

Publicare Medical School Case Study

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Abstract

Publicare Medical School, a leading medical school in Thailand, had encountered several current problems in people management during the year 2011. Clinical Professor Songkrit Kamolvej, M.D., the deputy dean of HR department called Nicha, a consultant from Galaxy Consulting Company, to come back to conduct employee engagement survey for the Publicare Medical School in 2012 after she first ran this survey in 2009. Dr. Songkrit has witnessed some problems in HR system since the university was transformed to autonomous university in 2010. Thanya, the HR director of the medical school, has introduced the employee engagement survey as an organization diagnosis tool to Dr. Songkrit. They both agreed to use this survey to investigate the significant factors that have impacted the engagement levels in different groups of employees, and to obtain information essential to conducting future organizational change and development.

The consulting team used the mixed method, including quantitative and qualitative studies to ensure the reliability of the study. The survey results from 2009 and 2012 were compared at the end of the case for the

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case readers to discuss on: What differences did you notice in the research results between 2009 and 2012? What could be the possible reasons behind those changes? Also, this case can be used to educate professional consultants to prepare the information to conduct the focus-group interviews and/or to review the school document.

Keywords: *Employee Engagement, Health care, Quality of Work Life, Organization Diagnosis*

กรณีศึกษาคณะแพทยศาสตรารักษ์

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บทคัดย่อ

คณะแพทยศาสตรารักษ์ โรงเรียนแพทย์ชั้นนำในประเทศไทย กำลังเผชิญปัญหาในการบริหารงานทรัพยากรมนุษย์ในช่วงปี พ.ศ. 2554 ศาสตราจารย์ นายแพทย์ทรงกฤต กมลเวช รองคณบดีคณะแพทยศาสตร์ ผู้ดูแลงานด้านทรัพยากรมนุษย์ โทรหาคุณนิชาที่ปรึกษาบริษัท กาแล็กซี่ แอสโซซิเอท คอนซัลติ้ง จำกัด เพื่อกลับมาทำการสำรวจความผูกพันของบุคลากรต่อองค์การในปีพ.ศ. 2555 หลังจากเธอได้เข้ามาทำการสำรวจครั้งแรกในปีพ.ศ. 2552 นายแพทย์ทรงกฤตมีข้อสังเกตปัญหาในงานทรัพยากรมนุษย์นี้มาตั้งแต่มหาวิทยาลัยได้มีการปรับเปลี่ยนระบบการบริหารมหาวิทยาลัยมาเป็นมหาวิทยาลัยในกำกับตั้งแต่ปี พ.ศ. 2553 คุณธัญญา ธนดลผู้อำนวยการฝ่ายทรัพยากรมนุษย์ของคณะแพทย์ฯได้แนะนำนายแพทย์ทรงกฤต ถึงการนำเครื่องมือการสำรวจความผูกพันของบุคลากรต่อองค์การมาใช้เป็นเครื่องมือการวินิจฉัยองค์การ ซึ่งทำให้ผู้บริหารทั้งสองตกลงในการใช้แบบสำรวจนี้เพื่อการค้นหาความสัมพันธ์ของปัจจัยที่ส่งผลต่อความผูกพันของบุคลากรต่อองค์การในแต่ละกลุ่ม นอกจากนี้เพื่อได้รับสารสนเทศที่สำคัญต่อการเปลี่ยนแปลงและพัฒนาองค์การ

ทีมที่ปรึกษามีการใช้วิธีการศึกษาทั้งการเก็บข้อมูลเชิงปริมาณและเชิงคุณภาพ เพื่อมั่นใจในผลการศึกษามีความน่าเชื่อถือ ผลการสำรวจในปีพ.ศ. 2552 ถูกเปรียบเทียบกับผลสำรวจในปีพ.ศ. 2555 เพื่อให้ผู้อ่านกรณีศึกษาได้อภิปรายถึงผลการศึกษาที่แตกต่างกันระหว่างปีพ.ศ. 2552 กับปีพ.ศ. 2555 และหาเหตุผลที่ทำให้ผลลัพธ์เกิดความแตกต่างกัน กรณีศึกษานี้เหมาะแก่การใช้สอนที่

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ปรึกษามืออาชีพ เพื่อเตรียมข้อมูลจากผลการศึกษาเชิงปริมาณ ให้สามารถนำไปใช้ในการอภิปรายกลุ่ม
ย่อย และ/หรือเพื่อนำไปสืบค้นเอกสารของคณะในลำดับต่อไป

