

**UNIVERSITI TEKNOLOGI MARA**

**THE INSTITUTIONAL WORK IN  
DEVELOPING THE MEDICAL  
TOURISM INDUSTRY: THE ROLE  
OF STAKEHOLDER GROUPS**

**NORZAYANA BINTI YUSOF**

**PhD**

**November 2020**

## AUTHOR'S DECLARATION

I declare that the work in this thesis was carried out in accordance with the regulations of Universiti Teknologi MARA. It is original and is the results of my own work, unless otherwise indicated or acknowledged as referenced work. This thesis has not been submitted to any other academic institution or non-academic institution for any degree or qualification.

I, hereby, acknowledge that I have been supplied with the Academic Rules and Regulations for Post Graduate, Universiti Teknologi MARA, regulating the conduct of my study and research.

Name of Student : Norzayana binti Yusof

Student I.D. No. : 2016716665

Programme : Doctor of Philosophy (Business Management) –  
BM950

Faculty : Business and Management

Thesis Title : The Institutional Work in Developing the Medical  
Tourism Industry: The Role of Stakeholder Groups

Signature of Student :



.....

Date : November 2020

## ABSTRACT

Medical tourism is among the key sources of growth for Malaysia. The 1.2 million health travellers in 2018 contributed MYR1.5 billion revenue to the economy. Nevertheless, the industry is challenged by low utilisation of high-value medical treatments such as those in cardiology and fertility departments. Therefore, this study aims to delineate the role of the stakeholder groups in developing the industry. An exploratory qualitative case study was held under the Realism paradigm. One preliminary group interview and two direct observations were conducted. This was followed by 13 semi-structured interviews with Private Medical Practice Control Section (PMPCS), seven private hospitals, two medical tourism facilitators and three medical doctors. Data was analysed through thematic analysis, assisted by Atlas.ti version 8. Findings were triangulated and presented in cross-tabulation analysis tables. This study identified the stakeholder groups of the Malaysian medical tourism consisting of advisory leadership, coordinator, public agencies, private service providers, and supporting bodies. Further, this study inducted five institutional arrangements that enable industrial development which are; English language, stringent regulatory enforcement, strategic location, country and hospital reputation, and halal eateries and hospital food. Meanwhile, the eight institutional arrangements that constrain industrial development are hospital expenses, infrastructure, communication between stakeholders, policies and regulations, marketing activities, expertise/manpower, tourism deficiencies, and hospitability. Theoretically, insights into the strengths and barriers to develop the Malaysian medical tourism ecosystem as well as the individual and collective roles of the stakeholder groups were derived. To practitioners, the present study unveiled that the industry is faced with prominent challenges relating to policies and regulations. Stakeholder groups are urged to conduct monthly dialogues to enhance their inclusiveness and collaboration. Upholding the Realism paradigm, this study was constrained by its reduced objectivity. Moreover, there was limited participation from advisory leadership, public agencies, and supporting bodies which could be improved in future research.

## ACKNOWLEDGEMENT

I would like to express my heartiest gratitude to God The Almighty for answering my prayers in chasing my childhood dream. I pray for His guidance to devote all that He has bestowed upon me to help others glorifying His name.

My sincere appreciation goes to my principal supervisor; Dr. Herwina Rosnan who gave me the liberty to craft the path of my own research. I am grateful to say that this thesis is the outcome of my creative juices guided by her expertise and wisdom in qualitative study. Also to my co-supervisor; Dr. Norol Hamiza Zamzuri whose proficiency in qualitative is second to none. I am thankful for the shared knowledge.

I would like to thank the Department of Postgraduate and Professional Studies (DPPS), Faculty of Business and Management, UiTM for the opportunity to explore my capacity in conducting an academic research. Dr. Hafiz Rashid, Dr. Amirul Afif and Puan Mariam Khiri from DPPS for the drive to complete my study within the time frame. Heartiest thanks to my examiners, Assoc. Prof. Dr. Norliza Aminudin, Assoc. Prof. Dr. Rosmini Omar, and Assoc. Prof. Dr. Devi Roza K. Kausar for the insightful comments that have helped widen my research perspectives.

My gratitude goes to many people and parties who played a pivotal role in assisting the data collection and analysis. I would like to thank the Malaysia Healthcare Travel Council (MHTC), the Malaysia Productivity Corporation (MPC) and the Private Medical Practice Control Section (PMPCS) for collaborating in my data collection.

Prof. Dr. Rosmimah Mohd Roslin (UiTM) and Assoc. Prof. Dr. Kenny Cheah Soon Lee (University of Malaya) for the consultations and workshops held on data analysis and the Atlas.ti software. I remember listening to your lectures with mere knowledge in qualitative and here I am with a thesis of my own.

Hazimah Amran for being there at all stages of my thesis. Deeparechigi Vashu, with whom I exchange knowledge on medical tourism and qualitative study. I thank all my colleagues at the workstation for their warm friendship and assistance in many ways.

My appreciation to the people who have supported me since PhD was only a dream. My ladies; Alia, Amani, Nina and Aqila. My companion; Adilah AG. My *usrah* circle. My siblings; Azlan, Asyiqin, Afandi, Laila, and their spouses. My parents and parents-in-law; Yusof and Aishah, Abdul Halim and Norjah.

To our children; Ahnaf, Nusaybah, Nuwayrah and the future ones should God wish to entrust us with, take this as an encouragement to always strive for the best. Do your utmost to be better than me.

To the love of my life; Farhan, you are my sounding board who let me know how far I can go. It is with your sacrifices and support as a husband that I managed to complete my thesis and for that reason, I pray that The Almighty reward you abundantly. God willing, I will reciprocate and stand by your side to pursue your aspirations.

# TABLE OF CONTENTS

	<b>Page</b>
<b>CONFIRMATION BY PANEL OF EXAMINERS</b>	<b>ii</b>
<b>AUTHOR'S DECLARATION</b>	<b>iii</b>
<b>ABSTRACT</b>	<b>iv</b>
<b>ACKNOWLEDGEMENT</b>	<b>v</b>
<b>TABLE OF CONTENTS</b>	<b>vi</b>
<b>LIST OF TABLES</b>	<b>xii</b>
<b>LIST OF FIGURES</b>	<b>xiv</b>
<b>LIST OF ABBREVIATIONS</b>	<b>xvi</b>
<b>CHAPTER ONE: INTRODUCTION</b>	<b>1</b>
1.1 Preamble	1
1.2 Research Background	1
1.3 Industry Background	2
1.4 Problem Statement	6
1.5 Research Questions	11
1.6 Research Objectives	12
1.7 Scope of the Study	13
1.8 Significance of the Study	13
1.9 Definition of Terms	14
1.10 Structure of the Thesis	18
<b>CHAPTER TWO: LITERATURE REVIEW</b>	<b>20</b>
2.1 Preamble	20
2.2 An Overview on the Foundations of Service-Dominant Logic	20
2.2.1 Elements that Constitute S-D logic	21
2.2.2 Axioms and Foundational Premises in Service-Dominant Logic	22
2.3 An Overview of Value Co-creation and Service Ecosystem	24
2.4 An Overview of Institutional Arrangement and Institutional Work	28
2.5 Present Studies on S-D Logic	31