RESEARCH ARTICLE

WHETHER PERCEIVED ORGANISATIONAL SUPPORT INFLUENCE JOB SATISFACTION AMONG NURSES ? A CROSS-SECTIONAL SURVEY FINDING FROM INDIAN PERSPECTIVE

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ABSTRACT

Background: Perceived Organizational support would be influenced by various aspects of an employee's treatment by the organization and would in turn, influence the employee's interpretation of organizational motives underlying that treatment. Job satisfaction may get affected when the organizational climate becomes unhealthy at work place. How nurses perceive their organizational support and its impact on their job satisfaction to be explored as it may affects quality of patient care rendered and work life of nurses. **Objectives**: To assess the relationship between perceived organizational support and job satisfaction among nurses**. Methods:** A descriptive cross-sectional study was conducted among 40 nurses to assess the relationship between perceived organizational support and job satisfaction among nurses using perceived organizational support scale (POS) and Job Satisfaction survey in India. **Results:** The perceived organizational support score was 25.7 ± 3.8 and job satisfaction score was 136 ± 16.3. There was a significant positive co-relation between perceived organizational support and nurses job satisfaction ($r = 0.24$, $p=0.04$). **Conclusion:** Perceived organizational support is significantly associated with job satisfaction among nurses. Health care organizations should focus on strengthening the organizational support for nurses, henceforth the perception on organization could be positive and enhances nurse's job satisfaction, reduce the intention to quit.

Citation: *Hepsi Bai Joseph and Vinitha Ravindran.* **2020.** "Whether perceived organisational support influence job satisfaction among nurses? A cross-sectional survey finding from Indian perspective", *International Journal of Current Research,* 12, (12), 15316-15319.

INTRODUCTION

Perceived Organizational Support (POS) is the degree to which employees believe that their organization values their contributions and cares about their well-being (Eisenberger, 1986). Perceived Organizational support would be influenced by various aspects of an employee's treatment by the organization and would in turn, influence the employee's interpretation of organizational motives underlying that treatment. Organizational support theory holds that in order to meet socioemotional needs and to assess the benefits of increased work effort, employees form a general perception concerning the extent to which the organization values their contributions and cares about their well-being (Rhoades, 2002). Keeping key talented employees is a major challenge for any organization in order to compete in the real market (Kemelgor, 2008). Eisenberger stated support from the organization has been considered for maintaining positive work outcomes, including engagement, task performance, and citizenship (Eisenberger, 2011).

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Perceived organizational support (POS) one of the main concepts that have a considerable impact on organization, also it affects all organizational policies. Creating appropriate work conditions, supervisor support, appropriate rewards and justice in the workplace that are human values leads to the improvement of employee's self-esteem, hope and personal growth resulting in existence of physical, mental, emotional, and spiritual wellbeing (Yaghoubi, 2014). A meta-analysis by Rhoades & Eisenberger indicated that 3 major categories of beneficial treatment received by employees like fairness, supervisor support and organizational rewards and favorable job conditions were associated with POS. POS in turn, was related to outcomes favorable to employees such as job satisfaction, positive mood and to the organization as affective commitment, performance, and lessened withdrawal behavior (Rhoades, 2002). Nurse satisfaction is one indicator of the quality of health services in the hospital. Nurses' satisfaction is an emotional response and behavioural expression which reflects individual evaluation of his or her own performance, work life, and working environment (Ozden, 2013). Job satisfaction emphasizes on affective side of employee as constellation related to attitude toward aspects of work (Lu, 2012).

