

The Impacts Among Job Demands, Work Engagement, Work Schedule Flexibility, and Financial Reward on Turnover Intentions

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***Abstract** The purpose of this study was to apply turnover intention theory to employee turnover intention in a private hospital setting and confirm the validity of conceptual model. The proposed turnover intention theory model for suppressing turnover intention was tested using data collected from 890 professional nurses, who had been working in the private hospital industry. The results showed that a modified theory with five components (job demands, work engagement, work schedule flexibility, financial reward, and turnover intention) best explained turnover intention. The factors leading to job satisfaction (motivation to stay) are distinct from those that lead to job dissatisfaction. The study also indicated that financial reward factors had more influence on professional nurses than do other factors. The results suggested that private hospital managers need to concentrate more on financial reward to better decrease turnover intention was provided.*

Keywords: Job demands, Work engagement, Work schedule flexibility, Financial rewards, Turnover intentions.

1. Introduction

The Thai private hospitals have high competition for services and have long struggled with this problem due to high turnover of professional nurses. It is believed that the nature of the work, low pay, and its long working hours contribute to the high turnover. Based on several reports, it is clear that Thailand nursing professional is in a crisis. The problems concerning nursing practice in public hospitals are those related to the work environment, equipment, remuneration and opportunity for advancement. Some of the problems have been resolved to a certain degree, for example special payment for evening and night shifts, providing more equipment and personnel, allowing more opportunities for advancement, and producing more nurses at the professional and technical level. However, the scarcity of nurses continues to exist. The frequent evening and night shifts resulted in low quality services, stress, and inadequate relationships with patients and their relatives. To compensate for low salaries, nurses seek part-time jobs in private hospitals, which further reduce their chances for personal development. Some private hospitals also suffer from shortages of personnel as many of their nurses go for continuing education, resign as a result of dissatisfaction with the welfare provided or with the administration, or change to other kinds of jobs. Hospital administrators have tried to solve the problem by arranging for overtime work, hiring part-time nurses, having other hospital personnel assist in the work, or by increasing payments (Srisuphan, Senaratana, Kunaviktikul, Tonmukayakul, Charoenyuth, & Sirkianokwilai, 1998, p. 2). Thus, to effectively address this turnover intentions problem, job demands, work engagement, work schedule flexibility, and financial reward could be on-going and critical issues for managers in hospital operations. Thus, one main purpose of the study is to obtain a better understanding of employee's motivation to stay by testing the proposed

turnover intention model. Professional nurses (who have been working in the private hospitals in Thailand) require intelligence, job knowledge, skills, and time management ability. In addition, one of strategy that private hospital service providers use to attract the patients for their treatments in Thailand is to emphasize its well-trained medical specialists, over with degrees from well-known overseas institutes. It was acknowledged by private hospital service providers that having specialized and qualified doctors and staffs proved a competitive advantage for the hospitals (Rerkrujipimol & Assenov, 2008, p. 7). According to Huselid, Jackson, and Schuler (1997), a resource-based view of an organization indicates that human resource capital typically provides a very important source of competitive advantage. Successful organizations win with a skilled, knowledgeable workforce that is able to create new ideas and show the innovations of products and services. If employees who possess such knowledge and skills (professional nurse) leave, an organization essentially loses their (expensively acquired) intellectual capital. The focus of the turnover research is to identify why employees quit. However, without incentive strategies to improve retention, an employee would not support growth aspirations in a professional nurse career. Therefore, the study also intends to examine the relative importance of influential factors that decrease nurses' turnover intention for employees of the private hospitals with job demands, work engagement, perceived organizational support, work schedule flexibility, and financial reward.

The proposed turnover intention model could help hospital management understand the critical role of professional nurses. Furthermore, the research model could also be applied to individuals' turnover intention at the managerial level in the private hospital industry.

