IMPACT OF PERCEIVED ORGANISATIONAL SUPPORT ON ORGANISATIONAL CITIZENSHIP BEHAVIOUR ON HEALTH CARE AND CURE PROFESSIONALS

Vibhuti Gupta*

ABSTRACT

Research in Human Resource Management has proved that high growth organisations face greater challenge in HR management compared to organisations which are slow in growth. With the service sector gradually emerging as fastest growing sector, it provides challenge to the organisations providing services. Though the challenge remains there for all the sectors providing services, it poses greater challenge to the healthcare sector since the health care professionals have to work round the clock and in stressful conditions in patient care in hospitals. Hence to ensure patient satisfaction, it is important for the organisations to ensure extra role behaviours from employees which can be possible when employees feel an emotional attachment to the organisation through perceived organisational support, besides other factors. The study examines the relationship between Perceived Organisational Support on Organisational Citizenship Behaviour on Health Care and Cure Professionals. Cronbach's alpha reliability coefficients are .943 for 5 dimensions of OCB (whole scale, 24 items), Conscientiousness .846 (5 items), Sportsmanship .810 (5 items) Civic Virtue .823 (4 items), Courtesy .823 (5 items), Altruism .823 (5 items), Perceived Organisational Support .884 (7 items).
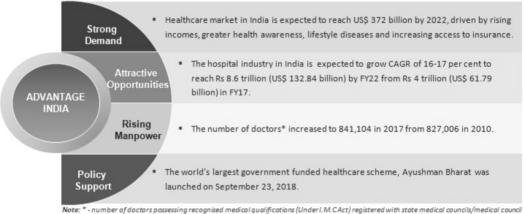
***Associate Professor, IILM Academy of Higher Learning, Lucknow**
e.mail: vibhuti.gupta@iilmlko.ac.in, dr.vibhuti1@gmail.com

INTRODUCTION

Service sector has gradually emerged as the fastest growing sector in Indian economy. As per India Brand Equity Foundation (IBEF), this sector has been the key driver of India's economic growth with a robust contribution of 55.65% of India's Gross Value Added at current price in Q1 2018-19 and has employed 28.6 per cent of the total population. Due to its phenomenal growth, the service sector has attracted huge foreign investments too. It has been a growth engine and has provided good employment opportunities. Amongst several service providers like hotel, transport, financing, real estate etc, healthcare has seen a sharp growth with several players entering the market. The healthcare sector is a vast sector comprising not just hospitals but medical tourism, medical equipments, medical devices, clinical trials, tele-medicine, health insurance, etc. As reported by IBEF, India's earnings from medical tourism is expected to exceed US$ 9 billion by 2020. Mergers and acquisitions are common in the corporate world. Oflate, the Indian healthcare companies too have started the practice of merger and acquisitions with domestic and foreign companies for growth. It is estimated that the healthcare market may witness a sharp increase to Rs 8.6 trillion (US$ 133.44 billion) by 2022 (Department of Industrial Policy and Promotion (DIPP)). The growth can also be attributed to people awareness about health care, lifestyle diseases, capacity to spend, wider availability of healthcare facilities etc.

Source: India Brand Equity Foundation (IBEF) https://www.ibef.org/industry/services.aspx.

The Government of India has taken some active initiatives in this field to promote Indian healthcare industry like approval of Ayushman Bharat-National Health Protection Mission in August 2018 as a centrally Sponsored Scheme contributed by both center and state government at a ratio of 60:40 for all States, 90:10 for hilly North Eastern States and 60:40 for Union Territories with legislature and 100% contribution by center for Union Territories without legislature, launch of Pradhan Mantri Jan Arogya Yojana (PMJAY) on September 23, 2018 to provide health insurance worth Rs 500,000 (US$ 7,124.54) to over 100 million families every year, launch of Mission Indradhanush to improve coverage of immunisation in the country. It aimed to achieve atleast 90 per cent immunisation coverage by December 2018 to cover unvaccinated and partially vaccinated children in rural and urban areas of India. (Source: IBEF)

Since the healthcare services caters to the people at large who avail various health care services, it becomes imperative to discuss about the personnel who provide services in the health care sector. This is because the service sector is hugely dependant on the service providers, i.e the employees. In the

