

## A STUDY ON PERCEIVED ORGANIZATIONAL SUPPORT AND JOB SATISFACTION IN PRIVATE HOSPITALS OF GWALIOR

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**Abstract:** Management science has started emphasizing on supporting their employees by giving them better environment to work in organization. It may be financial welfare and respect. Employees of any hospital also need to be kept motivated and there should be some support from the organization. This support increases Job Satisfaction level of employees, which leads to a motivated workforce.

Perceived Organizational Support means the perception of employee towards the extent to which Organization values the contribution of employee and shows its concern for the well being of the employee. Job satisfaction is the positive emotion towards his/her job. This emotion is related with 5 dimensions of any job: Salary, Promotion opportunities, Work itself, Supervision and Co-workers.

**Keywords:** Hospital Sector, Job Satisfaction, Perceived Organizational Support, Organizational Support

**1. Introduction:** To be successful in today's competitive business environment, employees should be kept motivated. Employees are one of the most important assets in any organization. Increased product quality, increased customer satisfaction, improved customer loyalty can only be achieved when a team of loyal and motivated employees are working in the organization. The attitude, performance and behaviour of employees creates loyal and satisfied customer. Which ultimately leads to organizational success. Organizational support is key factor in improving the level of Job Satisfaction.

Like other organization employees in any hospital also should be kept motivated. It is very necessary to adopt sound HR practices to retain important intellectuals in hospitals also. It is really a challenge to manage this

diverse workforce, so it requires continuous Human resource support.

### **1.1 Perceived Organisational Support (POS)**

Definition of organizational support perception was first proposed in 1986 and entered management literature via psychology and was hailed by the organizational researchers and executive management from the start. According to employees' belief, perceived support of the organization means the organization values its employees and their welfare, now that two decades have passed since the start of the researches in this regard, its importance becomes more and more important and more research is being conducted. Definition of organization perceived support was first introduced by Eizenberg et al. in an article in Applied Psychology magazine in 1986. According to their definition, employees feel secured by the organization when the organization values

their colleagues and their welfare. When employees feel that their organization attends to their welfare and not just because of legal obligations, they respond better and perform better regarding the objectives of the organization. In addition to this, organization is seen as a source of satisfaction of some social needs of employees such as providing identity, the need to belong and self-esteem. When the employees understand this feeling that the organization worries about their happiness and protects and helps its employees (organizational support) feel themselves as a member of their organization, recognize the organization as their representative and feel faithful and loyal towards their organization (organizational commitment). Research on perceived organizational support (POS) started with the perception that if chiefs are worried with their employees' dedication to the organization, employees are centered around the organization's dedication to holds that employees create POS so as to address issues for endorsement, regard and alliance, and to survey the advantages of expanded work exertion. POS expands employees' fell their commitment towards helping the organization achieve its goals, their full of feeling responsibility to the organization, and their desire that enhanced execution will be compensated. Behavioral results of POS incorporate increments in-part and additional part execution and reductions in withdrawal practices, for example, non-appearance and turnover.

### 1.2 Job Satisfaction

Job satisfaction incorporates a level of constructive emotions and perspectives that individuals hold toward their jobs. At the point when a man cases to be very happy with a job this implies he/she truly loves a job, and has positive sentiments about their job and values that job profoundly. The discoveries of the examination demonstrate that employees with higher job satisfaction are in perfect condition in regards to their physical and mental being. Individuals' job satisfaction is partitioned into two sorts of inward and outside satisfaction. As to satisfaction, employees demonstrate

their satisfaction from variables, for example, instalment, advancement, manager's support and cooperation with associates (starts from obligations). And in inner satisfaction, employees demonstrate their satisfaction from sentiment obligation, societal position and position, circumstance, freedom and self-regard in view of assignments and works. A man's evaluation of his/her work and satisfaction or absence of satisfaction from that job is a general outcome from different columns which make up his/her job. Representative job satisfaction has been interconnected with how individuals think, feel and watch their jobs. It is broadly utilized as a part of the field of HR, who believed that the interior and outer elements will be components work satisfaction reports. As such, job satisfaction, it is fulfilling passionate state accordingly of harm evaluation of the occupation or the experience of a job.

