Perceived supervisor support and employee job satisfaction in private hospital

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Abstract
Employee job satisfaction is often associated with salary and career levels obtained in workplace. Unfortunately, this has not been studied much in the hospital work environment. The purpose of this study was to determine the correlation between perceived supervisor support and job satisfaction in the hospital work environment in private hospital. This study used cross-sectional design. The samples were 69 persons who met the study criteria and completed the survey. The primary outcome was a strong correlation between job satisfaction and perceived supervisor support. Based on the results of cross-tabulation analysis, a positive correlation between perceived supervisor support and job satisfaction was obtained with significant results of 59.4% from 69 samplings (41 respondents indicated support). Strong correlation was observed between perceived supervisor support and job satisfaction showing significant relationship (p <0.01). Perceived supervisor support has a strong correlation with job satisfaction.

Keywords: job satisfaction, perceived supervisor support, private hospital

INTRODUCTION

Optimal support from company human resources will create an excellent organization. Good work environment, management, and support from partners at work will make the employee work in an ideal condition. Work satisfaction has an important meaning for the employees and the company, especially to create positive condition in working environment and increase employee's performance. There are many factors influencing work performance, such as salary, job satisfaction, promotion opportunity, supportive supervisor and partners. The support from the organization, supervisor, and partners impacts the employee's performance. Supervisor support has an important role to make balancing in working role and family (Rhoades & Eisenberger 2002). Employee is considered as one of the important assets in the organization or the company. The organization or company requires employees with high performance, so they can work well and fast (Maharani & Roshandi 2019).

A good supervisor must be able to develop goals, infusing positive attitude within the organization, and increase employee awareness on the importance of training. Company goals can be achieved if there is supervisor support (Arshadi & Hayavi 2013). There is effectiveness of supervisor in managing employees who refuses to participate in training programs (Eisenberger, et al. 1986). Inspiring discussion between supervisors and their employees will encourage employees to attend training as an incentive towards them (Eisenberger, et al. 2016). Supervisors support because they care and have responsibilities for the employment carrier, and they will consider the next step that will do to make development of the employees (Eisenberger, et al. 2002). Supervisors must have a basic understanding of the concept of development before they can facilitate their employees (Asif, et al. 2017). When a supervisor has a good understanding of the concept of development, it will increase employee confidence of his qualities and traits to become a good leader for them.

Satisfaction of employees will have a direct effect on employee performance during working, and company performance will also decline if employee performance decreases. It will inevitably discourage corporate goals from being achieved (Ishak, Asfriyati, & Noviza 2019). Any reasons causing supervisors not support their employees are that they typically offer their workers with critical input rather than constructive suggestions (Wang, 2014). They just perceive their employees' negative side without knowing that their employees have fulfilled their roles and obligations in an excellent way.

As a result, employees feel not motivated, stressed, and have high intentions to leave the organization.

There is a significant relationship between perceptions of supervisor support and organizational support in which supervisors are a part of the organization (Wangombe, Wambui, & Kamau 2014). Organization is a formal, structured, and coordinated system of a group of people who work together to achieve the goals. The main characteristics of the organization are summarized as 3P: Purpose, People, and Place (Utami & Sitohang 2019). Supervisor support is defined as how far the leaders appreciate contribution of their employees and care about their welfare (Wang, 2014). Supervisor support can be indicated by the following behaviors, including helping set goals for implementing training, providing assistance when trying new behaviors, and giving feedback on task performance (Nursanti & Anissa 2014).

Recent research shows that supervisors who have empathy and acknowledge employee needs will produce enthusiastic employees (Shno-mohammadi, et al. 2016). It is appropriate that employees have viewpoint about their supervisor regarding how far the supervisor recognizes dedication and shows sympathy for the welfare of employees (Eisenberger, et al. 1986). It can be concluded that supervisors play an important role in creating employee perceptions where supervisors who recognize employee dedication and show sympathy will generate employee enthusiasm. Supervisors have a large influence on employee perceptions regarding supervisor support (Arshadi & Hayavi 2013).