IMPACT OF PERCEIVED ORGANISATIONAL SUPPORT ON
ORGANISATIONAL CITIZENSHIP BEHAVIOUR ON HEALTH
CARE AND CURE PROFESSIONALS

37

context of hospitals, it is the doctors, nurses and technicians, in addition to several non medical employees. Compared to other sectors where people invest for leisure and fun, in healthcare industry, it is in contrast, where people invest due to some sickness, distress and are under anxiety. Past researches have proved that there is a severe shortage of talent in the health care sector not only in India but globally; is equally applicable to both doctors as well as nurses (Srinivasan & Chandwani, 2014) and hence pose a tough HR challenge. While it is a necessity to create customer delight, not just customer satisfaction (here patient and patient attendants), given the dearth of care and cure providers, it is also imperative to implement effective HR practices for healthcare professionals at hospitals. According to the 2013 WHO and Global Workforce Alliance Report titled, "A universal truth: No healthcare without workforce", many countries fall below the threshold of skilled healthcare professionals per 10,000 population. According to the report, the challenge is faced due to aging and shorter availability of the workforce. Moreover, the healthcare professionals have to face stressful environment, round the clock duty and work-life imbalance, which again becomes a major HR challenge for the hospitals. According to Ali et al (2016), human resource management plays an important role, has a strong impact on the healthcare quality and improving the performance of the hospital workforce. As this sector grows, it becomes imperative for the hospitals to retain and motivate their employees to display more voluntary behaviours in the interest of the organisation than that is minimally required to sustain in the organisation. Such voluntary behaviours are termed as organisational citizenship behaviours. The employees display voluntary behaviours when they are emotionally attached to the organisation they work for and are sure that their organisation will support them in case of need. This is termed as perceived organisational support. Hence, to ensure patient satisfaction, the hospitals need to take care of several HR issues including the organisational citizenship behaviour of health care service providers through enhanced perceived organisational support.

The present study was undertaken with this perspective in Dehradun in the state of Uttarakhand to find out the impact of perceived organisational support on the organisational citizenship behaviour of doctors and nurses in both public and private sector hospitals.

ORGANISATIONAL CITIZENSHIP BEHAVIOUR

Organisational Citizenship Behaviours (OCBs) have been defined as voluntary behaviours that an employee exhibits over and above the routine duty behaviours in an organisation. These extra role voluntary behaviours displayed by the employees are necessary and play an important role in the growth of the organisation and contribute to the success of the organisation, are voluntary and are not recognized by formal reward systems (Organ, 1988; McShane & Von Glinow, 2001). These behaviours, although voluntary, but are necessary for the organisations since they promote the sound functioning of an organisation (Katz 1964, Organ 1988, Schnake 1991, Appelbaum et al. 2004). Organ (1997) stated OCBs are "the maintenance and enhancement of the social and psychological context that supports task performance". According to Karambayya (1989), since OCBs show the degrees of interdependency among an organization's employees, they are quite closely related to the life of the organization. Organ et al. (2006) emphasised the discretionary nature of OCB by defining it as, "discretionary contributions that go beyond the strict descriptions and that do not lay claim to the contractual recompense from the formal reward system" (cited in Kumar, Jauhari and Singh, 2016). It is a psychological contract, a reciprocal relationship from the individual's point of view between self and organisations. (Rousseau 1989; Van Dyne et.al., 1994).

Organ (1988) in his paper on OCBs identified five key dimensions that an employee performs beyond his/her expected duty for the organisation. These are:

1. Altruism which means help extended to a co-worker, who is lagging behind on a task to overcome the problem.

2. Courtesy which means keeping others informed about any change that may affect their work.

3. Conscientiousness signifies a style in carrying out one's duties and responsibilities well beyond the minimum required levels.

4. Sportsmanship is explained as behaviour displayed by employees by tolerating any inconvenience and not complaining about it.

5. Civic virtue means involvement in the governance of the organisation (Jung and Yoon, 2012).

However, Podsakoff and Mackenzie (1994) found that with Organ's explanation of five conceptually distinct dimensions of OCB, the managers sometimes find difficulty in making a distinction and hence they modified the categorization and merged altruism and courtesy. They named it as helping behaviour since "helping behaviour is the broadest and most complex construct and is also the one with the deepest roots in the research literature" (Podsakoff, Ahearne and MazKenzie, 1997).

