
	Residual	6.403	37	.173		
	Total	17.402	43			
8	Regression	10.646	5	2.129	11.975	.000 ⁱ
	Residual	6.756	38	.178		
	Total	17.402	43			
9	Regression	10.425	4	2.606	14.568	.000 ^j
	Residual	6.977	39	.179		
	Total	17.402	43			
10	Regression	10.089	3	3.363	18.396	.000 ^k
	Residual	7.313	40	.183		
	Total	17.402	43			

a. Dependent Variable: Feeling Valued and Involved

b. Predictors: (Constant), Workload, Immediate Management, Family Friendliness, Communication, Health and Safety, Senior Leadership, Performance and Appraisal, Job Satisfaction, Equal Opportunities and Fair Treatment, Pay and Benefits, Co-operation, Training, Development and Career

c. Predictors: (Constant), Workload, Immediate Management, Family Friendliness, Communication, Health and Safety, Senior Leadership, Performance and Appraisal, Job Satisfaction, Equal Opportunities and Fair Treatment, Co-operation, Training, Development and Career

d. Predictors: (Constant), Workload, Immediate Management, Family Friendliness, Communication, Health and Safety, Senior Leadership, Performance and Appraisal, Equal Opportunities and Fair Treatment, Co-operation, Training, Development and Career

e. Predictors: (Constant), Workload, Immediate Management, Communication, Health and Safety, Senior Leadership, Performance and Appraisal, Equal Opportunities and Fair Treatment, Co-operation, Training, Development and Career

f. Predictors: (Constant), Workload, Immediate Management, Communication, Health and Safety, Senior Leadership, Equal Opportunities and Fair Treatment, Co-operation, Training, Development and Career

g. Predictors: (Constant), Workload, Immediate Management, Communication, Health and Safety, Senior Leadership, Equal Opportunities and Fair Treatment, Co-operation

h. Predictors: (Constant), Workload, Communication, Health and Safety, Senior Leadership, Equal Opportunities and Fair Treatment, Co-operation

i. Predictors: (Constant), Workload, Communication, Health and Safety, Senior Leadership, Co-operation

j. Predictors: (Constant), Workload, Health and Safety, Senior Leadership, Co-operation

k. Predictors: (Constant), Health and Safety, Senior Leadership, Co-operation

Table 4.10 Backward Stepwise Linear Regression of each employee engagement driver toward Feeling Valued and Involved (cont.)

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	
		B	Std. Error	Beta			
1	(Constant)	.597	.512		1.168	.252	
	Communication	-.196	.117	-.250	-1.680	.103	
	Co-operation	.373	.212	.331	1.756	.089	
	Equal Opportunities and Fair Treatment	.159	.123	.216	1.293	.205	
	Family Friendlines	-.046	.130	-.048	-.353	.726	
	Health and Safety	.144	.111	.168	1.298	.204	
	Immediate Management	-.203	.132	-.231	-1.542	.133	
	Job Satisfaction	.045	.151	.050	.298	.768	
	Pay and Benefits	-.037	.178	-.037	-.208	.836	
	Performance and Appraisal	.104	.177	.094	.587	.561	
	Senior Leadership	.218	.127	.267	1.720	.095	
	Training, Development and Career	.138	.160	.166	.861	.396	
	Workload	.170	.129	.200	1.313	.199	
	2	(Constant)	.588	.502		1.171	.250
Communication		-.201	.113	-.256	-1.779	.085	
Co-operation		.379	.207	.337	1.834	.076	
Equal Opportunities and Fair Treatment		.156	.120	.212	1.297	.204	
Family Friendlines		-.056	.120	-.058	-.468	.643	
Health and Safety		.142	.109	.166	1.305	.201	
Immediate Management		-.194	.122	-.221	-1.586	.122	
Job Satisfaction		.035	.141	.039	.248	.806	
Performance and Appraisal		.088	.158	.080	.559	.580	
Senior Leadership		.218	.125	.267	1.743	.091	
Training, Development and Career		.148	.151	.178	.983	.333	
Workload		.155	.107	.183	1.447	.158	
3		(Constant)	.598	.493		1.214	.233
		Communication	-.205	.111	-.261	-1.853	.073
	Co-operation	.391	.199	.348	1.970	.057	
	Equal Opportunities and Fair Treatment	.155	.118	.211	1.308	.200	
	Family Friendlines	-.058	.118	-.061	-.494	.624	
	Health and Safety	.143	.107	.167	1.330	.193	
	Immediate Management	-.187	.117	-.212	-1.597	.120	
	Performance and Appraisal	.093	.155	.084	.599	.553	
	Senior Leadership	.232	.111	.283	2.089	.045	
	Training, Development and Career	.149	.148	.180	1.007	.321	
	Workload	.158	.105	.187	1.512	.140	
	4	(Constant)	.570	.484		1.178	.247
		Communication	-.202	.109	-.257	-1.851	.073
		Co-operation	.379	.195	.337	1.945	.060
Equal Opportunities and Fair Treatment		.139	.113	.189	1.233	.226	
Health and Safety		.138	.106	.162	1.307	.200	
Immediate Management		-.179	.115	-.204	-1.564	.127	
Performance and Appraisal		.083	.152	.075	.546	.589	
Senior Leadership		.232	.110	.284	2.115	.042	
Training, Development and Career		.147	.147	.177	1.004	.323	
Workload		.153	.103	.181	1.487	.146	