คำสำคัญ: ความผูกพันของบุคลากรต่อองค์กร สาธารณสุข คุณภาพชีวิตการทำงาน การนิยมนัยองค์กร

Case Opening

It had been almost two years since Nicha and her assistant, Nat, visited the room they were sitting in. It was an office room that belongs to the Deputy Dean of the Publicare Medical School, Clinical Professor Songkrit Kamolvej, M.D. Nicha looked at a pile of documents in front of her and sighed unconsciously seeing the sight of it. She tried to focus on the dialogue they had had with Dr. Songkrit and could not help feeling the strange sense of déjà vu. Dr. Songkrit was not actually a talkative person. The person who occupied much of the conversation was the Human Resource Director of the medical school, Ms. Thanya Thanadol.

By the end of the conversation, Nicha was ready to leave the room, as she promised Dr. Songkrit and Ms. Thanya that her consulting team would come back with a strategic plan for the next meeting. Nicha immediately called up her teammates after they had left Dr. Songkrit's office that evening and scheduled for a meeting the very next morning. There was quite a lot of information to process and she needed to brainstorm with her team to figure out the first draft of the plan. The sooner the meeting took place, the sooner this mess would end, Nicha thought.

Background

Story from the Publicare Medical School

Publicare Medical School has three major functions: teaching, research and service. Publicare Hospital is an essential part of this medical school. Publicare Medical School has been considered as the first, largest and most renowned medical school in Thailand.

The Medical School has a Deputy Dean of Human Resources in charge of the Human Resource Department. There are four divisions under the department: Office of Deputy Dean of HR, Human Resource Management, Human Resource Development and Employee Relations Management. The department essentially takes the leading role in driving HR strategy to support the school's development. There are also HR administrators serving personnel management and development for thirty academic departments that belong to the medical school. The interrelation of the HR Department and the rest of the work units is presented in the Figure 1 below:

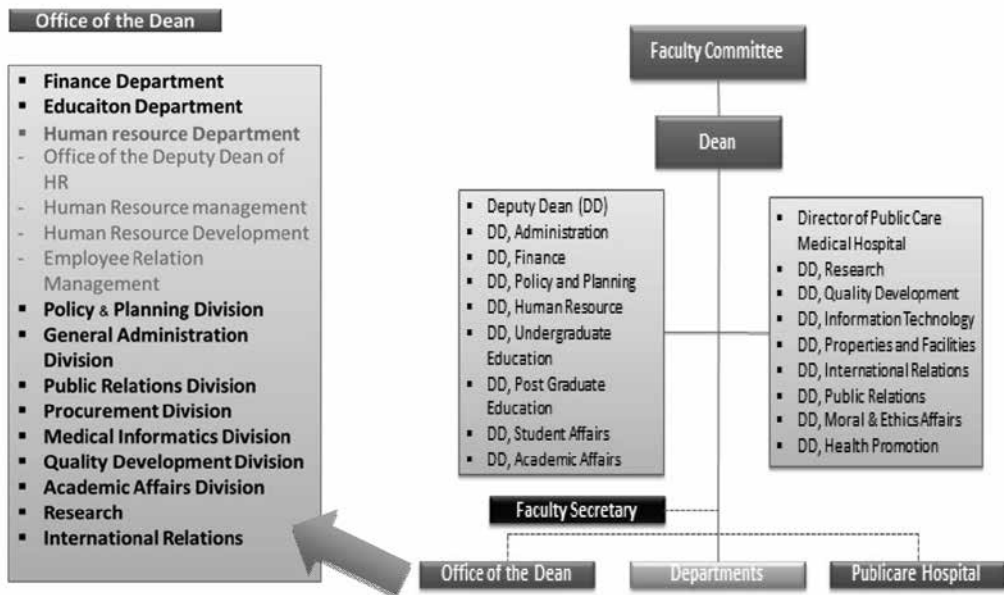


Figure 1: Publiccare organization chart

Soon after the former Deputy Dean of the Publiccare Medical School had retired in 2011, Prof. Dr. Songkrit Kamolvej was appointed to this prestigious position. Dr. Songkrit was a visionary and hard-working man who did not take things for granted. He has witnessed several problems throughout his lengthy years of work. When Dr. Songkrit had assumed this position he determined to handle problems right to the causes and in a timely manner. His wishes were to change and restructure several out-of-date systems embedded in the traditional hospital management, and he wanted to create a new generation of Publiccare people with a high engagement workplace. It was essential, Dr. Songkrit was convinced, that the people management was to strictly follow the school's core values "PUBLIC":

P = Public Concern (Social Responsibility)

U = Unselfishness

B = Believe in People

L = Love as Brother and Sisters

I = Integrity

C = Cooperation for Excellence

Philosophy:

Genuine achievement is in the dedication to the greater benefit of our stakeholders.

