RESEARCH ARTICLE

Structural Model of the Relationship between Perceived Organisational Support and Quality of Working life of Employees of the Selected Hospital of North of Iran

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Introduction:

For every developing country, the hospitals are the most important component of their social structure (Mohammadkarim et al., 2011) where the relevant staffs are considered as the most precious asset of the organisation (Jahani et al., 2013). Diversity in working efficiencies is mainly due to the quality of working life of personnel for any organisation (Jokinen & Heiskanen, 2013). The quality of working life is an organisation employees' mental image and perception from the physical desirability depending on their working conditions and environment (Liliy et al., 2015). In determining the quality of working life of personnel the human resource management system of each organisation, the social conventions, and the relevant atmosphere of the organisation keep a significant relationship with the quality of working life of staff (Bowen & Ostroff, 2004).

Treating the patients are the stressful environments due to various human communication and the stressors such as an encounter with severe illnesses, death, high volume of work. These stressful environments, in turn, reduces the working efficiency of relevant personnel. Therefore, the quality of working life and undesirable organisational involvement causes a severe drop in work efficiency in therapeutic environments. The concept of perceived organisational support defines as doing the

Abstract

This applied research was carried out by collecting field data based on structural equation modelling. In the study total, 350 employees from the five selected hospital were considered and all were provided, a set of questionnaires. Data were analysed by SPSS 18 and LISREL and the final model and the model verification evaluated on the basis of confirmatory factor analysis. Perceived organisational Support has been found to relate with quality of working life (job satisfaction), its related dimensions such as fairness and satisfactory payment, a safe and hygienic working environment, continuous security and growth opportunities. Perceived organisational support is correlated with the working life. Conclusively, with the increase of perceived organisational support of staff could improve the quality of their working life.

necessary actions for a satisfaction of personal from their work. In addition, the sense of support from the organisation for commitment to the organisation, valorizing for the cooperation of personnel, organisational prevention of motivation for leaving work, and the implementation of organisational justice are also included in the same. The fact regarding the nature of the officials of a hospitals or any health care environment, that how much they care about the welfare of their staff as well as other support items ultimately gives a significant impact on the behavior and the quality of the provided services (Mott et al., 2004; Villako & Raal, 2007; White & Klinner, 2012). The theory of organisational support of Eisenberger et al., (1986) states that every employee has a special understanding regarding the importance that organisation gives to the needs and expectations of an employee (Rhoades & Eisenberger, 2002). Several studies suggested that perceived organisational support affects on employee's performance (Shanock & Eisenberger, 2006). Organisational Commitment as an effective organisational indicator represents the emotional involvement of stuff and the level of their attunement with their organisation (Mowday et al., 1979; Steers, 1977). Low levels of organisational commitment can represent lower levels of performance (Jaramillo et al., 2005; Riketta, 2002) and high levels of organisational commitment reflect the willingness of employees to work in the organisation

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(DeConinck & Bachmann, 1994; Lee & Mowday, 1987). Intend to leaving the organisation is the possible consequences of a negative atmosphere of the workplace, the lack of perceived organisational support and low organisational commitment (Islam *et al.*, 2013). In general, it has been found that the employees form a holistic view of the level of organisational support towards themselves and in exchange for this support, the personnel pay attention to organisational goals and achieving them (Baranik *et al.*, 2010; Farid *et al.*, 2015). The staff also responds better to the organisation and do best in order to achieve organisational goals (Gopinathan & Raman, 2015; Guan *et al.*, 2014). By, keeping all such things in mind our aim of this study was to achieve a structural model of the relationship between perceived organisational support and the quality of working life in medical personnel.

Methodology:

In terms of the objective, the present study is an applied research and is an analytical research in terms of the process which was done by collecting data by field method and with the use of structural equation modelling in the year 2016. The research environments were purposefully selected from the hospitals of Central, West and East of Mazandaran Province running under different ownership. Hospitals were selected from two Medical Sciences Universities affiliated to the Ministry of health and medical treatment that settled in the North of Iran and one hospital of Social security (Tamin Ejtemae) organisation. The statistical population consisted of 3876 employees, physicians, nurses, administrative- financial staff and other relevant workers of the hospitals. Using Cochran formula, a sample group of 350 employees (n=350) were selected as the study sample.

The sampling method was based on the cluster classification. Data collection tool was a standard questionnaire of perceived organisational support by Eisenberger *et al.*, (1986) and Walton (1973)'s standard questionnaire of quality of working life referred by Reddy & Reddy (2010). The questionnaire had three-part; first part included demographic data with 5 questions, the second part contained the main questions regarding the aim of the survey in the field of organisational support and the third part designed about the quality of working life. The questionnaire of 3rd part included 35 closed questions in 9 dimension which included about: adequate and fair payment, workplace safety and health, providing growth opportunity and constant security dimension, the rule of law dimension in the organisation, the social dependence of working life, the overall atmosphere of life, the integration and social cohesion, the development of human capabilities, and eventually the measurement of perceived organisational support variable. For scoring and quantitative evaluation, specialised questions were used from 1 to 5 Likert scale. To assess the accuracy of the used

questionnaire, the content validity method was used. Considering the reliability, the internal consistency was found to be 0.78 for "perceived organisational support component" and that of "life quality component" was 0.86. Out of 370 questionnaires distributed among employees, 350 questionnaires were obtained back. Factor analysis was conducted on data collected from the questionnaires and the final model was developed using mathematical models, and the pattern approval was evaluated based on confirmatory factor analysis. In general, SPSS version 18 and LISREL version 8 was used. Bartlett significance level of less than 0.05 was considered significant.