Table 4.10 Backward Stepwise Linear Regression of each employee engagement driver toward Feeling Valued and Involved (cont.)

Coefficients ^a							
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	
		B	Std. Error	Beta			
5	(Constant)	.669	.444		1.505	.141	
	Communication	-.200	.108	-.254	-1.849	.073	
	Co-operation	.397	.190	.353	2.090	.044	
	Equal Opportunities and Fair Treatment	.150	.110	.204	1.366	.181	
	Health and Safety	.142	.104	.166	1.357	.184	
	Immediate Management	-.168	.111	-.191	-1.504	.142	
	Senior Leadership	.229	.108	.281	2.115	.042	
	Training, Development and Career	.162	.143	.195	1.131	.266	
	Workload	.147	.102	.174	1.450	.156	
	6	(Constant)	.583	.440		1.326	.193
Communication		-.189	.108	-.241	-1.752	.088	
Co-operation		.479	.176	.426	2.719	.010	
Equal Opportunities and Fair Treatment		.197	.102	.267	1.926	.062	
Health and Safety		.159	.104	.187	1.539	.133	
Immediate Management		-.164	.112	-.187	-1.467	.151	
Senior Leadership		.243	.108	.297	2.247	.031	
Workload		.169	.100	.199	1.685	.101	
7		(Constant)	.376	.423		.890	.379
		Communication	-.157	.107	-.200	-1.460	.153
	Co-operation	.377	.164	.335	2.294	.028	
	Equal Opportunities and Fair Treatment	.135	.094	.183	1.428	.162	
	Health and Safety	.169	.105	.198	1.610	.116	
	Senior Leadership	.263	.109	.322	2.415	.021	
	Workload	.165	.102	.195	1.628	.112	
8	(Constant)	.403	.428		.941	.353	
	Communication	-.117	.105	-.149	-1.115	.272	
	Co-operation	.443	.160	.394	2.772	.009	
	Health and Safety	.189	.105	.222	1.798	.080	
	Senior Leadership	.281	.110	.343	2.557	.015	
	Workload	.144	.102	.170	1.415	.165	
9	(Constant)	.416	.429		.969	.338	
	Co-operation	.346	.135	.308	2.573	.014	
	Health and Safety	.158	.102	.185	1.553	.129	
	Senior Leadership	.292	.110	.357	2.663	.011	
	Workload	.140	.102	.165	1.369	.179	
10	(Constant)	.523	.427		1.226	.227	
	Co-operation	.335	.136	.298	2.467	.018	
	Health and Safety	.200	.098	.234	2.029	.049	
	Senior Leadership	.342	.104	.419	3.282	.002	

a. Dependent Variable: Feeling Valued and Involved

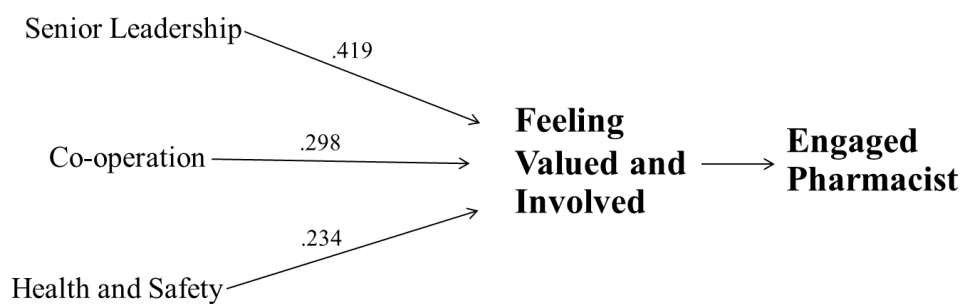


Figure 4.2 Research Framework with Backward Stepwise Linear Regression of each employee engagement driver toward Feeling Valued and Involved