Goals:

The Medical School of Publicare aims to reach a higher standard in research, producing broader and more profound knowledge, high quality graduates, and advanced technological knowhow, for the benefits of people.

Vision:

To be a world class medical school of the Asia Pacific region

Mission:

The Medical School has the mission to produce graduates of world-class quality, to render excellent tertiary medical services and research with international contribution, and to provide utmost confidence in good health and quality of lives for the Thai population and world citizens.

Responsibility of the HR Department

The department had allocated a budget for human resource management and development in 2009 to administer tasks as follows:

1. The Office of Deputy Dean of HR was responsible for staff administration and staff information.
2. Human Resource Management (HRM) was responsible for the faculty structure of staffing, budget, and job evaluation.
3. Human Resource Development (HRD) was responsible for staff training and career development.
4. Employee Relation Management was responsible for employee activities, employee engagement, and employee complaints/impeachment.

There were in total 13,696 personnel (data as of 30 September 2009) under the administration of the Deputy Dean of Human Resource, Assistant Deans of Human Resources, Heads of Divisions, and the rest of HR staff that totaled 103 persons.

All personnel had served a large number of both Thai and international patients and aimed to become one of the world-class hospitals in the Asia Pacific region as addressed in the vision “To become the world class medical school in the Asia Pacific region.” Dr. Songkrit was certain that this desire could not have been achieved without having qualified employees. He placed organization and human resource development as one of the top three on his what-to-do lists.

Dr. Songkrit strongly believed in “where there’s a will, there’s a way” concept. He worked his way up to the dean position and gained substantial support from his subordinates because of his outstanding performance and also his “people’s personality.” Dr. Songkrit was convinced that, during his managerial time, the hospital would gain more than enough financial support, not only from the government but also from a large sum of donation from individuals, and the public and private sectors. The way to lead the hospital to become the best in the Asia-Pacific Region was likely achievable through a provision of good infrastructure, and high-tech medical devices and well-trained personnel. Yet, he was not so sure about the will; the determination of his employees to be willingly involved with the hospital goals and to push it further. The recent survey overall results about the core values—PUBLIC, did not come out very high. Moreover, the return rate of the survey was low and the returned documents were with a great number of missing data.

Dr. Songkrit realized he needed to work in sync with the HR director and her team. He discussed with Ms. Thanya about her concern for the employees’ relations and the degree of employee involvement. In response, the HR director recommended her superior that the hospital would need to conduct an employee engagement survey. This was something Ms. Thanya had been meaning to discuss with her boss for a while since the employee engagement survey had been requested in the HA (Hospital Accreditation). The survey would give the Deputy Dean an answer to the question of “the will” of the employees, she believed. Ms. Thanya advised that it’d be best to subcontract the employee engagement (EE) project to a group of external consultants, whom her employee relations (ER) team would work in conjunction with. The upcoming task was to send out a request for a proposal to “get the ball rolling.”

Soon after the Deputy Dean had approved the EE project, the HR people contacted several consulting firms for project bidding. The final

decision was to outsource the project to a firm called “The Galaxy Associate Consulting Co., Ltd.” A senior consultant of the Galaxy Associate, Nicha Passadawan, was the leader of this project.

Apparently, for Nicha, the winning came after a discussion between the Galaxy team and the Publicare management on how the consulting team thought employee engagement would be important to the medical department. During the discussion, Dr. Songkrit stated that he had been convinced employee engagement has been nothing but a popular term found only in practical journals where it has its basis in practice rather than theory and empirical research¹. He contended that engagement has the sense of being somehow faddish or what some of his colleagues might say, “easy come, easy go.” Hence he needed to hear some “academic” explanations from the consulting team. Dr. Songkrit asked “Khun Nicha, could you please tell us the difference between employee engagement and employee satisfaction? I also would like to know how employee engagement is different from some other well-established constructs such as organizational commitment and organizational citizenship behavior (OCB)...Why wouldn’t we conduct a survey, let’s say, on organizational commitment instead of employee engagement?”

“Here we are...big OB jargons. Lucky we got ourselves prepared!”, Nicha thought and glanced over at the rest of her team. Luck or not, she never would have gone to a pitching without having a good deal of preparation and trying to learn whom she was dealing with. Digging into the organizational behavior (OB) archive must pay off more or less for the whole team.