2. Literature review

2.1 Turnover intention

The importance of employee's turnover intentions has been recognized as the demand for qualified employees wanting to leave. Current organizational and turnover intention approach concentrating on how to decrease turnover, which is relative in emphasis for qualified employees. Sager, Griffeth, and Hom (1998, p. 255) defined turnover intention as mental decision intervening between an individual's attitude regarding the job and his or her decision to leave or stay in the workplace. According to Elangovan (2001), turnover intention represents an attitudinal orientation or a cognitive manifestation of the behavioral decision to leave. Huselid, Jackson, and Schuler (1997) described a resource-based view of an organization as one which indicates that human resource capital typically provides a very important source of competitive advantage. If employees who possess such knowledge and skills (professional nurses) leave, an organization, it essentially loses their (expensively acquired) intellectual capital. At this point, turnover intention was conceptualized as an indicator of considering leaving job behaviors.

2.2 Job demands

Karasek (1997) defined job demand as task requirement or quantitative workloads within a particular job which is composed of the work quantity and time restrictions of the work of to the work. In addition, Jones and Fletcher (1996, p 89) defined job demand as "the degree to which the environment contains stimuli that preemptory requires attention and response." Schaufeli and Bakker (2004, p. 295) who suggested that demands are the "things that have to be done" and "in every job something has to be done" also found that job demands are physical, psychological, social, or organizational aspect of job requiring an effort by the employee. Based on these ideas, the hypothesis 1 (H1) was developed as follows:

H1: Job demands have a positive effect on an employee's turnover intention.

2.3 Work engagement

Bakker and Leiter (2010, p. 182) described that work engagement refers to involvement, commitment passion, enthusiasm, absorption, focused effort, and energy it entails an energetic behavior (vigor), an emotional (dedication), and a cognitive (absorption) component. Advantageous consequences of engagement for an organization include outcomes such as increased profit and productivity, increased customer satisfaction, decreased turnover (Harter, Schmidt, & Hayes, 2002). In addition, work engagement negatively predicted an intention to leave (Schaufeli & Bakker 2004; Sak, 2006). However, Gostick and Elton (2007) supported the relationship between engagement and turnover where an employee with low engagement is considered as a “threat” to the organization and has a high risk of turnover. Thus, the hypothesis 2 (H2) was formulated as follows:

H2: Work engagement has a negative effect on an employee’s turnover intention.

2.4 Financial reward

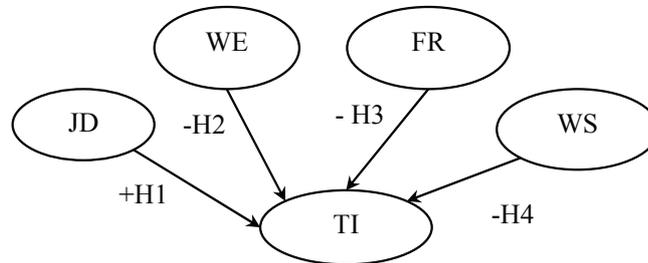
According to the index of organizational reactions (IOR), Kahn and Byossier (1990) found that employees would feel obligated to bring themselves into their work performance if the organization did not provide these financial rewards or compensations for the resources and benefits, and they are more likely to disengage from their work role. Rhoades, Eisenberger, and Armeli (2001), supported that if employees did not feel that justice and rewards are fair, they would withdraw and disengage from the organization. Financial reward systems are particularly useful for controlling turnover of employees who are high performers because the more rewards under an employee performance contingent system, the more satisfied and be lesser motivated to leave would occur. (Allen & Griffeth, 2001). On the other hand, without performance contingent rewards, the relationship between financial rewards and turnover intention becomes positive such that individuals who are not rewarded are much more likely to leave rather than employees who are rewarded while this may be true, there may be many factors that may cause turnover, not only financial rewards (Trevor, Gerhart, & Boudreau, 1997). In addition, based on the workplace culture, rewards for task completion demonstrating high satisfaction and low turnover together are as indicators of the desire to stay in workplace (March & Simon, 1958). The basis of this rational and evidence provided in the earlier studies led to the test the hypothesis 3 (H3) as follows:

H3: Financial reward has a negative effect on an employee’s turnover intention.