CHAPTER V

CONCLUSIONS

5.1 Conclusion

To improve pharmacist engagement in the private hospital to maximize their performance and retention for business success, the management needs to consider the key drivers that influence their engagement level. This research targeted full-time pharmacists who work at Bumrungrad International Hospital. Most of the respondents are generation Y female pharmacists who work at the operational level.

From the data collection and analysis, the research found that the top 5 engagement driver average scores are Job Satisfaction, Immediate Management, Performance and Appraisal, Communication, Health and Safety. It also found that the older age groups and higher job position levels have higher level of feeling valued and involved.

In the main findings, the research found that each of the drivers, except Immediate Management, was significantly positively correlated to feeling valued and involved which leads to higher engagement level. The top 5 correlations, which have moderate positive relationship, were Senior Leadership, Training, development and career, Co-operation, Job Satisfaction, and Health and Safety, respectively.

Linear regression analysis indicates that there are only eight drivers that show positive impact on Feeling valued and involved, which are Co-operation, Equal opportunities and fair treatment, Health and safety, Job satisfaction, Performance and appraisal, Senior Leadership, Training, development and career, and Workload. The top 5 predictors are Co-operation, Senior Leadership, Equal opportunities and fair treatment, Workload, and Health and Safety.

In further analysis using backward stepwise linear regression indicates that only Co-operation, Senior Leadership, and Health and Safety are the significant drivers that influence the level of Feeling Valued and Involved. Senior Leadership is

the most important driver, followed by Co-operation, and Health and Safety, respectively.

The results from various data analysis methods show that Senior Leadership, Co-operation, and Health and Safety are in the top 5 significance rank as shown in Table 5.1. This supports the research hypothesis that the key drivers of pharmacist engagement are unique from overall employees.

Table 5.1 Top 5 Drivers of Pharmacist Engagement from correlation, linear regression, and backward stepwise linear regression method

Significance Rank	Correlation	Linear Regression	Backward Stepwise Linear Regression
1	Senior Leadership	Co-operation	Senior Leadership
2	Training, development and career	Senior Leadership	Co-operation
3	Co-operation	Equal opportunities and fair treatment	Health and Safety
4	Job Satisfaction	Workload	
5	Health and Safety	Health and Safety	

Senior management plays a critical role in promoting pharmacist engagement. They need to make the pharmacists feel that they are treated as the organization's most valued asset and their feedback are being heard and responded to. Senior management also needs to fill them with enthusiasm for the future of the organization by effectively communicating mission, values, and strategy.

Co-operation between coworkers and departments is also vital in engaging the pharmacists. Working as a pharmacist at the hospital requires them to cooperate with their coworkers and many different departments during their whole work shifts so it is the major part of their daily work which affects their emotions and well-being. Embedding a shared goal of patient focus across the departments leads to higher co-operation. Let them share and learn about others' tasks and pressures to build understanding and trust among coworkers and departments.

Physical working environment and quality of work equipment highly influence the pharmacist engagement level. Pharmacists working at the hospital have high contact with patients and use machines and equipment so they have high health and safety risk. Extend the patient safety culture to the patient and staff safety culture. Provide them a clean and safe work environment with proper work equipment that effectively supports their tasks. Design a quick and effective problem-solving process for addressing any health and safety issues.

5.2 Limitations and suggestions for future research

This study used self-reported quantitative data, voluntary participation, and one hospital research site. The response rate is 44 out of 70 total pharmacists at the hospital, which is 63 percent of the total target group. Even though the response rate is high enough to represent the total group, higher response rate would give higher result reliability.

For future research, there are several topics to consider. Conducting a qualitative survey like individual or focus group interview would give more in-depth information. Furthermore, a research study on the effects of leadership styles, co-operation, and safety culture on pharmacist engagement at the hospital is recommended.