Soon after that, Nicha and her team started to work in line with the objectives of the project they had proposed to the hospital. One of the main objectives was to investigate the level of employee engagement at the Publicare Medical School. To elaborate, the consulting team determined to find out employees’ attitude for a variety of factors that affect employee satisfaction and the overall level of employee engagement. Nicha convinced the HR director that Publicare Hospital needed to investigate the relationships among personal factors that affect employee engagement, and to obtain information essential to conducting future organizational change and development.

As such, the first employee engagement (EE) study in 2009 involved 1,117 full-time personnel from every level of the Publicare Medical School, which accounted for approximately 10% of the entire population. The

Galaxy research team used the mixed method, including quantitative and qualitative studies, as well as random sampling, to ensure the reliability of the study. The research team distributed EE questionnaires to the four occupational families: 1) medical doctors, 2) nurses, 3) medical supporters, and 4) administrative supporters.

The research team also conducted focus-group interviews for two days. The first day was for the doctors and administrative supporters. The second day was for nurses and medical supporters.

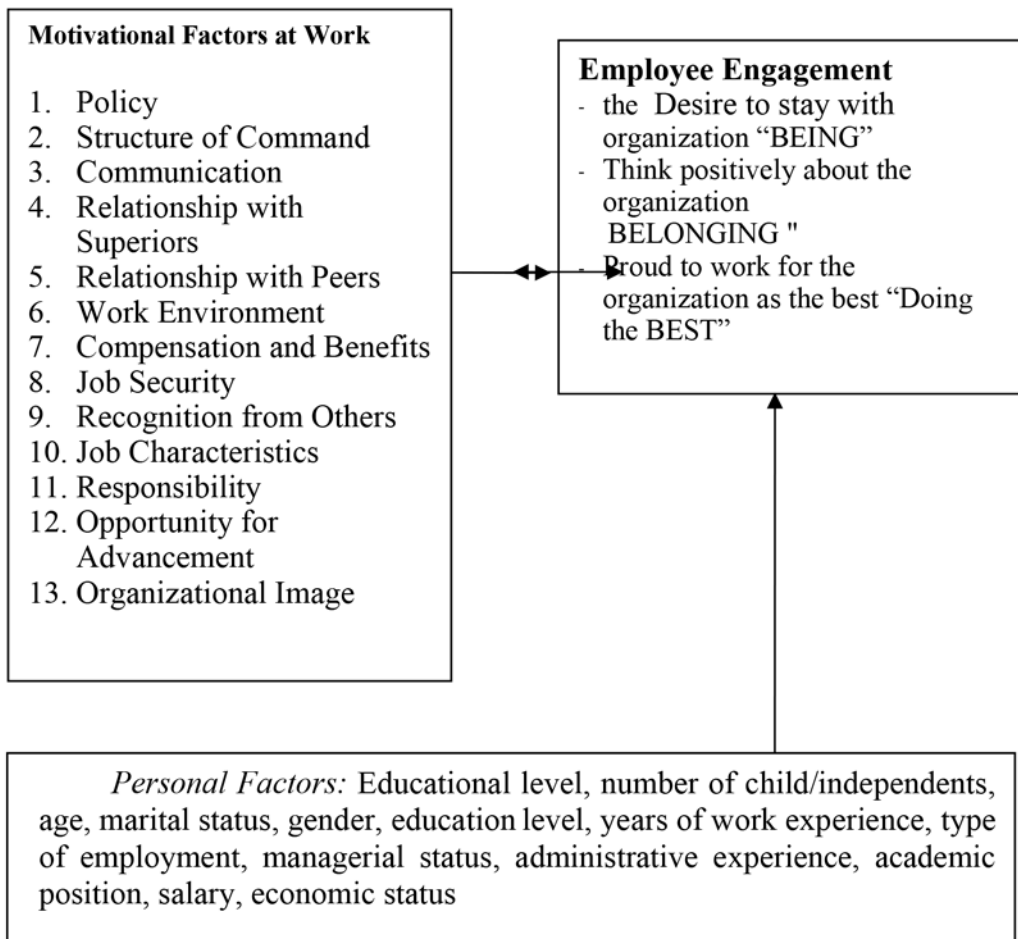


Figure 2: The Study Framework

The results from the first survey of satisfaction factors that affected employee engagement showed that, overall, employees were moderately satisfied (mean = 3.41). When analyzing the factors that determined employee engagement by running a multiple regression analysis, it revealed that opportunity for advancement, the organization's image and job security ranked as the top three satisfaction factors that affected the level of employee engagement. Table 1 identifies the levels of satisfaction/engagement that were categorized by statistical means.