Hence, job satisfaction focuses on individual's feeling toward his own job. A nurse who is satisfied with his own job will provide benefits for hospital. Nurse may offer his loyalty and commitment to the hospital (Bae, 2013). Nurse's performance would improve once he is satisfied with his working milieu (Pefoyo, 2013). On the contrary, nurse's dissatisfaction will affect the hospital. Hospital may lose its resources due to high turnover, absence, and sick leave (Legrain, 2015). In the end, the hospital will suffer losses due to poor performance. The job satisfaction of health workers is important because it affects their performance in the job and their quality of life which will in turn influence the quality of the services provided by the hospital to the patients. It also affects the quality and the status of the hospital (Willem, 2011; Leung, 2007). The main factors affecting the level of job satisfaction, as commonly mentioned in the literature, are increased work load and decreased support from the colleagues (Legrain, 2015). Studies have also illustrated the role of organizational set up, career advancements, pay and autonomy as factors affecting the level of job satisfaction of the health care providers[13,14] With special reference to nursing profession, other factors include job stress, nursing leadership, empowerment, salary and nursing autonomy (Flanagan, 2002).

Monitoring of nurses' performance is an important indicator since dissatisfaction could be disruptive to patient care delivery and detrimental to organizational effectiveness. It has been observed that nurse's job satisfaction results in positive patient outcomes and reduces patient falls (Alvarez, 2007). Hence this study was conducted to assess the relationship between perceived organisational support and job satisfaction among nurses from Indian scenario.

MATERIALS AND METHODS

A descriptive cross-sectional study was conducted among 40 nurses using convenient sampling technique. Material used in the study were socio demographic proforma for nurses, perceived organisational support scale developed by Eisenberger et al. (1986) which has 9 items on a 5-point Likert scale, with score rating, 1- Strongly disagree to 5- Strongly agree. Total score was range from 9 to 45 where highest score meant for higher organisational support. Job satisfaction was measured by Job Satisfaction survey tool developed by Paul E. Spector (Spector, 1985) which contains 36 items, with 9 subscales. Each subscale was assessed with four items including Pay; Promotion; Supervision; Fringe Benefits; Contingent Rewards; Operating Procedures; Co-workers; Nature of Work and Communication, rated on a 6-point rating scale from 1-strongly disagree to 6-strongly agree. Total scores ranged from 36 to 216 where highest score meant for higher job satisfaction. Ethical clearance was obtained from Institutional ethical committee and Informed consent was obtained from all 40 subjects. Collected data was analyzed by using R software.

RESULTS

In the present study, majority (30%) of the nurses were between the age of 41 to 45 years and they were females (94%). A large majority of them were married (93%) and had dependent members more than four (38%). Most of the nurses used public vehicle (60%) as the mode of transport for work and they travelled more than 10 kilometers (38%).

More than three fourth of them completed Diploma in nursing (90%) as their educational qualification and worked in ICU (38%) under three shifts (72.5%).

DISCUSSION

Nurses in the present study rated their mean perceived organisational support score as 25.7± 3.8. Organisational factors include working conditions, organisational size, organisational fairness, organisational culture, organisational political activities influence perceived organisational support. The results of Wayne et al. showed that organizational justice, managerial tolerance and recognition were related to perceived organizational support (Wayne, 2002). Nurses in the present study rated their mean job satisfaction score as 136± 16.3. Wai TC and Sin YY did an investigation on nurses' job satisfaction and its correlate with stress and intent to quit. The study found that nurses in the private hospital had an overall moderate level of satisfaction with their work and rated the professional status as the highest satisfied domain. The nurses' job satisfaction was negatively correlated with their job stress and intention to quit; whereas, the nurses' job stress was positively correlated with their intention to quit. The nurses with older in age and more post-registration experience and/or working experience in the private hospital indicated a higher level of job satisfaction, particularly with 'Pay' and 'Autonomy'. Healthcare organizations should focus on need and areas for improvement of nurse's job satisfaction, thus strengthening their recruitment and retention (Chien, 2016).