REFERENCES

- Adams S. (2014). The best healthcare jobs in 2015. Forbes website. <http://www.forbes.com/sites/susanadams/2014/12/04/the-best-healthcare-jobs-in-2015/>.
- Anitha, J. (2014). Determinants of employee engagement and their impact on employee performance. *International journal of productivity and performance management*.
- Baruch, Y., & Holtom, B. C. (2008). Survey response rate levels and trends in organizational research. *Human relations*, 61(8), 1139-1160.
- Bates, S. (2004). Getting engaged. *HR magazine*, 49(2), 44-51.
- Baumruk, R. (2004), "The missing link: the role of employee engagement in business success". *Workspan*, Vol. 47, pp. 48-52.
- Chanakit, T., Low, B. Y., Wongpoowarak, P., Moolasarn, S., & Anderson, C. (2015). Hospital pharmacists' perceptions of the suitability of doctor of pharmacy graduates in hospital settings in Thailand. *BMC medical education*, 15(1), 181.
- Council, C. L. (2004). Driving performance and retention through employee engagement. Washington, DC: Corporate Executive Board, 32.
- Fiabane, E., Giorgi, I., Sguazzin, C., & Argentero, P. (2013). Work engagement and occupational stress in nurses and other healthcare workers: the role of organisational and personal factors. *Journal of Clinical Nursing*, 22(17-18), 2614-2624.
- Harter, J. K., Schmidt, F. L., & Hayes, T. L. (2002). Business-unit-level relationship between employee satisfaction, employee engagement, and business outcomes: a meta-analysis.
- Hinkle, D. E., Wiersma, W., & Jurs, S. G. (2003). *Applied statistics for the behavioral sciences*.

- Institute for Employment Studies Survey (2003). Employee engagement. Institute for Employment Studies. Newsletter. <http://www.employment-studies.co.uk/news/129theme.php>.
- Kahn, W. A. (1990). Psychological conditions of personal engagement and disengagement at work. *Academy of management journal*, 33(4), 692-724.
- Kompasso, S. M., & Sridevi, M. S. (2010). Employee engagement: The key to improving performance. *International journal of business and management*, 5(12), 89.
- Mani, V. (2011). Analysis of employee engagement and its predictors. *International Journal of Human Resource Studies*, 1(2), 15.
- Max C. (2012). Employee Engagement and the Transformation of the Health Care Industry. *Forces of Change: New Strategies for the Evolving Healthcare Marketplace*, Jossey-Bass, 2012, edited by David A. Shore.
- National Health Service Survey Coordination Center (2017). Survey Documents. <http://www.nhsstaffsurveys.com/Page/1058/Survey-Documents/Survey-Documents/>
- Nyame-Mireku, M. N. (2012). Determinants of job satisfaction among hospital pharmacists and their intent to leave using Herzberg's two-factor theory (Doctoral dissertation, Capella University).
- Perrin, T. (2003). The 2003 Towers Perrin talent report: US report. Understanding what drives employee engagement. Stamford, CT: Author. Accessed online on March, 1, 2009.
- Pisansit T., Nilawan U. (2015). Projection of Pharmacist Workforce in Thailand
- Rajagopal, N., Abraham, S.M. (2007). Employee Engagement – Application of IES Tool. *Management and Labour Studies*, 32(3), 390-401.
- Richman, A. (2006). Everyone wants an engaged workforce, how can you create it?. *Workspan*, 1 (6) pp. 36-39.
- Rivera, R. R., Fitzpatrick, J. J., & Boyle, S. M. (2011). Closing the RN engagement gap: which drivers of engagement matter?. *Journal of Nursing Administration*, 41(6), 265-272.
- Robinson, D., Perryman, S., & Hayday, S. (2004). The drivers of employee engagement. Report-Institute for Employment Studies.

- Saks, A. M. (2006). Antecedents and consequences of employee engagement. *Journal of managerial psychology*, 21(7), 600-619.
- Shaw, K. (2005), "An engagement strategy process for communicators". *Strategic Communication Management*, Vol. 9 No. 3, pp. 26-9.
- Stephen Y. (2014). Global trends in employee attraction, retention and engagement. *HR Matters*, issue 07, 9.
- SurveyMethods (2017). What is the Difference Between Qualitative Research and Quantitative Research?. <https://surveymethods.com/blog/what-is-the-difference-between-a-qualitative-and-quantitative-survey/>.
- The Advisory Board Company Survey Solutions (2013). Hospital Workforce Engagement Benchmark Report: 2013. <http://ns.advisory.com/Employee-Engagement-Initiative-Hospital-2013-Workforce-Engagement-Benchmark-Report>.
- Training, D. C. (2012). What drives employee engagement and why it matters. Dale Carnegie Training White Paper, 1-6.
- Van Schalkwyk, S., Du Toit, D. H., Bothma, A. S., & Rothmann, S. (2010). Job insecurity, leadership empowerment behaviour, employee engagement and intention to leave in a petrochemical laboratory. *SA Journal of Human Resource Management*, 8(1), 7-pages.