Table 1: Levels of satisfaction/engagement categorized by statistical means

Means	Satisfaction/Engagement Levels
1.00–2.33	Low
2.34–3.67	Medium
3.68 – 5.00	High

Table 2: Table presents the multiple regression results on the satisfaction factors determining employee engagement in 2009

Employee Satisfaction Factors	Determining Factors	Mean
1. Policy	(5)	3.47
2. Structure of Command		3.46
3. Communication	(6)	3.25
4. Relationship with Superiors		3.42
5. Relationship with Peers		3.58
6. Work Environment		3.34
7. Compensation and Benefits		2.99
8. Job Security	(3)	3.61
9. Recognition from Others		3.43
10. Job Characteristics	(4)	3.44
11. Responsibility	(7)	3.69
12. Opportunity for Advancement	(1)*	3.24
13. Organizational Image	(2)	3.73

The Galaxy research team also separated the studies of the level of satisfaction from the level of employee engagement, and this satisfied Ms. Thanya. They reported to the HR director that, in general, employees were moderately satisfied with their work, yet were highly engaged in working for the hospital.

Table 3: Table presents the means of the employee satisfaction and employee engagement in 2009

Variables	Year 2009		
	Mean	S.D.	Level
Employee Satisfaction	3.41	0.54	Medium
Employee Engagement	3.84	0.6	High

The results of the survey apparently delighted the Deputy Dean and the HR Director of Publicare. They were then excited to see the results of the focus-group interview that followed. Dr. Songkrit thought about the way the management could provide and the will they now believed had been highly embedded within the workforce. Dr. Songkrit and his staff had set aside the worrisome feeling and continued working on other HR functions for the upcoming quarters. Their peace of mind had apparently lasted for almost two years and a half, until several signs of malfunction appeared at the Publicare Medical School.

The Galaxy Associate team was summoned to the Deputy Dean's office once again.

Story from the Galaxy Associate Consulting Group

A small meeting room at the Galaxy Associate Consulting Building was relatively packed with five people. Nicha had started the meeting, as she explained exactly why they all were being called upon at half past eight in the morning. She and Nat, her assistant, summed up the meeting they had with Dr. Songkrit and Ms. Thanya on the day before.

The team noted that there had been a big operating transformation that had happened at the medical school. As a consequence of the education reform initiated by the 1999 National Education Act, twenty-four public universities, conventionally a part of the Thai Civil Services and restrained by bureaucratic administration, have been encouraged to transform into autonomous public universities. The school transformation was in terms of academic affairs, personnel, and financial as well as budget management².

It was clear that the medical school was having problems regarding their human resources in most of the job families, especially the nurses after the transition in 2010. The consulting team was informed about the increasing turnover rate. Employees seemed to come and go easily, and

the HR people, therefore, had spent time on individual coaching more than ever. Ms. Thanya even mentioned cases in which line supervisors had claimed they worked smoothly with their subordinates and the next morning these people showed up for resignation. That was apparently one of the alarming signs. Apart from that, the absenteeism rate had been shooting up and people seemed to have excuses for not coming to work. The work that belonged to the resigned or absent workers had been unavoidably transferred to the rest of the division workforce and, as a result, the employee-complaint level went up. Obviously, HR professionals had started to face challenges and a greater workload than they could effectively handle. Yet, the management had confidence that they could manage the employee morale and cope with the emerging problems.

Nicha and Nat learned that the last straw that pressed the Deputy Dean and the HR Director to reach for external help was the nursing protest. A protest consisting of merely medical professionals had rarely been a case in Thailand, not until a big one that took place in Phitsanulok and Kanchanaburi Provinces on July 2010, when doctors and nurses dressed in black and white to oppose a drafted law on medical malpractice compensation at their hospitals.

Two years later, the nursing protest took place in Bangkok involving approximately 2,000 temp nurses employed by several public healthcare facilities. Nursing representatives came to the protest from all over the country. The protestors simply requested that the government halt the employment freezing that had been going on for five years, and to place 17,000 temporary certified nurses in full-time positions. The ultimatum was that they would get full-time positions, the same treatment their fellow doctors had gotten, or they would walk out to work for private hospitals elsewhere. The Minister of Public Health promised the protesters that the request would be soon taken care of. Four months later, however, the second nursing protest took place. More than 3,000 nurses gathered at the parliament to ask for the promise the government had made of placing temp nurses in 3,667 full-time positions. Among these protesters, Publicare employees apparently made up a big proportion of the group.



