

From rewards to RESONANCE: A case of health care employees

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Abstract

Rewards and organization support has profound impacts on health care employee attitudes at work place. Health care professionals' cognitive performance needs organization support for enhanced productivity. Hence, this study conducted to investigate the mediating role of organizational support and impact of rewards on employees' attitude in health care system of Pakistan. The intention and contribution was to apprise the health care system operators to understand the importance of rewards, their relationship with employee attitude at workplace and the influence of organizational mediation on this relationship at work places. The study is descriptive in nature and participants were 200 individuals from a different hospitals located in Rawalpindi and Islamabad that represented mainly managerial jobs. Quantitative data collected through five point Likert scale questionnaire from health care managers working at managerial positions in twins cities of Rawalpindi/Islamabad, Pakistan. Data analyzed through spss21 and conclusion interprets the result. The results of study reveal that though rewards and employee attitude are positively associated nevertheless, positive perception of organizational support as a mediating factor is of paramount value for this relationship and effectiveness of rewards. The author(s) believes that further research is required in the attitude display of employees working in public health care sector of Pakistan. Furthermore, the future researcher can utilize our study to investigate the role of managers themselves in developing positive perception of organization as mediator to modify employee attitude through rewards

Keywords: perceived organization support, rewards, employee attitude, job satisfaction, organization commitment, health care managers, health care sector, Pakistan.

Introduction

Employees are an integral part of any organization. The magnification of skills and competitiveness of employees in the rapidly changing world is the need of the hour for every organization. This goal is only achievable if organizations are capable to develop a specific positive attitude among workforce for productivity. The Attitude, which make them dependable, motivated, satisfied and committed workforce determined to challenge withering growth effects of pandemic. (1) argues that humans are considered as body of an iceberg so the invisibility must be kept in minds while discussing human productivity and motivation necessary against employee performance (2). It is important to address the invisible body needs. Because winning hearts through rewards propels desired efforts of employees for attainment of goals is of significant value for any organization. (3) Managers must be capable to comprehend all attributes associated with rewards and effects of positive perception of organizational support as mediator while designing reward systems (4). Many researchers recommend multiple possible means of rewarding employees uninterested in financial rewards (5) and these rewards could be offering anything to star performers and (6) has termed it as catalyst in their study.

Multiple motivational factors can be used to earn employee engagement attitude (7) in any organization but being satisfied is the cornerstone of employee performance which can only be earned through well-defined rewards systems and positive perception of organization. The absence of such rewards declines employee satisfaction and raises work pressure upon organization being generated by turnover intentions of employees (8).

The focus of this study is to concentrate on motivational objective born by rewards with perceived organizational support. (9) advocates the support of supervisors and team leaders to create such resources compulsive to satisfy employees. Once the employees perceive that their organization will reward specific activities positively, they ultimately become innovative, effective, efficient and productive and managers can play crucial role in this regard (10). Therefore, the health care organizations managements should understand the importance of perception of organization role in developing motivation among their employees to maintain desired satisfaction level (11).

Purpose of study:

The main desire behind this study was to explore and explain the impact and relationship between rewards, positive perception of organizational support and employee attitude. Additionally purpose is to apprise the health care system operators to comprehend this importance of relationship of employee attitude at workplace and the influence of organizational mediation on this relationship at work place.

Research questions:

On basis of available researched literature, we decided to explore under given questions in our study:

- Whether the perceived organizational support has a significant mediating role in employee attitude and its relationship with intrinsic and extrinsic rewards

- The extent to which intrinsic and extrinsic rewards and employee attitude are interlinked

Literature review and hypothesis:

Every employee is unique in his/ her rewards need for workplace attitude. Some employees value tangible rewards while many others put intangible first on their wish list. We also see a major group of employees who enters any organization with conviction about Maslow's theory of hierarchy of need and they believe that it is organizational responsibility to fulfill their entire pyramid. Most of the times it happens accordingly but sometimes it does not. (12) study established relationship between two variables of attitude but reveals no direct in between association and (13) has revealed that job satisfaction and organizational commitment are effectively correlated. It means rewards in human resource departments should have financial and nonfinancial offers as (14) has explained that high levels of organizational commitment are discouragers for absenteeism and turn over intentions of employees. Moreover, dissatisfaction keeps employees away from work in contrast to satisfaction (15).

