

**UNIVERSITI TEKNOLOGI MARA**

**FACTORS THAT INFLUENCE  
EMPLOYEE RESILIENCE:  
A STUDY OF REGENCY  
SPECIALIST HOSPITAL,  
MASAI, JOHOR**

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## ABSTRACT

The demanding nature of the healthcare industry has created a challenging work environment for healthcare workers. Such challenges include emotional fatigue, long working hours, quick decision-making under pressure, and working with critically ill patients, and all of this has been worsened by the impact of the COVID-19 pandemic. This challenging situation is notable at Regency Specialist Hospital in Masai, Johor, and it is further complicated by high employee resignation rates, particularly among nurses and allied health professionals, heavy workloads, unpredictable work hours, and regulatory and compliance pressures. Employee resilience is regarded as essential in aiding healthcare workers at Regency Specialist Hospital to navigate the challenging work circumstances described. When healthcare professionals' resilience diminishes, they are prone to disengage and surrender. This has raised concerns about the need for employee resilience among healthcare workers to maintain high standards of care delivery. Thus, this study aimed to address the factors that influence employee resilience, focusing on self-efficacy, perceived organizational support (POS), and perceived social support (PSS) from family, friends, and significant other as key determinants of employee resilience among healthcare workers at Regency Specialist Hospital. A self-administered online survey was employed to gather data from 175 nurses and allied health professionals, utilizing a non-probability purposive sampling technique. The findings of this study revealed that only SE, POS, and PSS from a significant other had a significant relationship with employee resilience among healthcare workers at Regency Specialist Hospital. Interestingly, the present study revealed contrary findings, indicating that PSS from family and friends did not correlate significantly with employee resilience. Based on the situational and statistical analyses, several recommendations were developed for Regency Specialist Hospital to consider in strengthening the resilience of its healthcare workers.

**Key terms:** Employee resilience, self-efficacy, perceived organizational support (POS), perceived social support (PSS)

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# CHAPTER 1

## INTRODUCTION

### 1.1 Preamble

This chapter serves as a framework for ensuring that the fundamental elements were accurately outlined throughout the research. The study's background, problem statement, research objectives, research questions, scope and significance of the studies, as well as definitions of relevant terms were clearly articulated. This chapter also provides a comprehensive overview of the industry, the background of the company, and issues related to employee resilience.

### 1.2 Background of Study

The advent of a novel coronavirus (COVID-19) in early 2020 has profoundly impacted nearly every service sector in Malaysia, including healthcare. Malaysia encountered its first wave of COVID-19 cases on 24<sup>th</sup> January 2020, imported from China via Singapore (World Health Organization, 2020). Since then, clusters of cases continued to emerge, and the number of confirmed cases has escalated (Hashim, Adman, Hashim, Mohd Radi & Kwan, 2021). On the other hand, Maiketso, Wolvaardt, Uys, and Grobler (2023) stated that the pandemic has led to intense stress on health, economics, politics, and society. Undeniably, it has painfully resulted in strenuous pressure on the healthcare industry due to the surge in infections, with overall Malaysian hospital and ICU utilization rates at 62.8% and 63.1%, respectively, in the year 2022 (The Star, 2022). The healthcare facilities in the country were stretched to their breaking point, facing overcapacity (Awang, Mahmud, Wahab, Abdul Rashid, Abd Rahman & Embong, 2022). Hence, the Ministry of Health (MOH) called for private healthcare to collaborate in dealing with patients during these difficult times to ease the burden of public healthcare facilities (Tan, Lokman, Rao, Kok & Ming, 2021). In facing such a crisis, Healthcare Workers (HCWs) from both public and private healthcare are at the forefront, directly exposed to the physical and mental health impacts of COVID-19.

Major issues such as burnout, anxiety, depression, suicidal thoughts, and physical health problems are heightened among HCWs due to the multiplied burden and unforeseen circumstances to surmount the challenges (Ortiz-Calvo, Martínez-Alés,