Figure 2. Picture of nurse protest on (date) in Bangkok

Source: from <http://www.dailynews.co.th/politics/120499>

The protest clearly put the Publicare management in the hot seat. It seemed that quite a number of nursing staff hired by the medical school were present at the protest. In fact, the protest only represented nurses, not the entire staff. Yet, nurses accounted for almost 25% of the entire workforce. The management realized they had to be sensitive and timely in dealing with this expression of dissatisfaction. There, at the meeting room, the Galaxy Consultant team was presented with the fact and the Publicare management's concerns. The management pointed that they had been considered using the Galax Consulting services again as they wanted the team to use the same but modified research tools and methods to be able to effectively compare the results from the two periods.

The team's immediate task was to reinvestigate the organizational climate and to conduct an organizational diagnosis. Ultimately, they needed to present the management with analyzed data, and to report the factors influencing employee engagement. They also needed to come up with some possible interventions to address and prevent the plummeting morale.

Nicha and Nat made an appointment with Dr. Songkrit and Ms. Thanya after the plan was initiated. They explained what they thought and how they would execute the plan by the set deadlines. The consultants mentioned that they had planned to develop sessions of focus-group interviews with different levels of employees after the survey was done. They insisted that the interviews would help them dig deeper into certain complicated issues.

The school management had shot them questions and made comments before they approved the 2012 employee engagement project and the compensation package for the consulting team. The management essentially wanted to know what they did not do the last time and should be doing this time to prevent the problem. For this second investigation, the Galaxy team targeted 2,600 participants, from exactly four occupational families. They finally received 2,316 survey questionnaires back, ready to get prepared for the data analysis.

Nicha and her team discovered from this second-time investigation that:

Most of the participants were younger than 32 years, and accounted for 35.9%. Thirty-two was the cut-off age they used for separating generation Y (Gen Y) from generation X (Gen X) people. By Gen X people they meant those that were between 33-45 years old and accounted for 33.9%.

Most of the participants (45.2%) were single. Almost half, (41.4%) had no children, and more than half (54.4%) had no custodial burden.

For education level, 45% of them had earned a bachelor degree. A large number of them, or 45.3%, had worked for the medical school for more than 10 years. Nurses accounted for 28.5% of the participants and were the largest group of the four job families.

Interestingly, in terms of compensation, half of the participants (51%) stated that they needed to work at extra jobs elsewhere. About 33% reported that they had lived relatively sustainable lives but accumulated almost no savings.

All in all, the proportion of staff that had a high engagement level was 51%, and those that had a medium engagement level was 47%. This made the overall score of engagement level high (Mean = 3.71). The satisfaction level, however, was found to be at a medium level (Mean = 3.29). Looking more closely, the research team discovered that the participants revealed two high engagement issues: 1) pride and 2) the contribution they had made to the medical school (Doing the BEST Factor). The employees also had high positive thinking about the school (BELONGING Factor); nevertheless, they had just a medium desire to stay (BEING Factor). The team explained Being – Belonging – Doing as the Best Model as follows:

- **A Desire to Stay (BEING)** A state in which employees desire to stay on as members of an organization even though they may have a chance to work for other organizations with better benefits and positions.
- **Being the part of (BELONG)** A state in which employees feel that they are a part of an organization. They are proud to belong to the organization and make positive statements and have positive thoughts about the organization.
- **Fully Dedicated (Doing the BEST)** A state in which employees are fully dedicated to work whole heartedly by using all of their knowledge and ability to achieve results for organizational success.

Table 4: Comparison of the means, standard deviation, and level of the being, belongings, doing-the-best factors between year 2009 and 2012

Factors	2009			2012		
	Means	Level	SD	Means	Level	SD
BEING	3.64	Medium	0.93	3.28	Medium	0.531
BELONGING	3.86	High	0.61	2.69	High	0.577
Doing the BEST	4.03	High	0.6	4.17	High	0.609

There was a certain association between the two different constructs: employee engagement and employee satisfaction. Nicha made a mental note that she would highlight the importance of conducting a parallel research on both variables. She had to present both facts in a report to the Publicare management.