Employee attitude does not come as flooded idea but rather is a tool to modify employee performing behavior that can provide required job satisfaction (16). Motivation generated by rewards do leave strong imprints on attitude of job satisfaction of employees and help organization management to achieve goals effectively (17). Studies on employee attitude of being satisfied started decades before and the oldest ones unveil that there are many psychological and emotional conditions of employees that drive them towards job satisfaction and vice versa (18).

Organization support. Perceived organizational support not only throws in confidence in employees but also acts as a Catalyst for increased organizational productivity and growth (20). Managerial role and support is vital in creation of positive perception in favor of organization (21). Once the management is succeeded in realizing the employees that their contributions and feelings are acknowledged, the employees started to align their goals and performance with that of organization (22).

Perception of organization (positive or negative) is not only influenced by rewards but is also affected by the team environment and some tactics can be employed to create good conducive work environment having fine interpersonal social relationships (23). Furthermore, (24) concluded in their study that personality traits and circumstances also have impact on interpersonal social relationships. If employees feel fun and job satisfaction in their job environment the best wished dealings will be there (25) and critical role for positive organization perception stays with managers (26). Perception in minds can be manipulated through rewards by organization management and situations of support changes employees mindset to be loyal, committed and vice versa (28). Those organizations which took this insight critically, they treat employees sensitively and judiciously and consequently develop engaged workers (29) while the employees who been treated as machines are prone to turn over ,absenteeism and dropped motivation (30).

All above arguments provide fair enough foundation for the argument that there is a positive relationship between rewards and employee attitude with support of organization.

H1: Perceived organizational support provides mediating relationship between extrinsic rewards and employee attitude.

H2: Perceived organizational support provides mediation relationship between intrinsic rewards and employee attitude

Extrinsic rewards are tools that affect employee attitude effectively and it is important for top management to know how to build passion for work and exploitation of skills and knowledge of employees (33). Extrinsic rewards comprise of remuneration, promotions, privileges, perks along with intrinsic reward. This combination leads to birth of remarkable employees motivational high performances (35).

The study (36), on one hand, tabled the idea that evaluation of impact of rewards must be very careful. Because extrinsic rewards play significant role in interlinking of both kind of rewards. Contrast to previous revelations, the study of (37) established the fact about employees that those employees, who select and complete less enjoyable work with intrinsic intentions need to be rewarded extrinsically. In post partied era the south African government had to face frequent rounds of unrest among dissatisfied civil labor workforce who were not happy by their job due to lack of low extrinsic rewards not sufficient to meet employee needs (38).

Intrinsic rewards are anything non-financial that can amuse the soul of employee. Intrinsic rewards include recognition, professional growth, acknowledgement, respect and immediate appreciation of certain acts. Researchers have found that organizational effectiveness is impacted by the satisfaction of employee (40) and food for the souls of employees is important. That's why a study (41) conducted in Belgium employee population disclosed that Belgian employees' population take value from both financial and psychological rewards. (42) opened up that employees who work harder, they need their recognition and appreciation for their work and this is a simple way for health managers to develop a customized recognition system acceptable for organization as well as for employees (43). Facing or talking to employees directly and uttering thanks for their contributions is far more satisfying and relaxing for employees (44). For instance, the management that communicates with employees face to face will get more motivated response than the ones sending only emails (44). Smart managers are those who know that if their employees are satisfied intrinsically then their departmental/organizational outcome will be in suitable condition (45). Instead of practicing "all fit formula" the management should understand interrelationship and comparative relationship between rewards and employee attitude of satisfaction (46).

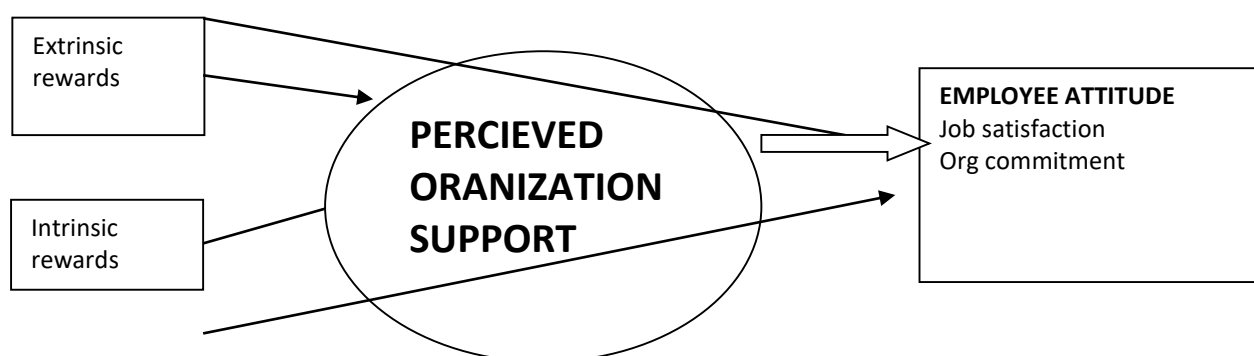
H3: Extrinsic reward is positively associated with employee attitude