As per Rainey (1997), a generally concentrated hierarchical job satisfaction study, all which variable identified with how individuals feel about their jobs and distinctive parts of their work. Worker job satisfaction is known as amass that has frequently been depicted, talked about and explored. There are numerous assumptions with respect to the causal connection between thought processes, conduct and continues. Worker satisfaction is the measure that educates regarding representative's general feeling about its work environment and job. It quantifies his approach towards the job and the degree to which the job is satisfying the representative's needs. It is closed by numerous analysts that, to gauge the expectations of a worker towards their working environment the satisfaction level of employees is utilized.

Job satisfaction is an enthusiastic state coming about because of encounters a representative has at work. These sorts of satisfaction levels happen along three strings: (a) Emotional reactions to the workplace; (b) The connection amongst desires and reality, and (c) Satisfaction with pay

### 1.2.1 Measuring Job Satisfaction

Numerous Organizations defy challenges in unequivocally measuring work fulfilment, as the significance of fulfilment can shift among various people inside an organisation. Regardless, most organisations comprehend that experts' level of occupation fulfilment can influence their employment execution, and appropriately choosing estimations is huge to making strong capability.

Notwithstanding unfathomable conviction regardless of what may be normal, considers have exhibited that high-performing workers don't feel content with their occupation fundamentally in this way of to anomalous state titles or extended pay. This nonattendance of relationship is a basic sensitivity toward organisations, since studies furthermore reveal that the execution of positive HR sharpens achieves fiscal advantage for the organisations. Fundamentally: positive work environments and extended shareholder regard are particularly related. A few components of job satisfaction may rank as more essential than others, contingent upon every labourer's needs and individual and expert objectives. To make a benchmark for measuring and eventually making job satisfaction, chiefs in an organisation can utilize demonstrated test strategies, for example, the Job Descriptive Index.

### 1.3 Healthcare Industry Of India

Healthcare sector is one of the largest sector in India. It comprises of Hospitals, Medical devices, clinical trials, outsourcing telemedicine, medical tourism, health insurance, and medical equipments. Indian Healthcare Industry is experiencing a new wave of opportunity.

Two major parts of Indian healthcare industry are: Private and Public Sector. The worth of overall Indian healthcare sector is around \$100 billion. AYUSH (Ayurveda, Yoga & Naturopathy, Unani, Siddha and Homoeopathy) treatment is offered by approx 3,500 hospitals and 25,000 dispensaries across the country. According to Department

of Industrial Policy and Promotion (DIPP), hospitals and diagnostic centers in India attracted FDI worth US\$ 4.09 billion, between April 2000 to September 2016.

Some major investments:

- Max healthcare, New Delhi
- Thyrocare Technologies
- Apollo Group's subsidiary Apollo Health and Lifestyle Ltd for funding Apollo's expansion activities.
- Suraksha Diagnostics
- Medall Healthcare Pvt Ltd

The Indian Government has recognized the need of reform in Indian Healthcare Industry and introduced several reforms in Eleventh and Twelfth five year plans. Private sector is playing an important role in improving access and quality. Government has taken few important Initiatives in this sector eg : Government of India is planning to start a single window approval system for innovation in medical research, so that permission or approval can be granted within 30 days from the date of application of the project. Atal Amrit Abhiyan, a health insurance scheme is launched by the Government of Asam. The Union Cabinet has given an approval of signing an agreement with the World Health Organization (WHO), under which, technical documents on traditional medicines will be developed by WHO. NITI Ayog (National Institute of Transforming India) is planning to being reforms in India's Public health system, eg Outsourcing primary healthcare to private doctors and promoting competition between Govt and private hospitals at the secondary level. In Twelfth five year plan, Government has articulated a Vision of "Universal Health coverage". This will be achieved only when Govt will lead this at over four decades.

Though Govt of India is taking initiatives, still India is lagging behind peers on health outcomes. There is inequality in access of healthcare services across states and demographic segments. Government should increase its spending on healthcare sector.