Results:

As per the calculated analysis by Kaiser-Meyer-Olkin measure of sampling adequacy indicator, the obtained value was equal to 112.312, Bartlett's test of sphericity of data was <0.0001. The value indicates the suitability of the sample and the correlation matrix for this analysis in two group (table-1). In the structural equation modelling of research, all the numbers and loaded factors for subsidiary questions were greater than 3.0 that is acceptable and desirable (Fig.-1).

Table-1: Size of (K.O.M) and the result of Bartlett sphericity test for the hospital staff in the North of Iran.

Index	The right amount	The obtained values
K.O.M	>0.7	112.312
Bartlett Sig. level	<0.05	0.000
Test results		appropriate

Chisquare- 2221.37; df-552; p<0.001; RMSEA-0.033

Figure-1: Standard load factor of the structural model for the relationship between perceived organisational support and quality of working life of the staff of selected hospital of Northern of Iran

The results of the study revealed that the relationship between organisational support and the quality of working life was in good condition in terms of the fitness

RESEARCH ARTICLE

indicators (Table-2).

Table-2: Fitness indicators model for sub-question for the relationship between perceived organisational support & quality of working life of the staff from selected hospital of North Iran.

Fitness index	Fitness model for sub-questions
● Chi-square degrees of freedom	3.3
● Standardized root mean square residual	0.04
● The root mean square error of approximation	0.03
● Goodness of fit index	0.91
● Adjusted index goodness of fit	0.95
● Stock softened fitness	0.91
● Comparative fit index	0.91
● Incremental fit index	0.51

The Root Mean Square Error of Approximation (RMSEA) is equal to 0.036. Thus, it could be stated that the fitness indicators for research model have the perfect fitness according to the total index and according to the calculated fitness indicators (table-2). According to the t-test, all the value of the 't' statistics or the same observed significant correlation in this model >1.96 and was accepted.

The scores of quality of working life and organisational support in medical staff were higher than the score of administrative staff but there was no significant difference between the mean scores of organisational support and the quality of working life of the administrative staff and medical staff of selected hospitals affiliated to Babol and Mazandaran University of Medical Sciences (table-3).

Table-3: The mean scores of organisational support and quality of working life of administrative and medical staffs from the selected hospital of Northern of Iran.

Section		NoP*	mean	t	p-value
organisational Support	Administrative division	175	2.88	-1.031	0.303
	Health division	175	2.94		
Quality of working life	Administrative division	175	2.85	-0.926	0.355
	Health division	175	2.91		

Discussion and conclusions:

In the recent years, considerable researches have been done in the field of psychological variables and their effects on the motivation of the staff involved in the nursing profession (Hussein *et al.*, 2014; White & Klinner, 2012). However, a very few of such studies have examined the relationship between perceived organisational support and the quality of working life or career success. Some studies have pointed out the effects of a person's perception of himself in creating the incentives to stick at work whereas, in some other researches, the effect of self-

esteem was discussed (Meyerowitz & Chaiken, 1987; Zhao *et al.*, 2005). It is obvious that support for an organisation can be effective in motivating employees, increasing their interest in the work and organisation's progress (Chiang & Hsieh, 2012; Filipova, 2010). Some study suggests that perceived organisational support is positively associated with career success (Liu *et al.*, 2015; Ng *et al.*, 2005). It seems dissatisfaction of employees is one of the problems of every organisation that has the negative effect in the atmosphere and the goals of the organisation (Toulabi *et al.*, 2013). The results of our study showed that this model of research was quite satisfactory in term of fitness indicators. According to the structural equations model, we found that perceived organisational support was associated with the quality of working life and its components such as fair and adequate payment, a safe and hygienic work environment, continuous security and growth opportunity, the rule of law in the organisation, the social dependence of working life, the overall atmosphere of life, integration and social cohesion in the organisation, and development of human capabilities.

Working life is nowadays considered as a global concept and this variable has found to show a positive relationship with the perceived organisational support in our present study. Based on the opinions of many of the scholars this study also supports the importance of the issue in the increase of productivity and increasing the quality in developing and developed countries which needs attention (Mahon *et al.*, 2014; Terry *et al.*, 2014). Urbanous *et al.*, (2015) reported that the commitment to the organisation is associated with the intention of leaving the workplace. Other studies have also expressed a commitment to work will decrease the intention of leaving the workplace, on its own. They also stated that perceived organisational support is in line with the quality of working life and having various overlap (Dawley *et al.*, 2010; Desselle, 2005; Gaither *et al.*, 2008; Jokinen & Heiskanen, 2013; Serinkan & Kaymakçi, 2013). Each of the indicators of perceived organisational support is somehow associated with quality of life (Fu *et al.*, 2013) so that raising an indicator of perceived organisational support can increase the several elements of the quality of working life (Knight & Leimer, 2010). It should also be pointed out that the relationship between perceived organisational support and quality of working life has mutual benefits and in addition to the staff, the organisation also would benefit from such circumstances (Serinkan & Kaymakçi, 2013; Zhou & Miao, 2014). Respectful behavior with employees and giving them the opportunity to express opinions and ideas can reduce the stress of employees, leaving the workplace and the level of absence (Kelley *et al.*, 2014; Lew, 2009).

The limitations of the present study were the weak cooperation of some managers, employees of the studied

hospitals. It is recommended to evaluate the effects of each of the aspects of organisational support on the quality of working life and career success in a study to be considered for all subsequent effects of this important category. On the hospital staff, perceived organisational support is in line with the quality of life and with the increase of staff's perception of organisational support can be improved the quality of their working life, particularly, the safe and healthy work environment.

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RESEARCH ARTICLE

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