H4: Intrinsic reward is positively associated with employee attitude

Theoretical framework:

The under given model is used to explain the influence and relationship of these variables upon and with each other accordingly. The first step is to explain the association / direct influential relationship of two independent variables, extrinsic and intrinsic rewards, with one dependent variable of employee attitude. Perceived

organizational support used as a mediator in the relationship between independent variables and dependent variables.



Methodology/Research design/instrument:

This study chose a quantitative research method to analyze and describe circumstances for usage of rewards on employees' attitude and organizational support. For the purpose of this descriptive study, the extrinsic and intrinsic rewards studied as independent variables, employee attitude as dependent variables and perceived organizational support considered as mediating variables (sub variables' were job satisfaction and organization commitment). A questionnaire based on multiple items covering extrinsic rewards, intrinsic rewards, organizational commitment and job satisfaction as employees' attitude and perceived organizational support with creativity checked in complete. Five-point (1-5) Likert scale from strongly agree, to strongly disagree used for care full responses of target population. (47) study employed to design questions regarding extrinsic rewards.

Same guideline used to design questionnaires for intrinsic rewards. For organizational support (48) study has been used to design questionnaires with evaluation of ten items. Job satisfaction of this study measured through a five items based tool designed by scot smith (2013) and it has covered all characteristics of employee job satisfaction. (49) designed questionnaires used to measure the levels of organizational commitment of employees.

Target population was public health sector employees working in hospitals located in Rawalpindi and Islamabad. Employees working at operational supervisory and managerial level from both genders were included in sampling. Cut off age was from 25 to 50 years followed by service tenure of 5 to 20 years were taken into account for data collection. All employees contacted through a self-administered questionnaire for collection of data in the shape of their response regarding impact of rewards employee attitude with their perception of organizational support. The results of study computed and analyzed using a statistical package for social sciences (SPSS21).

Discussion/ Results:

The collected data analyzed for regression and correlation analysis through SPSS-21. The all tables summarize the correlation analysis. Results show that intrinsic and extrinsic rewards have Positive, moderate and Significant correlation with dependent variable of employee attitude (job satisfaction and organizational commitment) with the help of mediating role of organizational support. Once the employee feels that his/her organization do care for his or her as “being” he or she will show higher levels of organizational citizenship behaviors. This positive perception of organization acts as catalyst for effects of both kinds of rewards among health care workforce. Results also revealed that extrinsic rewards have more profound impact on employee’s job satisfaction than intrinsic rewards and variable job satisfaction has taken more impact than organizational commitment from independent variables.

Hence, it is evident in results that with the increase of intrinsic and extrinsic reward, employee attitude including job satisfaction and organizational commitment also increases. Therefore, if the rewards augmented in reward system especially the extrinsic reward systems in health organizations, the attitude of employees will also increase specifically the job satisfaction. These have positive relationships with each other. Health organizations management should take steps to devise concrete (intrinsic and extrinsic) reward system so that employee’s job satisfaction and organizational commitment can be increased which will ultimately be an increase in the loyalty towards organization.

Hypothesis	Statement	Results
H1	Perceived organizational support provides mediating relationship between extrinsic rewards and employee attitude.	Accepted
H2	Perceived organizational support provides mediation relationship between intrinsic rewards and employee attitude	Accepted
H3	Extrinsic reward is positively associated with employee attitude	Accepted
H4	Intrinsic reward is positively associated with employee attitude	Accepted

Conclusion:

The study concludes that employee attitude is vital for organization output and the alternative hypothesis of this study/ mediating role of organizational support has profound impact on employee attitude. Job satisfaction and organizational commitment are associated with intrinsic and extrinsic rewards. Intrinsic rewards have a significant impact on organizational commitment. Results also revealed that both types of rewards

are equally important for employee satisfaction and retention level. Hence rewarded employees exhibited high levels of loyalty and commitment. Furthermore, employee attitude is also linked to his/her perception about his/her organization. If perception is positive, the attitude will be remarkably positive, and employees will be eager to contribute to organizational production. Intrinsic and extrinsic rewards also have significant influence on employee perception, essential to boost employee attitude of job satisfaction and organizational commitment. Therefore, if the workforce is given well-tailored tangible and intangible rewards, they will demonstrate an attitude of organizational commitment and job satisfaction to achieve for organization goals. This study will be helpful for health care administrators and managers to organize and develop sophisticated reward plans to modify employees' attitude for efficient and effective work performance.

