

# Impact of work experiences on perceived organizational support: a study among healthcare professionals

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**Abstract** In the competitive and globalized scenario, organizations are interested in enhancing employee–organization relationship. Perceived organizational support is one way to understand employee–organization relationship. This study examines the impact of various work-related experiences of healthcare professionals on perceived organizational support. The work experience comprises employees’ experience with i) formal support through human resource practices and facility in the workplace and ii) informal social support from supervisors and coworkers in the workplace. A survey is conducted among healthcare professionals including medical officers and staff nurses working in primary health centers in the state of Tamil Nadu. The results of the study proved the positive impact of human resource practices (such as pay and rewards, and job autonomy), social support (such as supervisor support and coworker support), and health facility on perceived organizational support. The career growth opportunities showed a negative impact on perceived organizational support. The supervisor support and coworker support showed higher influence on perceived organizational support than human resource practices and health facility. The study has contributed to the literature on human resource practices and perceived organizational support. The results of the study have provided inputs on how to enhance perceived organizational support of

healthcare professionals and about healthcare professionals’ perception of human resource practices that could be incorporated while making policies related to public health.

**Keywords** Human resource practices · Supervisor support · Coworker support · Perceived organizational support · Primary health centers · Public health

## 1 Introduction

Employee–organization relationship is gaining more interest among researchers and institutions. Organizations consider employees as a strategic asset and have begun to invest in employee development programs. They show their commitment toward employees by providing benefits through growth opportunities (Yew 2011), implementing employee friendly policies (Gibson 2006), providing support for creativity (Zhou and George 2001), and providing support for financial needs (Kraimer and Wayne 2004). Similarly, employees show their commitment toward the organization in terms of heightened performance (Rhoades and Eisenberger 2002; Agsari et al. 2008), reduced workplace deviance (Pearce and Giacalone 2003), and less likelihood of quitting the job (Kurtessis et al. 2009). However, there is a lot of ambiguity on what makes employees committed to the organization, and several researchers have attempted to empirically investigate the employee–organization relationship. Previous studies reported a positive relationship of organizational fairness (Kurtessis et al. 2009), organizational politics (Hochwarter et al. 2003), organizational rewards (Allen et al. 2003), and job security (Richardson et al. 2008) with perceived organizational support (POS) and negative relationship of

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