Lombok Dua Dua Lontar maternity hospital in Surabaya, Indonesia, is classified as type C classification in West Surabaya. This hospital has 69 employees, with 36 being health workers with average years of service between 3-4 years. Based on satisfaction survey in December 2018, the employee's satisfaction was 64.4%. This survey was reviewed from many aspects: culture, organization value, work environment, opportunity, communication, work activity, work environment, and compensation. One aspect displaying lowest satisfaction result was leadership (60.63%). This study aimed to determine the correlation between perceived supervisor support and job satisfaction in the hospital work environment in private hospital.

METHODS

This was a descriptive quantitative study. The populations are 69 employees at Lombok Dua Dua Hospital Surabaya, East Java, Indonesia. This samples inclusion criteria in this study were non-managerial employees or service staff with working years of more than 1 year. The exclusion criteria in this study were managerial employees or service staff who have worked less than 1 year. The research uses survey methods

Table 1. Distribution of Samples based on Sex

Criteria	n	%
Male	11	16%
Female	58	84%

using questionnaires which has been validated (Wang, 2014). In this study, each sample had to answer questionnaire, consisting of 16 questions. Each question had a scale of (1-7). The questionnaires were related to their supervisor support in the unit or department. The data were quantitative data. Secondary data were obtained from productivity and employee data at the hospital.

The type of data used in this study was quantitative data, consisting of dependent variables (employee satisfaction) and independent (perceptions of supervisor support). The source of primary data was obtained by distributing a list of statements (questionnaires) about the level of perception of supervisor support. The secondary data sources were obtained from hospital data sources, through hospital productivity and hospital staffing. Data were collected and analyzed using tabulation tables. In accordance to the data type, Chi-square analysis was used to determine the relationship between the two variables. Data was processed using SPSS 22 software.

The supervisor's support perception was measured using a supervisory support Perception Survey that has been developed. This survey identified how far the employee feel supported by their supervisors. This survey contained 16 items and as adjusted to a seven-point Likert scale, with 1 = strongly disagree up to 7 = strongly agree. This high level of scale shows the high level of perceived support from their supervisors.

RESULTS

Data collection was conducted through a questionnaire perceptions of supervisor support given, carried out demographically based on sex, and shown in **Table 1** of distribution of samples based on sex.

Table 1 shows that most of the samples are female, 58 persons (84%) from a total sample of 69 people, while the remaining 11 people (16%) were male. The distribution of research sample groups based on the origin of work units is shown on **Table 2** of distribution of samples based on work units.

Table 2 shows the number of employees in work units. The largest number of samples was 9 persons in each room, it is in the maternity and neonates' room, because Lombok Dua Dua Lontar Hospital are mother and child hospital. Meanwhile, the smallest number of samples was in the operating theatre, where there was only 1 employee in the room. After collecting data and recapitulating the results of perceived supervisor support survey, Chi-Square Analysis was performed, and the results are shown in **Table 3** of the results of the PSS survey recapitulation.

Table 2. Distribution of Samples based on Work Units

Work Unit	n	%	Satisfaction
Emergency-Outpatient	8	11.59	63%
Ward	5	7.25	80%
Maternity Room	9	13.04	67%
Neonates	9	13.04	67%
Operating Theatre	1	1.45	100%
Laboratory	3	4.33	100%
Pharmacy	7	10.14	71%
Medical Record	5	7.25	60%
Nutrition	4	5.8	75%
General Business	6	8.7	50%
Health Environment	3	4.33	67%
Administration	5	7.25	60%
Others	4	5.8	100%

Table 3. The results of the PSS survey recapitulation

PSS	Satisfaction		Total
	Satisfied	Unsatisfied	
Support	35 (85.36%)	6 (14.63%)	41
Unsupported	13 (46.42%)	15 (53.58%)	28
Total	48 (69.6%)	21 (30.4%)	69

Chi-square analyze: p=0.001 (<0.01)

Table 3 shows the results of the PSS survey recapitulation. There were 35 employees from 69 employees who were satisfied and supported that the perception of supervisor support had a high contribution level of employee's satisfaction and had a high level of support for the perception of supervisors. Then there were 13 employees who were satisfied and supported that the perception of supervisor support had a high contribution level of employee's satisfaction but had an unsupported level for the perception of supervisors. Meanwhile, there were 6 employees who were unsatisfied but supported the perception of supervisor, and also there were 15 employees who were unsatisfied and unsupported the perception.