Appendix A: Questionnaire

แบบสอบถามปัจจัยที่มีผลต่อความผูกพันองค์กรในพนักงานกลุ่มเภสัชกร

แบบสอบถามนี้เป็นส่วนหนึ่งของโครงการสารนิพนธ์ หลักสูตรปริญญาโท มหาวิทยาลัยการจัดการศึกษามหิดล

คำชี้แจง: แบบสอบถามนี้จัดทำขึ้นเพื่อใช้เป็นเครื่องมือในการวิจัยและเก็บรวบรวมข้อมูลเกี่ยวกับ "ปัจจัยที่มีผลต่อความผูกพันองค์กรในพนักงานกลุ่มเภสัชกร"

แบบสอบถามนี้ใช้เวลาตอบประมาณ 10 นาที ข้อมูลที่ท่านตอบจะถูกเก็บเป็นความลับและใช้เพื่อวัตถุประสงค์ในการทำงานวิจัยเท่านั้น

ขอขอบพระคุณเป็นอย่างสูงที่สละเวลาในการตอบแบบสอบถามนี้

หากมีข้อสงสัยใดๆ กรุณาติดต่อ วลัยวัลย์ ณัฐคุรงค์ zenanazany@gmail.com

ส่วนที่ 1: ข้อมูลทั่วไป

1.1 เพศ ชาย หญิง

1.2 อายุ _____ ปี

1.3 ตำแหน่งงาน เภสัชกรระดับปฏิบัติการ หัวหน้าหน่วย ผู้จัดการขึ้นไป

1.4 อายุงาน ต่ำกว่า 6 เดือน 6 เดือนถึง 1 ปี 1-2 ปี 2-5 ปี 6-10 ปี

11-15 ปี 16-20 ปี 21-25 ปี 26 ปีขึ้นไป

ส่วนที่ 2: แบบสอบถาม

ลำดับ	คำถาม	เห็นด้วยอย่างยิ่ง	เห็นด้วย	ปานกลาง	ไม่เห็นด้วย	ไม่เห็นด้วยอย่างยิ่ง
1	ฉันต้องคิดหนัก หากจะต้องลาออกจากองค์กร	5	4	3	2	1
2	ที่นี่สร้างแรงบันดาลใจให้ฉันรู้สึกอยากทำงานให้ได้ดีที่สุดในทุกๆวัน	5	4	3	2	1
3	ฉันรู้สึกมีส่วนร่วมในการตัดสินใจต่างๆ ที่มีผลต่องานของฉัน	5	4	3	2	1
4	ข้อเสนอแนะที่ดีจากพนักงานที่นี่มักจะถูกดูแล	5	4	3	2	1
5	ผู้บริหารระดับสูงปฏิบัติต่อพนักงานเสมือนเป็นทรัพยากรที่มีค่ามากที่สุดขององค์กร	5	4	3	2	1
6	ผู้บริหารระดับสูงมีการตอบสนองต่อ feedback ของพนักงาน	5	4	3	2	1
7	ผู้บริหารระดับสูงทำให้ฉันรู้สึกตื่นเต้นกับทิศทางในอนาคตของโรงพยาบาล	5	4	3	2	1
8	เมื่อมีข้อมูลหรือการเปลี่ยนแปลงที่สำคัญภายในองค์กร จะมีการสื่อสารให้ฉันรับทราบเสมอ	5	4	3	2	1
9	ฉันสามารถเข้าถึงข้อมูลที่เป็นต่อการทำงานของฉัน	5	4	3	2	1
10	การสื่อสารภายในองค์กรนี้ มีประสิทธิภาพ	5	4	3	2	1
11	ฉันรู้สึกว่าได้รับการปฏิบัติอย่างเท่าเทียม	5	4	3	2	1
12	สภาพแวดล้อมในการทำงานที่นี่ ปราศจากการกั้นแง้งและคุกคามต่างๆ	5	4	3	2	1
13	องค์กรยึดมั่นในเรื่องการให้โอกาสทุกคนอย่างเท่าเทียมกัน	5	4	3	2	1
14	ฉันรู้สึกพึงพอใจในสภาพแวดล้อมในสถานที่ทำงานของฉัน	5	4	3	2	1