Major Challenges at present in this industry are :

- Health Indicators, eg IMR and Life expectancy are continuing to show a lag and falling behind LMIC average.
- Total number of allopathic doctors and nurses in India's Healthcare sector still lags behind the set benchmark of WHO, which is 2.5 doctors per 1000 population, at 2.2 per thousand people.
- Scarcity as well as underutilization of healthcare employees is found. The number of registered nurses and actually practicing nurses do not match. AYUSH Doctors and rural medical practitioners are not actively involved in the formal sector.
- There is no proper utilization of workforce and also scarcity of workforce has been found in various researches.
- Public private partnership has also not been scaled up, so that health challenges of India can be reduced.
- Researches and survey says that 35 million persons are employed globally in healthcare sector. It is also found that economic and human costs are high in healthcare sector due to poor HR management. All strategic plans, health service mission, initiative for quality improvement are useless, unless there is appropriate policies present for managing human resource.

## 2. Literature Review

**Rhoades and Eisenberger, (2002)** discussed in their research, about Perceived organizational support made by reason of job conditions and some human asset rehearses give production of positive representative state of mind and conduct. Reasonable treatment, supervisory support, and remunerates and ideal job conditions demonstrated a solid organisation with perceived organisational support.

A study was done to understand effect of HRM-practices and Job-satisfaction in local

Govt organizations in UK. It was found by **Gould and William, (2003)** that job-satisfaction was associated with, commitment, workplace and perceived organizational performance, effort, trust. It was found that there is a positive effect between HRM practices and job satisfaction of the employees. Individual characteristics eg. age, gender of employee, education etc. had insignificant effect on job satisfaction (**Steijn , 2004**). According to the study more than eighty percent of the staff were satisfied with the existing Human Resource policies and practices followed in the cement company (**Kumar, 2009**). Administrative Innovation was significantly and positively affected by performance-appraisal. Managerial activities can be improved with the help of the feedback of performance appraisal in organizations, which promotes administrative-innovation (**Ling and Nasurdin, 2010**). In this competitive world sustainable growth and higher organizational performance can be achieved by giving special emphasis to improve the human resource management practices. The effect of Job Satisfaction and Organizational Performance was identified (**Sarker , 2011**). There is a positive correlation between job satisfaction and practices of HRM among teachers. Result of the study shown that female employees are more satisfied with current practices of HRM of universities whereas male employees were more satisfied with the job assigned to them. A direct relationship between tenure of work experience and Job satisfaction was also found (**Khan et al., 2012**). Multiple Regression was used for analyzing the data. They concluded that these 7 variables are important to increase the productivity.

## 3. Research Design

**3.1 research Methodology:** The relationship between Perceived Organizational Support and Job Satisfaction is shown in Literature review. From above literature a model has developed to know the relationship in these variables.

**Conceptual Framework Of The Study**



**Figure 1: Relationship between Perceived Organizational Support and Job Satisfaction**

**3.2 Objectives Of The Study:** A model is developed to find out the relationship between Perceived Organizational support and Job satisfaction in Private hospitals of Gwalior.

- To study the level of Job Satisfaction in Private Hospitals of Gwalior.
- To Study and analyze the relationship between Perceived Organizational Support and Job Satisfaction in Private hospitals of Gwalior.

• **INDEPENDENT VARIABLE:**  
Perceived Organizational Support

• **DEPENDENT VARIABLE :**  
Job Satisfaction

**3.3 Hypothesis Of The Study**

Based on above observation and theoretical model, the following hypothesis proposed.

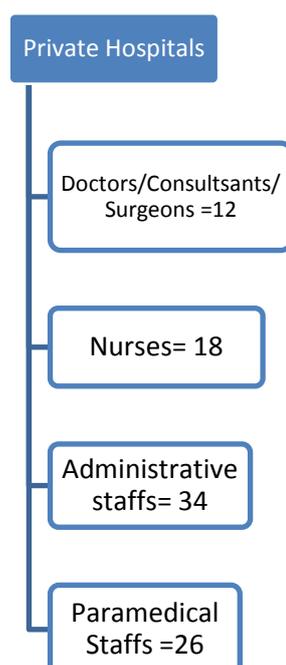
**H1** = Perceived organisational support is positively affected by employees’ job satisfaction.

**H2** = There is positive impact of Perceived Organizational Support on Job satisfaction

**3.4 Methodology:**

**3.4 (i) Sources Of Data :** The data has been collected by private hospitals of Gwalior. It includes the responses of employees at various levels of 15 private hospitals.