DISCUSSION

Hypothesis test results showed that supervisor perceptual support is a significant role to influence employee satisfaction. The perception of supervisor support has a high contribution level of employee's satisfaction. Most employees who were satisfied had a high level of support for the perception of supervisors in this study. The level of support of supervisor perception is also influenced by clear indication of the supervisor's job description, individual competencies and abilities, high organizational culture, and vertical communication within the organization (Shanock and Eisenberger 2006). In periods of increasing competitiveness, employee satisfaction is a significant aspect in improving workplace efficiency. Job satisfaction is one of the keys of successful performance and in line with the organization's priorities (Kaikatuy, Pasinringi, and Jafar 2018). Another factor having impact to the employee's reliance towards the supervisor is the level of confidence towards them (Lau, Lam, and Wen 2013). The capability and knowledge of the supervisor as an expert should be improved. Hence, employee's trust can be enhanced.

Good supervisors are able to create a conducive working environment while generating competition to achieve targets within the unit by providing rewards for the performance achievements of their employees. This will motivate the employees to achieve more of their work performance (Pravamayee 2014). The effectiveness of one's work can be realized when job characteristics can meet their needs. Employees need jobs that require a number of skills as they trigger employees to create new ideas and thoughts (Saragih, Sinulingga, and Siahaan 2019).

An employee is an important element in a company; therefore, his existence has to be the priority so that he will work maximally to develop his career and be able to develop the organization. The efficiency or the productive use of an employee in a banking company is not an easy or simple aspect (Affandi Asyad Siregar, Raja, and Absah 2018). The factors influencing the level of perceptions of supervisor support are the level of employee confidence in the supervisor, competence and ability of the supervisor, and organizational support for human resource management. The level of perceived supervisor support can influence organizational commitment, so that it can improve productivity and employee performance. In the end, this will also be able to influence the level of employee job satisfaction (Wangombe, et al. 2014). Leaders influence their followers by acting as models of ethical behavior and being the object of their disciples' identification and emulation. The ethical behavior of an organization is a significant aspect of this social learning process. Thus, the ethical organizational culture can also be seen as having an impact (Mardiana Yusuf, 2018).

From the results of this study, researchers recommend that the supervisors must be well versed in their role. Supervisor recruitment and selection must be appropriate for the competencies according to the specified job description and attempted to come from internal sources or through promotion. This is because supervisors must be able to be role models and problem solvers in the service process, so that it will be easier if the supervisor has experience in the service process. After recruitment and selection, the company have to provide training for the supervisor to be a reliable supervisor. Supervisors in carrying out their duties will get many resistant during the supervision process. It is necessary to do training to give tips and ways to become a reliable supervisor. Supervisors must be able to implement management supervisors properly (Nijman, et al. 2006), starting from planning, organizing, leading, actualization, control and evaluation. Planning stage has to be the strength because in poor planning, the results will also be bad. To measure the supervisor's productivity and performance, an assessment of their accomplishment against the target setting is determined through competency indicator of the service processes.

The limitation of this study is that this study only measured the variables perceived supervisor support and job satisfaction, not measuring other variables that can affect, such as the work environment. This was performed because of the lack of research on perceived supervisor support and job satisfaction in private hospital.

CONCLUSION

There is a strong relationship between the level of perceived supervisor support and the level of employee satisfaction. This research can also be developed to find relationships between 2 variables of perceived supervisor support and job satisfaction. It can also be used to examine the relationship of perceptions of supervisor support with perceived organizational support and can be developed to find out the influence of demographic factors, such as sex, age of the respondents, and the duration of work on the level of perception of supervisor support.

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