Based on Organ's (1988) work Van Dyne et al. (1994) "reconceptualised OCBs in terms of civic citizenship" and proposed five factors of OCBs: obedience, loyalty, social participation, inspiring participation, and functional participation (Yoon, 2012).

Smith, Organ, and Near (1983) proposed a two-dimensional model of OCB: altruism and general compliance. Altruism has been defined as being cooperative, helpful, and other instances of extra-role behaviour. Compliance, on the other hand, has been defined as behaviour that employees must demonstrate like arriving to work on time, not taking too many coffee breaks, taking only the required lunch time, or not leaving early etc.

Through various explanations of OCB, it can be understood that OCB, as a whole, is a multidimensional construct that is composed of several different but correlated categories. The extra role behaviours displayed by an employee for the growth, sustenance and well being of the organisation are not mentioned in any code book as rules of the organisation. These are different dimensions that motivate employees to perform extra role behaviours voluntarily. Research has proved that these extra role behaviours, which are in the interest of the organisation and a must, beyond the prescribed duties and responsibilities, are themselves influenced by several factors.

PERCEIVED ORGANIZATIONAL SUPPORT (POS)

Perceived organizational support is defined as the belief of employees that their organization values their contributions and cares for their welfare (Eisenberger et al., 1986). There exist a considerable number of researches that indicate links between POS and favorable work-related outcomes. Research studies have found that POS is associated with in-role and extra-role performance (Kurtessis et al., 2017) and organizational commitment (Kim, Eisenberger, & Baik, 2016, Eisenberger, Fasolo, & Davis-LaMastro, 1990). The development of POS is encouraged by employees' tendency to assign the organization humanlike characteristics (Eisenberger et al., 1986). Employees are more likely to integrate the organization into their self-concept, leading to increased organizational identification (Haynie et. Al. 2019). Perceived organizational support is valued as assurance that aid will be available from the organization when it is needed to carry out one's job effectively and to deal with stressful situations (cf. George, Reed, Ballard, Colin, & Fielding, 1993). Employees who are emotionally committed to the organization show heightened performance, reduced absenteeism, and a lessened likelihood of quitting their job (Mathieu & Zajac, 1990; Meyer & Allen, 1997; Mowday, Porter, & Steers, 1982).

*IMPACT OF PERCEIVED ORGANISATIONAL SUPPORT ON
ORGANISATIONAL CITIZENSHIP BEHAVIOUR ON HEALTH
CARE AND CURE PROFESSIONALS*

39

Perceived Organizational Support (POS) and Organisational Citizenship Behaviour (OCB)

Organizational support theory suggests that when the employee feels that the organisation would take care of them when they need it; they display extra role behaviours and work more than that is mentioned in the rule books. Such behaviours are never officially rewarded, but make the employee feel obligated to care about the organization and help meet its objectives through positive attitudes and behaviors towards the organization (Eisenberger et al., 1986). According to Organ (1988) employees' positive attitudes towards the organization, like POS, may be closely related to their extra-role behaviors than to in-role behaviours. It is therefore likely that higher levels of POS will lead to increased OCBs. The relationship between POS and extra-role performance has attracted several empirical research. Eisenberger et al. (1990), and Wayne et al. (1997) have supported the notion that individuals with higher level of POS may perform extra-role behaviors that are beneficial to the organization.

H1: Organizational citizenship behaviours and perceived organizational support are positively related.

METHOD

Instruments

The 24-item Organizational Citizenship Behavior scale devised by Podsakoff, MacKenzie, Moorman, and Fetter (1990) on a 7-point Likert scale ranging from 1 (strongly disagree) to 7 (strongly agree) was used to measure the five dimensions of OCB of the employees by themselves. The 5 dimensions of OCB scale consisted of conscientiousness (5 items), sportsmanship (5 items), civic virtue (4 items), courtesy (5 items), and altruism (5 items). Perceived Organisational Support was measured using the seven-item short scale on a 7-point Likert scale ranging from 1 (strongly disagree) to 7 (strongly agree).

Sample

In this study, the data was collected from doctors and nurses working in different hospitals in and around Dehradun (n=150). The respondents belonged to both public and private hospitals.