2.5 Work schedule flexibility

Employees who have to work with increasing working hours may have different work and leisure expectations, but it was reported that employees want to work with fewer working hours (Major, Klein and Ehrhart 2002). Furthermore, long working hours could result in other negative impacts such as a trouble in balancing home and work life leading to psychological distress (burnout), decreased performance, and decreased job satisfaction (Frone, Russell, & Barnes, 1996; Major et al., 2002). Work schedule flexibility enhances employees’ quality of work life and lessens the degree to which work and family role conflict (Baltes et al., 1999; Major et al., 2002). In addition, Rosin and Korabik (2002) described that work schedule flexibility would be beneficial in motivating employees, particularly in high performing professions as well as decreasing turnover. Hence, the hypothesis 4 (H4) was formulated as follows:

H4: Work schedule flexibility has a negative effect on an employee’s turnover intention.



Note 1

JD represents Job Demand
 WE represent Work Engagement
 FR represents Financial Reward
 WS represents Work Schedule Flexibility
 TI represents Turnover Intention

Figure 1. The Conceptual Framework of the study

3. Research Methodology

3.1 Measurement Items and Statistical Analysis

All constructs employed in this study were drawn from the literature of exogenous, endogenous variable and all the items were rated on a 7-point Likert scale ranging from strongly disagree to strong agree. Job demand was measured by using job content questionnaire (JCQ) scales of Karasak (1997). This dimension consisted of 26 items (Karasak et al., 1998). Work engagement measure was drawn from the "UWES" (Utrecht Work Engagement Scale), which consisted of 17 items based on these subscales (i.e., vigor, dedication, and absorption) Schaufeli & Bakker, (2003). Thus, based on three factors questionnaire, work engagement was measured on an employee's personal perception from Utrecht Work Engagement Scale (Schaufeli, Bakker, & Salanova, 2006; Schaufeli & Bakker, 2004). In addition, financial reward is defined as the facet of the index of organizational reactions (IOR) which identifies an employee's position regarding the relationship of job performance and the amount of money received. The questionnaire consisted of 5 items which were adopted from items 33 to 37 of survey instrument of the index of organizational reactions (IOR) in order to measure work schedule flexibility scale (Cook, Hepworth, Wall, & Warr, 1981). Besides, the questionnaire of work schedule flexibility scale consisted of 5 items which were measured on a 7-point Likert scale ranging from 1 to 7. In addition, Dunham, Smith, and Blackburn (1977) validated the IOR through 12,971 respondents, and the 42 items of questions were divided into the eight facets of job satisfaction identified (Dunham, Randall, Frank, & Richard, 1977). Work schedule flexibility was assessed by using Rothausen (1994)'s scale, which consisted of 5 items. This scale was used to measure the extent to which professional nurses feel they have resilience in scheduling work and doing flextime work (Rothausen, 1994). Finally, turnover intentions are defined as the act or process of an employee being consider leaving job behaviors. Fourteen items were adopted to measure to turnover intentions (Jacobs & Roodt, 2008).

3.2 Data collection

Professional nurses, who had worked in private hospitals from 44 medium and large size hospitals in Bangkok and Metropolitan Area (BMA) and its vicinity, participated in the surveys. Data collection was done by using a convenience sampling method, and a consent letter was distributed to each potential respondent as an introduction to the survey instrument highlighting confidentiality and risks faced by respondents in the current study. A total of 890 surveys were distributed to professional nurses in

these participating private hospitals were used for data analysis. Table 2 demonstrated the hospital name lists and the numbers of hospitals from data collected. The data showed that 47.95 percent (44 hospitals) of hospitals were located in Bangkok.

4. Results

4.1 Sample profile and Descriptive analysis

Table 1 shows information of the sample profile and the descriptive analysis are presented in Table 3.

Table 1. Respondents' profiles

| Item | Category | Count | Percentage |
|--|--|-------|------------|
| Gender | Female | 875 | 98.3 |
| | Male | 15 | 1.7 |
| Age | Under 30 years old | 493 | 55.3 |
| | 30 – 40 years old | 330 | 37.2 |
| | 40 – 50 years old | 55 | 6.2 |
| | Over 50 years old | 12 | 1.3 |
| Marital status | Single | 609 | 67.6 |
| | Married | 263 | 30.2 |
| | Divorce/widowed | 18 | 2.0 |
| Education | Diploma of nursing | 25 | 2.8 |
| | Bachelor's degree | 831 | 93.4 |
| | Higher than Bachelor's degree | 28 | 3.1 |
| Years of working experience in nursing | Less than 1 years | 78 | 8.8 |
| | More than 1 – 5 years | 362 | 40.7 |
| | More than 5 – 10 years | 263 | 29.6 |
| | More than 10 years | 187 | 21.0 |
| Years of working with the hospital | Less than 1 year | 174 | 19.6 |
| | More than 1 – 2 years | 146 | 16.4 |
| | More than 2 – 5 years | 268 | 30.1 |
| | More than 5 years | 302 | 33.9 |
| Department | Intensive care unit (ICU)/ Emergency room (ER) | 42 | 4.7 |
| | Pediatrics or mother and child | 151 | 17.0 |
| | Surgery | 185 | 20.8 |
| | Internal medicine | 354 | 39.8 |
| | Other | 158 | 17.8 |