There was a significant positive correlation between perceived organisational support and nurses job satisfaction (r = 0.24, p=0.04) in the present study. Work engagement and perceived organisational support was corelated. A study conducted in Mansoura University Hospital in Egypt identified that there was a statistically significant relationship between work engagement and perceived organisational support (r=0.24, p=0.023). Every hospital should develop strategies to create an atmosphere that support nurses at work place like permitting them to participate in hospital related affairs, participating as are representative member in different hospital committee and providing opportunities for attending continuing education and promotion (Radwan, 2018). Ghani pointed out that trust, access to information, learning and development opportunities were positively related to perceived organizational support. Trust was the most effective variable predicting organizational support (Ghani, 2009). Meta-analysis of Ahmed and Nawaz revealed that perceived organizational support was largely influenced by fairness, growth opportunities, supervisory support, and colleague support (Ahmed, 2015). Chen et al. stated that supportive HR practices had a positive impact on perceived organizational support (Chen, 2009). Yu et al. stated visionary leadership had an impact on perceived organizational support (Yu, 2015). Lin stated that career development and performance evaluation in developmental human resource practices had positive impact on perceived organizational support (Lin, 2018). Zhang verified that organizational socialization strategy had a significantly positive impact on perceived organizational support, and stated that the better the organization socialization strategy is implemented, the higher the perceived organizational support (Zhang, 2018)

Table 1. Socio-demographic variable of nurses   **(n=40)**

Sl. No	Socio-demographic variables	Freq	%
1.	Educational qualification		
	a)GNM	36	90
	b)BSc Nursing	3	7.5
	c)MSc Nursing	1	2.5
2.	Area of work		
	a)ICU	11	27.5
	b)Medical ward	6	12.5
	c)OPD	4	10
	d)Surgical ward	4	10
	e)General ward	4	10
	f)OT	4	10
	g)Gynaec ward	4	10
	h)Pediatric ward	3	7.5
3.	Years of experience		
	a)<2	4	10
	b)2-5	3	7.5
	c)25-10	6	15
	d)11-15	9	22.5
	e)16-20	4	10
	f)>20	14	35
4.	Shift duty		
	a)2 shifts	1	2.5
	b)3 shifts	29	72.5
	c)Single/general shift	10	25
5.	Work hrs per week (average including night duty)		
	a)<36 hrs		
	b)36- 48 hrs	-	-
	c)>48 hrs	34	85
		6	15

Table 2. Correlation between perceived job satisfaction and Perceived organizational Support

(n=40)

Variables	Mean ± Standard deviation	'r' value	p-value
Job Satisfaction	136± 16.3	0.29	0.043*
Perceived Organisational support	25.7± 3.8		

The present study finding is well supported by above statement that as the nurses perceived their organization had supported them at work place, they rated job satisfaction positively. The study has strong implications in nursing practice and administration. The nurse manager should enhance and ensure nurses receiving support in all aspects from the organization. Areas of lack of support perceived by nurses has to be evaluated and steps to be taken for improvement henceforth nurse's job satisfaction can be assured. The strength of the study is that the nurses working in ward, Intensive care Units (ICUs), Out Patient Department (OPD) and Operation Theatre (OT) were included. Study variables were measured using a standardized tool. Less sample size was the limitation of the study. Nurses working in community health setting and their perception on organizational support and job satisfaction may vary, hence the present study finding cannot be generalizable to nurses working in community setting.

Conclusion

Perceived organisational support and nurses job satisfaction is associated with each other. Various factors may influence perceived organisational support such as organisational factors, individual factors, employee organization relationship. Positive impact of perceived organisational support enhance the employee's job satisfaction, reduce job stress, enhance commitment at work and reduce employee negative behaviours, such as resignation, anti-productive behaviour, withdrawal behaviour. Health care organizations should develop strategies to create an atmosphere under which employees feel more supported and eliminate behaviours, such as resignation, anti-productive behaviour, withdrawal behaviour.

Key points

⌡ Perceived organisational support highly influenced by how organization values on employees' contributions and concern for employee benefits. Rating higher Perceived organisational support by the employee depends upon how the organization support to meet the work demands.
⌡ Perceived organizational support is associated with employee's job satisfaction. Higher the support higher the satisfaction.
⌡ Hospital administrators should find ways to improve nurse's perception of organizational support in order to enhance work engagement and organizational citizenship behaviour

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