Considering employee satisfaction, the results in 2012 obviously showed that the participants had been merely moderately satisfied. There were, however, two aspects that were highlighted as displaying high satisfaction among the participants: 1) organizational image, and 2) job security. Having shown the management the top-ranked aspects, the Galaxy team thought about showing and discussing with the management the aspects they found least favorable for the participants. Analyzing the least favorable factors was what Nicha and her team did not do when the first organizational diagnosis took place in 2009.

The team conducted a regression analysis and presented a comparison of the determining factors for employee satisfaction between the years 2009 and 2012, and the means of employee satisfaction and engagement between the years 2009 and 2012, in the Table below:

Table 5: Comparison of the regression analysis for determining the factors of employee satisfaction between years 2009 and 2012

Employee Satisfaction Factors	Determining Factors (2009)	Mean	Determining Factors (2012)	Mean
1. Policy	(5)	3.47	(5)	3.42
2. Structure of Command		3.46		3.37
3. Communication	(6)	3.25	(7)	3.16
4. Relationship with Superiors		3.42		3.28
5. Relationship with Peers		3.58		3.40
6. Work Environment		3.34		3.13
7. Compensation and Benefits		2.99	(4)	2.89
8. Job Security	(3)	3.61	(2)	3.48
9. Recognition from Others		3.43	(8)	2.92
10. Job Characteristics	(4)	3.44	(6)	3.53
11. Responsibility	(7)	3.69		3.46
12. Opportunity for Advancement	(1)*	3.24	(3)	3.06
13. Organizational Image	(2)	3.73	(1)	4.10

Table 6: The table presents the means of employee satisfaction and employee engagement in 2009 and 2012

Variables	2009			2012		
	Mean	S.D.	Level	Mean	S.D.	Level
Employee Satisfaction	3.41	0.54	Medium	3.29	0.458	Medium
Employee Engagement	3.84	0.6	High	3.71	0.472	High

In addition to the satisfaction elements, the research team scrutinized personal information in relation to the job families (i.e. medical doctors, nurses, medical support, and administrative support) that had an effect on the engagement results. For this, the demographic factors (age, status, education levels, number of children/dependents, work tenure, work position, job family, economic condition, extra incomes) were examined. The results are displayed in Table 7-10.

Table 7: The table presents the means of employee satisfaction and engagement divided by occupation

Factors	TOTAL		Medical Doctor		Nurse		Medical Support		Administrative Support	
	2009	2012	2009	2012	2009	2012	2009	2012	2009	2012
Employee Satisfaction	3.41	3.29	4.27	3.32	3.34	3.32	3.26	3.27	3.41	3.27
Employee Engagement	3.84	3.71	4	3.66	3.76	3.66	3.61	3.73	3.82	3.76

Table 8: The table presents the multiple regression results on the satisfaction factors determining employee engagement by different occupations in 2009 and 2012

Employee Satisfaction Factors	Medical Doctor			Nurse		Medical Supporter		Administrative Supporter	
	2009		2012	2009		2009	2012	2009	2012
	Determinant	Mean	Determinant	Determinant	Mean	Determinant	Mean	Determinant	Mean
	(4)	3.71	(4)	(4)	3.53	(4)	3.37	(4)	3.34
1. Policy									
2. Structure of Command									
3. Communication									
4. Relationship with Superiors									
5. Relationship with Peers									
6. Work Environment						(1)*	3.3		
7. Compensation and Benefits	(6)	2.96	(2)	2.49	(2)	(3)	2.66	(3)	3.24
8. Job Security	(3)	3.61	(3)	3.31	(3)	(1)*	3.43	(4)	3.51
9. Recognition from Others									
10. Job Characteristics	(5)	3.53	(5)	3.69	(5)	3.33	3.69	(6)	3.39
11. Responsibility									
12. Opportunity for Advancement	(1)*	3.48	(6)	3.95	(3)	3.02	3.03	(2)	3.25
13. Organizational Image	(2)	3.75	(1)	4.26	(1)	3.71	4.26	(1)*	3.75
								(1)	4.15
								(2)	2.98
								(3)	2.97
								(4)	2.83
								(5)	2.83
								(6)	3.5
								(7)	3.52
								(8)	3.39
								(9)	3.04
								(10)	4.09

Table 9: The table presents the multiple regression results on the personal variables determining employee engagement