Table 2 The Hospital Name Lists of Collected Data

| Item | Hospital Name | No. of Beds | Count of Data (N) | Percentage of Data |
|------|---|-------------|-------------------|--------------------|
| 1 | Bumrungrad International Hospital | 554 | 30 | 3.37% |
| 2 | Bangkok Hospital | 256 | 20 | 2.25 % |
| 3 | Bangkok Christian Hospital | 198 | 20 | 2.25 % |
| 4 | BNH Hospital | 86 | 20 | 2.25 % |
| 5 | Bangkok 9 Hospital | 200 | 20 | 2.25 % |
| 6 | B Care Medical center Hospital | 136 | 20 | 2.25 % |
| 7 | Camillian Hospital | 120 | 20 | 2.25 % |
| 8 | Central General Hospital | 200 | 20 | 2.25 % |
| 9 | Kasemrad Hospital (Sukhapibal 3) | 100 | 20 | 2.25 % |
| 10 | Kasemrad Hospital (Prachachuen) | 373 | 20 | 2.25 % |
| 11 | Kasemrad Hospital (Bangkae) | 317 | 20 | 2.25 % |
| 12 | Kluaynamthai Hospital 1 | 200 | 20 | 2.25 % |
| 13 | Kluaynamthai Hospital 2 | 100 | 20 | 2.25 % |
| 14 | Krung Siam St. Carlos Medical Center Hospital | 100 | 20 | 2.25 % |
| 15 | Ladprao General Hospital | 180 | 20 | 2.25 % |
| 16 | Mayo Hospital | 162 | 20 | 2.25 % |
| 17 | MongkutwatanaGenneral Hospital | 100 | 20 | 2.25 % |
| 18 | Nakornthon Hospital | 150 | 20 | 2.25 % |
| 19 | Nonthavej Hospital | 280 | 20 | 2.25 % |
| 20 | Pathumvech Hospital | 200 | 20 | 2.25 % |
| 21 | Paolo Siam Hospital (Ladprao) | 120 | 20 | 2.25 % |
| 22 | Paolo memorial Hospital (Phayathai) | 237 | 20 | 2.25 % |
| 23 | Petcharavej Hospital | 200 | 20 | 2.25 % |
| 24 | Phatara-Thonburi Hospital | 350 | 20 | 2.25 % |
| 25 | Phyathai Hospital 1 | 350 | 20 | 2.25 % |
| 26 | Phyathai Hospital 2 | 260 | 20 | 2.25 % |
| 27 | Phyathai Hospital 3 | 300 | 20 | 2.25 % |
| 28 | Praram9 Hospital | 160 | 20 | 2.25 % |
| 29 | Piyavate Hospital | 100 | 20 | 2.25 % |
| 30 | Ramkhamhaeng Hospital | 486 | 20 | 2.25 % |
| 31 | Rangsit General Hospital | 200 | 20 | 2.25 % |
| 32 | Saint Louis Hospital | 315 | 20 | 2.25 % |
| 33 | Samitivej Hospital (Sukhumvit) | 275 | 20 | 2.25 % |
| 34 | Samitivej Hospital (Srinakarin) | 154 | 20 | 2.25 % |
| 35 | Srisaim Hospital | 100 | 20 | 2.25 % |
| 36 | Sikarin Hospital | 126 | 20 | 2.25 % |