ลำดับ	คำถาม	เห็นด้วยอย่างยิ่ง	เห็นด้วย	ปานกลาง	ไม่เห็นด้วย	ไม่เห็นด้วยอย่างยิ่ง
15	ฉันรู้สึกพึงพอใจในคุณภาพของอุปกรณ์ที่ใช้ในการทำงาน	5	4	3	2	1
16	โรงพยาบาลนี้สามารถจัดการปัญหาด้านความปลอดภัยได้อย่างรวดเร็วและมีประสิทธิภาพ	5	4	3	2	1
17	องค์กรให้ผลตอบแทนหรือรางวัลอย่างเหมาะสมแก่ผู้ที่มีผลการปฏิบัติงานดี	5	4	3	2	1
18	ฉันได้รับผลตอบแทนที่เหมาะสมสอดคล้องกับความทุ่มเททำงาน	5	4	3	2	1
19	สวัสดิการขององค์กรตอบสนองความต้องการของฉันได้ดี	5	4	3	2	1
20	องค์กรนี้ให้ความสำคัญกับครอบครัวพนักงาน	5	4	3	2	1
21	องค์กรให้โอกาสความก้าวหน้าในงานอย่างเท่าเทียมกัน	5	4	3	2	1
22	องค์กรมอบสวัสดิการที่เหมาะสมแก่ครอบครัวพนักงาน	5	4	3	2	1
23	ผู้บังคับบัญชาของฉันสนับสนุนการเรียนรู้และพัฒนาพนักงานอย่างจริงจัง	5	4	3	2	1
24	องค์กรมีการจัดการฝึกอบรมและพัฒนาที่ช่วยสร้างทักษะที่เป็นประโยชน์ให้กับฉัน	5	4	3	2	1
25	ฉันได้รับการฝึกอบรมอย่างเพียงพอสำหรับการทำงานในตำแหน่งปัจจุบัน	5	4	3	2	1
26	ความร่วมมือระหว่างแผนก/ฝ่ายต่างๆ มีประสิทธิภาพ	5	4	3	2	1
27	เพื่อนร่วมงานทำงานร่วมกันเพื่อบรรลุเป้าหมายของโรงพยาบาล	5	4	3	2	1
28	เพื่อนร่วมงานรับฟังและเคารพในความคิดความรู้สึกของฉัน	5	4	3	2	1
29	ฉันได้รับ feedback ในการทำงานอย่างสม่ำเสมอ	5	4	3	2	1
30	การวัดผลการปฏิบัติงานของฉัน มีความยุติธรรม	5	4	3	2	1
31	ฉันทราบว่าเป้าหมายการทำงานของฉันมีความเชื่อมโยงอย่างไรกับเป้าหมายขององค์กร	5	4	3	2	1
32	ผู้บังคับบัญชาของฉันมีความเข้าใจในสิ่งที่ฉันทำและชีวิตส่วนตัวของพนักงาน	5	4	3	2	1
33	ผู้บังคับบัญชาของฉันมีการตั้งเป้าหมายและความคาดหวังกับฉันอย่างชัดเจน	5	4	3	2	1
34	เมื่อมีปัญหาเกิดขึ้น ผู้บังคับบัญชาของฉันให้ความช่วยเหลือเป็นอย่างดี	5	4	3	2	1
35	ปริมาณงานที่ฉันได้รับมีความเหมาะสม ทำให้ฉันสามารถทำงานได้อย่างมีประสิทธิภาพ	5	4	3	2	1
36	มีจำนวนพนักงานเพียงพอที่จะตอบสนองต่อความต้องการของลูกค้าได้อย่างเหมาะสม	5	4	3	2	1
37	ฉันสามารถสร้างความสมดุลระหว่างการทำงานกับชีวิตส่วนตัวได้อย่างเหมาะสม	5	4	3	2	1
38	หน้าที่และความรับผิดชอบในงานของฉันมีความหลากหลาย	5	4	3	2	1
39	งานของฉันเป็นงานที่น่าสนใจและท้าทาย	5	4	3	2	1
40	ฉันรู้สึกภาคภูมิใจในหน้าที่การงานของฉัน	5	4	3	2	1

- ขอขอบพระคุณเป็นอย่างสูงที่สละเวลาในการตอบแบบสอบถาม -