No	Variables	Total	Medical Doctor	Nurse	Medical Supporter	Administration Supporter
1	Gender					
2	Age	(1)		(1)		(1)
3	Marital Status	(5)			(2)	
4	Number of Childrents					(2)
5	Number of Dependents					
6	Education Level					(3)
7	Years of Work Experience			(3)		
8	Type of Employment	(3)				
9	Managerial Status					
10	Administrative Experience	(4)		(2)		
11	Academic Position		(1)			
12	Revenue					
13	Economics Status	(2)			(1)	

Table 10: The table presents the results of personal variables that were significant for employee engagement

No	Variables	Total	Medical Doctor	Nurse	Medical Supporter	Administration Supporter
1	Gender					
2	Age	(>56 years) > others	(>56 years) > others	(>56 years) > (<45 years)	(46-55 years) > (< 35 years)	(>56 years) > others
3	Marital Status	Married > Single			Married & Divorced > Single	Married > Single
4	Number of Childrents	(>3 kids) > none				(>3 kids) > others
5	Number of Dependents					
6	Education Level					Primary School > Others
7	Years of Work Experience	(31-40 years) > others	(31-40 years) > others	(31-40 years) > others	(31-40 years) > (< 10 years)	(31-40 years) > (<5 years)
8	Type of Employment	Civil Servant > Others		Civil Servant > Others	Civil Servant > Others	
9	Managerial Status	Deputy Dean > Others	Deputy Dean > Others	Department Head > Others		
10	Administrative Experience	Experienced > None		Experienced > None		
11	Academic Position		Professor > Instructor & Assist Pro.	Specialist ชำนาญการ > no position		
12	Revenue	(>60,000 THB) > (< 30,000 THB)		(>45,000 THB) > (<30,000 THB)		
13	Economics Status	sufficient with saving > others	sufficient with saving > others	sufficient with saving > insufficient with debt	sufficient with saving > others	

- Differences in images resulted in differences in the level of engagement. People that were categorized as Generation Y (32 years and below) exhibited less engagement than those that were categorized as Generation (33-45 years) and Baby Boomers (45 and above).
- Differences in marital statuses resulted in differences in the level of engagement. It was clear that single participants had less of an engagement level compared to the married and divorced.
- Differences in number(s) of children/dependents resulted in differences in the level of engagement. That is, the child/dependent-less participants had less of an engagement level than those that had children/dependents.
- Differences in work tenure resulted in differences in the level of engagement. It was apparent that the participants that worked at the Publicare hospital up to 20 and more years had a higher level of engagement than those in any other tenure groups.
- Differences in time period of current positions resulted in differences in the level of engagement. That is, the participants that stayed in the same positions for 3-5 years and above 10 years had a higher level engagement than those that stayed for less than 3 years and for 5-10 years.
- Differences in economic statuses resulted in differences in the level of engagement. This showed that the participants that had saved money had a higher level of engagement than those that had not have any savings and that had debts.
- Differences in having extra incomes resulted in differences in the level of engagement. The participants that had earned extra income had a higher engagement level than those that did not.
- Differences in job families resulted in differences in the level of engagement. The data revealed that, among the four job families, the participants that worked in the patient services had less of an engagement level than those that worked in medical support and administrative functions.

- Differences in the status of the medical school as a consequence of turning from an entirely public to an autonomous public school resulted in differences in the level of engagement throughout the organization. Being autonomous, the medical school hired different types of employees, and compensated differently for each type.

The survey information was sorted, and readied for analysis. The next step that Nicha would need to do was to prepare questions for the focus-group interviews. To present the best recommendation, the information from the focus group could provide an in-depth explanation to the survey results. The Galaxy team seemed to be a little baffled by the quantity of the data at this stage. They needed to put things into perspective and come up with questions, or highlighted factors, based on the heaps of data, to ask the focus-group interviewees. They did not want to waste the employees' precious time so they needed to be precise and right to the point. Nicha and the Galaxy team would spend the upcoming days figuring out the factors they wanted to shed light on. They needed to think hard...

Reference

- Robinson, D., Perryman, S. and Hayday, S. (2004). *The drivers of employee engagement*, Institute for Employment Studies, Brighton, U.K.
- Kirtikara, K. (2002). Thai public university system in transition: Some issues on management and financing. Paper presented at the Thai-UK University Presidents Forum, Bangkok, 17 January 2002.

Endnotes

- ¹ Robinson, D., Perryman, S. and Hayday, S. (2004). *The drivers of employee engagement*, Institute for Employment Studies, Brighton, U.K.
- ² Kirtikara, K. (2002). Thai public university system in transition: Some issues on management and financing. Paper presented at the Thai-UK University Presidents Forum, Bangkok, 17 January 2002.