Table 2 The Hospital Name Lists of Collected Data (continued)

| Item | Hospital Name | No. of Beds | Count of Data (N) | Percentage of Data |
|------|-------------------------------------|-------------|-------------------|--------------------|
| 37 | Synphaet General Hospital | 287 | 20 | 2.25 % |
| 38 | Thainakarin Hospital | 350 | 20 | 2.25 % |
| 39 | Thonburi1 Hospital | 150 | 20 | 2.25 % |
| 40 | Vejthani Hospital | 263 | 20 | 2.25 % |
| 41 | Vichiyut Hospital & Medical Center. | 236 | 20 | 2.25 % |
| 42 | Vibharam Hospital | 150 | 20 | 2.25 % |
| 43 | Vibhavadi Hospital | 230 | 20 | 2.25 % |
| 44 | Yanhee Hospital | 400 | 20 | 2.25 % |

Table 3 Means, Standard Deviations, and Reliabilities of Major Study Variables (N=890)

| Variable | Case Processing Summary | | Reliability Statistics Cronbach's Alpha based on Standardized Item | Scale Statistics | | | |
|--|-------------------------|-----|--|------------------|----------|----------------|-----------|
| | N | % | | Mean | Variance | Std. Deviation | N of Item |
| Work schedule flexibility (WS) | 890 | 100 | .855 | 3.853 | .303 | 1.207 | 5 |
| Financial rewards (FR) | 890 | 100 | .902 | 3.929 | .072 | 1.207 | 5 |
| Perceived organizational support (POS) | 890 | 100 | .903 | 3.823 | .015 | 1.226 | 7 |
| Job demands (JD) | 890 | 100 | .829 | 4.596 | .171 | .580 | 29 |
| Work engagement (WE) | 890 | 100 | .920 | 4.784 | .058 | .855 | 17 |
| Turnover intentions (TI) | 890 | 100 | .908 | 3.305 | .213 | .949 | 24 |

Table 4 Results of confirmation factor analysis

| Construct | Standardized Factor Loadings | Composite Construct Reliability | Average Variance Extracted |
|---|------------------------------------|---------------------------------------|----------------------------------|
| <i>1. Financial Rewards</i> | | .933 | .77 |
| - For the work I do, I feel the amount of money I make is | .898 | | |
| - To what extent are your needs satisfied by the pay and benefits you receive | .942 | | |
| - Considering what it cost to live in this are my pay is | .878 | | |
| - Does the way pay is handled around here make it worthwhile for a person to work especially hard | .805 | | |
| <i>2. Work Schedule Flexibility</i> | | .892 | .67 |
| - The case of getting time off for family as needed | .753 | | |
| - The opportunity to do part-time or flextime work without being penalized | .873 | | |
| - The amount of flexibility in work scheduling | .901 | | |
| <i>3. Job demands: social support</i> | | .933 | .77 |
| - My supervisor in concerned about the welfare of those under him | .938 | | |
| - My supervisor pays attention to what I am saying | .844 | | |
| - My supervisor in helpful in getting the job done | .841 | | |
| - My supervisor is successful in getting people to work together | .904 | | |
| <i>4. Work Engagement</i> | | .887 | .56 |
| - At my job, I feel strong and vigorous | .748 | | |
| - I am enthusiastic about my job | .750 | | |
| - My job inspired me | .742 | | |
| - I feel happily when I am working intensely | .791 | | |
| - I am proud on the work that I do | .750 | | |
| <i>5. Turnover Intentions</i> | | .844 | .60 |
| - Sent copies of your resume to prospective employer | .706 | | |
| - Contracted an employment agency or executive search | .753 | | |
| - - firm to obtain a job with another organization | | | |
| - Gone on a job interview | .780 | | |
| - Talked to co-workers about getting a job in another organization | .761 | | |
| - Made any telephone inquiries to prospective employers | .880 | | |

4.2 Confirmatory factor analysis and validity

To test the proposed hypotheses, confirmatory factor analysis (CFA) and structural equation modeling (SEM) were performed. Table 4 presented the factor loading of the observed variables on the latent constructs as well as the composite reliability and the average variance extracted (AVE). As shown in Table 5, the discriminant validity of constructs was assessed when the AVE was compared to the squared correlation between latent construct.