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APPENDIX:

Table 1:

VARIABLES	Cronbach's alpha	Number of items
Intrinsic reward	.735	5
Extrinsic reward	.726	5
Perceived organizational support	.771	5
Job satisfaction	.753	5
Organizational commitment	.737	5

Table 2:

****Gender wise frequency distribution of respondents:**

Gender			
	Frequency	percent	Cumulative pc
Male	142	71	71
Female	58	29	100
Total	200	100 %	

Table 3:

Mean, Standard Deviations, Correlations:

Variables	Means	Standard Deviation	1	2	3	4	5
Intrinsic rewards	3.5343	.6536	1				
Extrinsic rewards	3.6420	.6321	.345**	1			
Organizational support	3.5126	.5734	-.081*	.264*	1		
Job satisfaction	3.7441	.5645	.382**	.343**	.215**	1	
Organizational commitment	3.7366	.4722	.413**	.443**	.372**	.228**	1

Table 4:

******Coefficient relationship of intrinsic rewards and organizational commitment:**

	Model	Un-standardized coefficient		Standardized coefficient		
		β	Std. error	Beta	t	Sig.
1	Constant	2.69	.13		20.26	0.00
	IR	.24	.04	.39	6.45	0.00
	OS	.16	.04	.23	3.81	0.00
2	Constant	2.05	.21	.41	9.68	0.00
	IR	.25	.04		6.91	0.00
	OS	.16	.04		3.81	0.00

Table 5:

***** Coefficient relationship of extrinsic rewards and organizational commitment:

	Model	Un -standardized coefficient		Standardized coefficient	t Sig.	
		β	Std. error	Beta		
1	Constant	2.76	.16		17.64	0.00
	ER	.21	.04	.31	4.97	0.00
2	Constant	2.43	.21		11.54	0.00
	ER	.20	.04	.29	4.57	0.00
	OS	.10	.05	.15	3.32	0.02

Table 6:

***** Coefficient in relationship of intrinsic rewards and job satisfaction:

	Model	Un standardized coefficient		Standardized coefficient	T Sig.	
		β	Std. error	Beta		
1	Constant	2.72	.18		16.15	0.00
	IR	0.31	.05	0.41	6.70	0.00
2	Constant	1.36	.25		5.39	0.00
	IR	0.33	.04	0.44	7.84	0.00
	OS	0.34	.05	0.38	6.78	0.00

Table 7:

***** Coefficient in relationship of intrinsic rewards and job satisfaction:

	Model	Un standardized coefficient		Standardized coefficient	T Sig.	
		β	Std. error	Beta		
1	Constant	2.13	0.18		12.04	0.00
	ER	0.47	0.05	0.54	9.73	0.00
2	Constant	1.38	0.23	0.50	6.01	0.00
	ER	0.43	0.05		9.26	0.00
	OS	0.24	0.05	0.26	4.84	0.00

Table 1 depicts reliability statistics of all items. The Cronbach alpha coefficient is the mostly used measurement scale of internal consistency of any variable (51). (52) purposed reliability value from 0.60 to 0.70., in this study the Cronbach alpha coefficients of all the constructs are within the accepted range.

The alpha coefficient of all scales is more than 0.70 which is a universal bench mark as an acceptable threshold of reliability discuss in Table 2.

The table 3 shows mean and standard deviation for independent variables, dependent variables and mediating variables.

***Correlation is significant at the 0.01 level (2-tailed), *Correlation is significant at the 0.05 level (2-tailed) in table 3 shows Mean and Standard Deviation for independent variables, dependent variables and mediating variables. Independent variables consist of two types of rewards, intrinsic rewards which have mean = (3.5343), which shows results that the most of participants agree and remain in option and think about neutral about the intrinsic rewards proceeded in the organization.