200 questionnaires were distributed in which 150 filled in questionnaires were received back; giving it a response rate of 75%. The survey questionnaire forms were distributed amongst the above mentioned randomly selected target population. The questionnaire clearly mentioned that the data is being collected only for the purpose of academic research and enhance our understanding on the concepts like organisational citizenship behaviour and perceived organisational support and the names of respondents would never be disclosed.

The responses were then computed in SPSS software to generate results. The missing variables were filled in by taking average in the SPSS software. Total 87 male 58 percent and 63 females 42 percent were included in the study. 48.7 percent of respondents belonged to the age bracket of 23-30 years followed by age brackets upto 70 years. Overall, 36.7 percent of respondents were graduate, 41.3 were post graduate and 22 percent above post graduation, 46 percent of respondents had experience upto five years followed by experience more than 20 years. 43.3 percent respondents had salary upto 30 thousand followed by salary above 1 lakh per month.

That positive OCBs lead to positive organisational outcomes has been proved by numerous studies undertaken on the subject. According to Karambayya (1989), since OCBs show the degrees of interdependency among an organization's employees, they are quite closely related to the life of the

organization (Truikenbrodt, 2000). Podsakoff et al. (2000) and Ilies et al. (2007) suggested that, from a long-term viewpoint, OCBs positively affect organizational outcomes (Salami, 2009). Key findings reveal that there is a significant impact of perceived organisational support on the five dimensions of organisational citizenship behaviour, although, there are other contributory factors too.

Analytical Procedure

Linear regression analysis technique was used to predict the variability of the dependent variable based on its covariance with the independent variable. This study examined if there is a significant impact of perceived organisational support on the five dimensions of organisational citizenship behaviour.

RESULTS

The psychometric properties of scale has been explained by Podaskoff, MacKenzie, Moorman and Fetter (1990), Moorman (1991). Both studies found support for a five dimension model of citizenship and reported reliabilities over .70 for each dimension.

In this study the reported Cronbach's alpha reliability coefficients are .943 for 5 dimensions of OCB (whole scale, 24 items), Conscientiousness .846 (5 items), Sportsmanship .810 (5 items) Civic Virtue .823 (4 items), Courtesy 823 (5 items), Altruism . 823 (5 items) and for Perceived Organisational Support .884 (7 items).

Table 1: Cronbach's Alpha

Variables	Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
OCB Whole Scale	.943	.943	24
Altruism	.837	.839	5
Courtesy	.828	.823	5
Conscientiousness	.839	.846	5
Sportsmanship	.808	.810	5
Civic Virtue	.821	.823	4
POS Whole Scale	.881	.884	7

Data was analysed with the help of SPSS. From the regression results, calculated at 95% confidence interval, it became evident that there is a significant impact of perceived organisational support on the five dimensions of organisational citizenship behaviour. Five dimensions of Organisational Citizenship Behaviours were taken separately as dependent variable and Perceived Organisational Support as independent variable.

Table 2: Regression Table

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
a. Dependent Variable: OCB_Altruism b. Predictors: (Constant), POS	.329a	.108	.102	.89504/ .000b*

41

*IMPACT OF PERCEIVED ORGANISATIONAL SUPPORT ON
ORGANISATIONAL CITIZENSHIP BEHAVIOUR ON HEALTH
CARE AND CURE PROFESSIONALS*

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
a. Dependent Variable: OCB_Courtesy b. Predictors: (Constant), POS	.382a	.146	.140	.88737/ .000b*
a. Dependent Variable: OCB_ Conscientiousness b. Predictors: (Constant), POS	.264a	.070	.063	1.04502/ .001b*
a. Dependent Variable: OCB_ Sportsmanship Behaviour b. Predictors: (Constant), POS	.348a	.121	.116	.87839/ .000b*
a. Dependent Variable: OCB_Civic V irtue b. Predictors: (Constant), POS	.405a	.164	.159	1.07269/ .000b*

Denotes significance at 95% Confidence Interval

However, the values of R2 were relatively low in all the cases which indicate there are other contributory factors too that influence organisational citizenship behaviour. The low value of squared R may also be attributed to cultural settings and challenges faced by health care professionals in hospitals. As per the analysis of famous statistician Jim Frost (http://statisticsbyjim.com/regression/low-r-squared-regression), and Martin, Karen Grace (2013), behavioural studies sometimes face this challenge of low R squared value which cannot be always termed as a problem. According to Jim, studies that attempt to predict human behaviour generally have R squared values less than 50%. This is because it is difficult to predict human behaviour and attempts to increase the R squared value comes at the cost of misleading regression coefficients, p-values and R squared. Hence, according to the statisticians, low R squared does not negate the importance of any significant variables. Even with a low R squared, statistically significant p-values continue to identify relationships and coefficients have the same interpretation.