Table 5 Construct Correlation Matrix (Standardized)

| | FR | WS | JD | WE | TI |
|----|----------|----------|----------|---------|------|
| FR | 1.00 | | | | |
| WS | 0.488** | 1.00 | | | |
| JD | -0.425** | -0.401** | 1.00 | | |
| WE | 0.299** | 0.278** | -0.607** | 1.00 | |
| TI | -0.067** | 0.139** | -0.074** | -0.077* | 1.00 |

Significance level: * = .05. ** = .01,

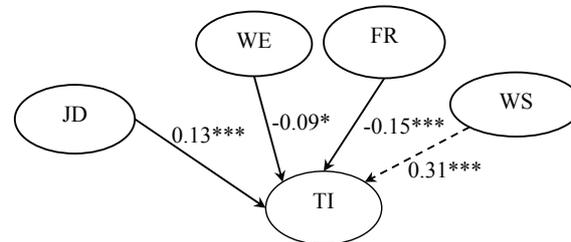
4.4 Structural Equation modeling

The structure equation model with AMOS software package was used to examine the hypotheses. Standardized path coefficients were estimated to test the hypotheses. Based on the results presented in Table 6 the finding suggested that the model theory (job demands, work engagement, financial reward, and work schedule flexibility) would enhance an understanding of employees (Figure. 2). Work engagement led professional nurses to believe their effort would lead to desired decrease turnover intention. Financial reward is the belief that if employees (professional nurses) suppress turnover intentions, they would receive greater rewards when they perform well in their job. In addition, professional nurses thought job demands was an important attribute to increase turnover intention, in such a way that the more job demands employees have, the higher turnover intentions would be. Professional nurses prefer responsibility over job by using their abilities and feeling of accomplishment, which the finding presented that the more job demands from employees, the higher turnover intention in the workplace is. However, work schedule flexibility has no influence on either motivating professional nurses or decreasing turnover intention.

Table 6. Regression Weight and Estimates for Key Variable: Full Structural Equation Model

| | Relationship | Standardized Regression Weight | Significance <i>p</i> -value | Hypothesis Result |
|----|--------------|--------------------------------|------------------------------|-------------------|
| TI | <--- JD | .135 | *** | Support |
| TI | <--- WE | -.094 | .029* | Support |
| TI | <--- FR | -.157 | *** | Support |
| TI | <--- WS | .317 | *** | Not Support |

* $p < .05$ ** $p < .01$ *** $p < .001$



Note 2 \longrightarrow Indicates hypothesis supported
 \dashrightarrow Indicates hypothesis not supported
 * $p < .05$ ** $p < .01$ *** $p < .001$

Figure 2. Path Results of Research Model

5. Conclusions

The findings of this study supported the validity of the modified theory model explaining factors to indicate behavior in terms of suppressing or reinforcing turnover intention behavior of professional nurses in the private hospitals industrial setting. The study showed the following results of the four constructs. Job demands is the belief that employees have that if they work hard, job demands could lead to reinforce turnover intention, and it supported that when job demand is high, it seems to have an impact on increasing turnover intention, which is in accordance with previous studies (Kahn & Byosiore, 1990). Financial reward is the reward which professional nurses think they will receive from doing a job well, and the reward or outcome could cause them to stay to work while decreasing turnover intention in the workplace as a result. Work engagement could contribute to decrease turnover intention of professional nurses in that private hospital if they have a sense of accomplishment and feel good when they perform well. In addition, regarding work engagement, employees would take more responsibility by using their best abilities and accomplishments, and turnover intention in workplace could be suppressed, which is in accordance with the study in previous literature (Sak, 2006; Schaufeli & Bakker, 2004). Only work schedule flexibility did not support the hypothesis, and it showed a positive effect on turnover intention. Nevertheless, work schedule flexibility showed a positive effect on turnover intention when financial reward was directed. While financial rewards are directed, professional nurses who perform well would expect good pay, incentives, or promotions, but turnover intention could increase if they do not receive those financial rewards.

The findings suggested that a reduction of an employee's turnover intention can be achieved through financial reward and work engagement. But surely lack of sufficient financial reward is only one of the factors contributing to turnover, so not the only factor.

6. Limitation and future research

There were some limitations of the study. First of all, data were collected from a certain segment of medium and large sized private hospitals in Bangkok and Metropolitan Area and its vicinity of Thailand. Therefore, these results may not be directly applicable to other segments of the hospital industry.

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