The standard deviation of first independent variable intrinsic rewards is ($\sigma = 0.6536$) which shows the deviation from the targeted results. The other 2nd independent variable is extrinsic rewards which shows the mean ($x = 3.6420$), which is lower than intrinsic reward and the standard deviation is ($\sigma = 0.6321$) which is lower than intrinsic reward. Intrinsic reward is found more significant which we can see through mean and standard deviation. Now in the dependent variable the organizational commitment mean is ($x = 3.7366$) and standard deviation is found that is ($\sigma = 0.4722$). Organizational commitment shows less standard deviation in results. The second dependent variable is job satisfaction. Job satisfaction means ($x = 3.7441$), which is higher value from all the other variables of our study and its ($\sigma = 0.5645$), that is found acceptable. The deviation of mediator variable organizational support shows acceptable results having standard deviation of ($\sigma = 0.5734$) and the mean value are ($x = 3.5126$). The table shows that this mediating variable has low deviation from the standard target and has acceptable figures. Mediating variable also has low standard deviation from independent variables that explains the lesser standard of error in the participants for the standard target.

Regression analysis:

Simple and multiple regression analysis along with hierarchical analysis used to test impact of both types of variables. Linear regression analysis used for hypothesis testing. Linear regression method was employed to measure and analyze the impact of independence on other dependent variables. Different measures also had been used to understand the impact of forecaster variables on forecasted variables. A positive beta value has been used as a positive relationship between variables whereas a negative beta value has indicated a negative or inverse relationship between them. Dependent variable: organizational commitment, IR=intrinsic reward. OC=organizational commitment. Here Model 1 shows the relationship between intrinsic reward and organizational commitment, whereas 2nd model shows the relationship between intrinsic reward and organizational commitment with the mediating role of organizational support.

Table 4 shows the coefficient and t value and beta value to understand intrinsic reward and Organizational commitment. This table shows that t value of Intrinsic Reward is ($t = 6.45$) which is less than the formulated value and is acceptable, because according to statistics rules t value should be 2 or more than 2 for its acceptance. In model 2, the value of t with intrinsic rewards increases from ($t = 6.45$) to ($t = 6.91$) that shows the mediating effect organizational support increases on intrinsic reward and organizational commitment. In the 2nd model β of IR found ($\beta = 0.25$) that means by adding the one unit of IR the OC toward the organization affected 25%. The beta of OS is ($\beta = 0.16$)

and β of IR shows that (40) percent of variation in OC occurs by the addition of one unit of dependent variable and one unit of mediating variable. Dependent variable: organizational commitment, ER= extrinsic reward, OS =organizational support

Table 5 shows the impact of mediator organizational support on the relationship between extrinsic rewards and organizational commitment. The coefficient of ER is ($\beta = 0.21$) and that is statically acceptable but ER coefficient which has an impact on OS is ($\beta=0.20$) that is a little bit decreased. This is because of organizational support in both of these relationships. The t value of ER and OS in second mode is ($t = 4.57$) and ($t = 3.32$) respectively. The t value in second model also shows that there is significant result and support from the organization that the ER has the great impact on organizational commitment in the shape of employees' perception for their organization to support them and in the shape of loyalty with organization and employee's attachment with their organization. Dependent variable: job satisfaction and Table 6 shows the t value of intrinsic reward with the effect of mediating variable organizational support is ($t = 7.84$) which is more than its organized value ($t = 6.70$) and that is significantly acceptable. The t value of IR increases from $t = 6.70$ to $t = 7.83$. The t value of organizational support has also significant results and has found more than other values as ($t = 6.78$). The IR shows more important relations with employee's job satisfaction with respect in relationship between IR and OS. The β value of IR also increases from first mode to second mode of table, ($\beta = .31$) to ($\beta = .33$). This table shows mediating variables affecting the relation between IR and OS variables. Dependent variable: job satisfaction and Table 7 displays the Extrinsic rewards and employee Job Satisfaction has acceptable correlation of ($\beta = 0.47$) which is more than OS and ER. The results determine that ER has more impact on the JS of the employee in comparison with IR. The t value also found substantial at the value of ($t = 9.73$) that is more than compared to IR value. The ($\beta = 0.47$) shows that JS increases 47 percent positively with involvement of ER.

The t value in second mode also shows the significant value and the support ER that has the influence on employee perception about support of the organization and organizational loyalty and attachment of the employees with organization also increases by adding every unit of ER variable. Hence, we can say the mediating role of organization support has significant and positive impact on employees because if OS will increase then employees support toward their organization will also increase.