As per the output of SPSS, p-value is significant for all the models which supports the hypothesis. However, low R squared values (.108 between Altruism and POS) reveals that only 10.8 per cent variation in OCB_Altruism (Dependant variable) is due to POS (Predictor), (.146 between Courtesy and POS) reveals that only 14.6 per cent variation in OCB_Courtesy (Dependant variable) is due to POS (Predictor), (.070 between Conscientiousness and POS) reveals that only 7 per cent variation in OCB_ Conscientiousness (Dependant variable) is due to POS (Predictor), (.121 between Sportsmanship behaviour and POS) reveals that only 12.1 per cent variation in OCB_Sportsmanship (Dependant variable) is due to POS (Predictor), and (.164 between Civic Virtue and POS) reveals that only 16.4 per cent variation in OCB_Civic Virtue (Dependant variable) is due to POS (Predictor).

Hence, it can be concluded that the perceived organisational support has a positive impact on the organisational citizenship behaviour of employees, however, low R squared values signify that there may be other contributory factors which play a dominant role. Further study needs to be undertaken in future to find out those contributory factors.

DISCUSSION

Perceived Organisational Support has gained lot of attention in the organisation theories and its impact on the citizenship behaviour of employees. It has been proved in literature that it helps enhancing the extra role behaviours amongst the employees. If the employees believe that the organisation would take care of its employees when in need, the employees do not hesitate in extra role behaviours; i.e. enhanced organisational citizenship behaviours which eventually are beneficial for the organisational growth. Perception about organisational support cannot be enhanced by mere monetary benefits to employees, research studies have proved that it can be enhanced by those small gestures/acts from the organisation that leave a lasting impact on not only the beneficiary but also spreads a message of organisations commitment towards its employees and their well being. It would be apt to mention about the book Employees First, Customers Second : Turning Conventional Management Upside Down written by Vineet Nayar - HCLT's celebrated CEO. In this thought provoking HBR publication, he has mentioned about the importance of putting employees first and customers second. This strategy sparked a revolution at HCL Technologies. In this book, Nayar explains how he and his team implemented the employee first philosophy by "creating a sense of urgency by enabling the employees to see the truth of the company's current state as well as feel the "romance" of its possible future state, creating a culture of trust by pushing the envelope of transparency in communication and information sharing, etc (Nayar, 2010). This employee first philosophy connects to the perceived organisational support where employees feel valued and hence display extra role behaviours. Given the demanding and stressful conditions in which the health care professionals work in hospitals, innovative HR practices may help motivating, engaging and enhancing the productivity of the service providers.

MANAGERIAL IMPLICATIONS

The service providers in the healthcare sector experience high stress levels due to the demanding nature of their job. This has an adverse impact on motivation and productivity of the service providers, resulting into negative impact on the organisation. Hence, it becomes imperative to adopt practices that may help improve the behaviour of the employees in the favour of the organisation. This research may throw some light on the importance of enhancing organisational citizenship behaviours through perceived organisational support amongst care and cure professionals working in the health care sector.

LIMITATIONS

The study was based in and around Dehradun only and with a limited sample size. This may be increased with wider network of hospitals, across the country and responses from a sizeable number of care and cure professionals may be taken.

REFERENCES:

Eisenberger, R., Armeli, S., Rexwinkel, B., Lynch, P. D., & Rhoades, L. (2001). Reciprocation of perceived organizational support. Journal of Applied Psychology, 86, 42–51.

Eisenberger, R., Fasolo, P., & Davis-LaMastro, V. (1990). Perceived organizational support and employee diligence, commitment, and innovation. Journal of Applied Psychology, 75, 51–59.

Eisenberger, R., Huntington, R., Hutchinson, S. and Sowa, D. (1986), "Perceived organizational support", Journal of Applied Psychology, Vol. 71 No. 3, pp. 500-507.