**3.4 (ii) Sample Size :** This study consists of 90 respondents who are working in the different branches of private sector hospitals in Gwalior. The respondent employees are considered from all the categories of Doctors/consultants /Surgeons, Nurses, Administrative Staff, Paramedical Staff working in selected private hospitals in Gwalior.



**3.4 (iii) Coverage:** The study aims to cover Gwalior Region.

**3.4 (iv) Sampling Frame:** Employees working in Hospitals of Gwalior Region.

**3.4 (v) Units Of Observation:** Hospitals in Gwalior Region.

**3.5 Questionnaire Design And Scales**

Scales of the research is adopted from the existing literature. Seven point Likert scale grading was used. Starting from 1 which was Strongly Agree, and 5 was Strongly Disagree. Questionnaire comprises of two sections. scale developed by Eisenberger et al. (1986) was taken, five items from them were used to perceived organisational support. Overall job satisfaction was measured in the fourth

section. Four items for Overall Job Satisfaction developed by Quinn and Shepard (1974 Eisenberger et al. 1997: 815), were used.

**3.6 Limitations**

- Survey area was confined to Gwalior.
- Time span was limited.
- Survey was confined to a small number of employees

**4. Results**

**Data Analysis:** The collected data will be subjected to statistical analysis using SPSS software. The statistical methods utilized are: correlation and regression .

**Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. Change	
1	.534	.285	.277	1.170	.285	35.111	1	88	.000	1.686

a. Predictors: (Constant), POS

b. Dependent Variable: Job Satisfaction

**Coefficients**

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.	95.0% Confidence Interval for B		Collinearity Statistics	
	B	Std. Error				Lower Bound	Upper Bound	Tolerance	VIF
1	(Constant)	4.921	1.160	4.242	.000	2.615	7.226		
	POS	.741	.125	.534	.000	.493	.990	1.000	1.000

Dependent Variable: Job Satisfaction

**Dependent Variable: Job Satisfaction**

Research Variables	Job Satisfaction	POS
Job Satisfaction	1.000	.534
POS	.534	1.000

Regression analysis was applied to determine the impact of Perceived Organizational Support and Job satisfaction.

$$Y = 4.5 + 27.7X$$

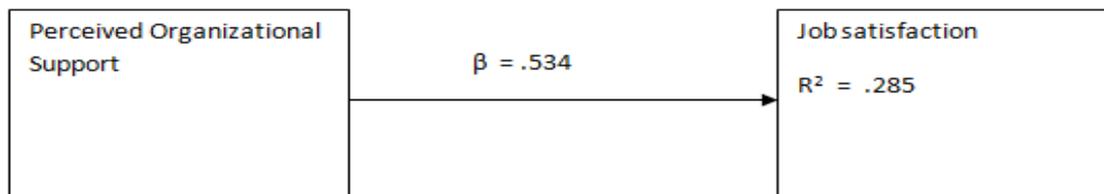
Y= Job Satisfaction

X= Perceived Organizational Support

**Regression Analysis between Perceived Organizational Support and Job Satisfaction:**

Independent Variable	Dependent Variable: Job Satisfaction			
	Beta	R <sup>2</sup>	t-Value	Sig
Perceived Organizational Support	.534	.285	5.925	.000
R <sup>2</sup> = .285				

The value of R square is .285 , which means there is a significant relationship between Perceived Organizational Support and Job satisfaction



**Figure 2: Relationship between Perceived Organizational Support and Job Satisfaction**

**Result**

**Hypothesis Results**

H1 = Perceived organisational support is positively affected by employees’ job satisfaction.

Job Satisfaction is positively affected by Perceived Organizational Support. Hypothesis one is supported by the result. It was realized that variance of 53.4% on job satisfaction is explained by Perceived Organizational Support. (β: .534; p=0.000).

**H2 = There is positive impact of Perceived Organizational Support on Job satisfaction**

Job Satisfaction is positively affected by Perceived Organizational Support. Hypothesis Two is supported by the result. It was realized that variance of 27.7 % on job satisfaction is explained by Perceived Organizational Support. (β: .534; p=0.000)

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