

CHAPTER 5

Conclusion, Implication, and Recommendation

In this chapter, the conclusion of this study is presented. Thereafter, the implication of research findings and recommendation for further studies are also addressed.

Conclusion

The purpose of this descriptive correlation research were 1) to explore the level of work engagement, 2) to explore the level of proactive work behavior, and 3) to examine the relationship between work engagement and proactive work behavior among head nurses in university affiliated hospitals, Yunnan province, the People's Republic of China. Population was 484 head nurses from seven university affiliated hospitals. Multistage sampling method was used to select head nurses. The final sample consisted of 225 head nurses who worked in four university affiliated hospitals.

The instrument used in this study consisted of three parts: Demographic data form developed by the researcher, Chinese version Utrecht Work Engagement Scale developed by Schaufeli and Bakker (2003), and Proactive Work Behavior Scale developed by Parker and Collins (2010). The original valid instruments of the Utrecht Work Engagement Scale and Proactive Work Behavior Scale were used with permission. The reliability of Utrecht Work Engagement Scale and Proactive Work Behavior Scale were tested with 15 head nurses in the first Affiliated Hospital of Kunming Medical University. Cronbach's alphas coefficient of Utrecht Work Engagement Scale and Proactive Work Behavior Scale were 0.87 and 0.92 respectively. Descriptive statistics were used to analyze the characteristics data of head nurses, levels of work engagement and proactive work behavior among head nurses. Pearson product-moment correlation coefficient analysis was used to examine the relationship between work engagement and proactive work behavior among head nurses. The findings of this study are as follows:

1. Head nurses who worked in university affiliated hospitals, Yunnan province, the People's Republic of China perceived overall work engagement at a moderate level (\bar{X} =3.63, SD=0.94). Three sub-dimensions of work engagement, namely vigor, dedication and absorption were perceived by head nurses at moderate levels (\bar{X} =3.57, SD=0.92; \bar{X} =3.74, SD=1.09; \bar{X} =3.60, SD=1.01, respectively).

2. Head nurses who worked in university affiliated hospitals, Yunnan province, the People's Republic of China perceived proactive work behavior at a moderate level (\bar{X} =43.09, SD=7.69). Four sub-dimensions of proactive work behavior, namely problem prevention, individual innovation, voice and taking charge were perceived by head nurse at moderate levels (\bar{X} =10.10, SD=2.31; \bar{X} =9.10, SD=2.34; \bar{X} =13.45, SD=2.68; \bar{X} =10.45, SD=2.42, respectively).

3. Work engagement showed a strong positive relationship with proactive work behavior (r =0.56, p <0.01).

Implication of Research Findings

Implication for Nursing Administration

The results of this study could be used as baseline information by hospital and nursing administrators who make efforts to improve head nurses' work engagement and proactive work behavior, and improve the level of nursing management and quality of nursing care in university affiliated hospitals as follows:

1. Since the results of this study reveal that head nurses perceived work engagement at a moderate level. Nursing administrators should improve work engagement of head nurses by providing opportunities to make full use of their strengths and abilities; giving them power to optimize work methods; reducing their workload in order to improve happiness at work; supporting resources for working; providing opportunities to make them involve in work; frequently reinforcing the importance of their roles to whole hospitals, and setting goals and challenges for them to meet their purpose to make them feel their work with full of meaning and challenges.

2. Head nurses perceived proactive work behavior at a moderate level. Nurse administrators should encourage and support head nurses to express their opinions, charge in their duties; provide training opportunities of proactive work behavior; and provide finance, time and equipment for head nurses to innovate and optimize work approaches and environment.

3. The result reveals strong positive relationship between work engagement and proactive work behavior. Therefore, nurse administrators should develop programs, activities, and motivation systems to enhance head nurses' work engagement which will enhance proactive work behaviors.

Recommendation for Future Study

Based on the study findings, the researcher proposes the recommendations as follows:

1. This study was conducted in university affiliated hospitals which were tertiary hospitals. Hence, future research should be conducted in other levels of hospitals (secondary and primary levels) since they are differences in contexts, policies, resources, and supports of work engagement and proactive work behavior.

2. Various factors such as role breadth self-efficacy, job autonomy, psychological safety climate, interpersonal relationship and hope are related to proactive work behavior. Future research should be conducted a relationship or predictive study on the factors related to proactive work behavior among head nurses in university affiliated hospitals.

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