George, J.M., Reed, T.F., Ballard, K.A., Colin, J. and Fielding, J. (1993), "Contact with AIDS patients as a source of work-related distress: effects of organizational social support", Academy of Management Journal, Vol. 36, pp. 157-171.

IMPACT OF PERCEIVED ORGANISATIONAL SUPPORT ON
ORGANISATIONAL CITIZENSHIP BEHAVIOUR ON HEALTH
CARE AND CURE PROFESSIONALS

43

Haynie, Jeffrey J. Flynn, C. Brian, Baur, John E. (2019). The Organizational Justice-Job Engagement Relationship: How Social Exchange and Identity Explain This Effect.   JOURNAL OF MANAGERIAL ISSUES, . XXXI (1), 28-45.

Karambayya, R. (1989). Contexts for organizational citizenship behavior: Do high performing and satisfying units have better "citizens"? Working paper, York University, North York, Ontario.

Kim, K.Y., Eisenberger, R., & Baik, K. (2016). Perceived organizational support and affective organizational commitment: Moderating influence of perceived organizational competence. Journal of Organizational Behavior, 37(4), 558-583.

Kurtessis, J. N., Eisenberger, R., Ford, M. T., Buffardi, L., Stewart, K. A., & Adis, C. S. (2017). Perceived organizational support: A meta-analytic evaluation of organizational support theory. Journal of Management, 43(6), 1854-1884.

Martin, Karen Grace (2013)- Can a Regression Model with a Small R-squared Be Useful? http://www.theanalysisfactor.com/small-r-squared/

Mathieu, J. E., & Zajac, D. (1990). A review and meta-analysis of the antecedents, correlates, and consequences of organizational commitment. Psychological Bulletin, 108, 171–194.

Meyer, J. P., & Allen, N. J. (1997). Commitment in the workplace: Theory, research and application. Thousand Oaks, CA: Sage.Mowday, Porter, & Steers, 1982.

Moorman, R. (1991). Relationship between organisational justice and organisational citizenship behaviours: Do fairness, perceptions influence employee citizenship? Journal of Applied Psychology. 76, 845-855.

Nayar, Vineet (2010). Employees First, Customers Second: Turning Conventional Management Upside Down. Harvard Business School Publishing.

Organ, D. W. (1988). Organizational citizenship behavior: The good soldier syndrome. Lexington, MA: Lexington Books.

Podsakoff, P. M., MacKenzie, S. B., Moorman, R. H., & Fetter, R. (1990). Transformational leader behaviors and their effects on followers' trust in leader, satisfaction, and organizational citizenship behaviors. The leadership quarterly, 1(2), 107-142.

Report of Department of Industrial Policy and Promotion (DIPP)

Salami, S. O. (2009). Conflict resolution strategies and organisational citizenship behaviour: the moderating role of trait emotional intelligence. Europe's Journal of Psychology, 5(2), 41-63.

Srinivasan, Vasanthi & Chandwani, Rajesh (2014).   HRM innovations in rapid growth contexts: the healthcare sector in India. The International Journal of Human Resource Management, 25:10, 1505-1525.

Truckenbrodt, Y. B. (2000). The relationship between leader-member exchange and commitment and organizational citizenship behavior. Acquisition Review Quarterly, 7(3), 233-244.

Podsakoff, P. M., MacKenzie, S. B., Paine, J. B. & Bachrach, D. G. (2000). Organizational citizenship behaviors: A critical review of the theoretical and empirical literature and suggestions for future research. Journal of Management, 26(3), 513-563.

Ilies, R., Nahrgang, J. D., & Morgeson, F. P. (2007). Leader-member exchange and citizenship behaviors: a meta-analysis. Journal of Applied Psychology, 92(1), 269-277.

Wayne, S. J., Shore, L. M., & Liden., R. C. (1997). Perceived organizational support and leader-member exchange: A social exchange perspective. Academy of Management Journal, 40, 82 111.

Websites

https://www.ibef.org/industry/services.aspx

http://statisticsbyjim.com/regression/low-r-squared-regression/ (How to Interpret Regression Models that have Significant Variables but a Low R-squared)

http://www.theanalysisfactor.com/small-r-squared/