# ROLE ORGANIZATIONAL CONSTRUCTS IN IMPROVING THE CUSTOMERS SATISFACTION IN HEALTH CARE SECTOR

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## ABSTRACT

This study aimed to explore the role of organizational constructs in improving customer satisfaction in the healthcare sector. The study collected primary data through convenient sampling from nursing staff working in four hospitals located in Hyderabad district of Telangana state. The findings indicated that organizational constructs such as the freedom given to nursing staff to decide how they should deal with patients, the support received from co-employees and supervisors, and job autonomy play a significant role in improving customer satisfaction. The study suggests that healthcare organizations need to prioritize improving organizational constructs to create a supportive work environment that values employee contributions and provides necessary autonomy and support to improve job satisfaction and ultimately customer satisfaction. The study provides valuable insights for healthcare organizations to improve their organizational constructs to enhance customer satisfaction in the healthcare sector.
**Keywords: customer satisfaction**,**Organizational Constructs**

## INTRODUCTION:

Customer satisfaction is a key factor in the success of any business, including the healthcare sector. In the healthcare industry, customer satisfaction is not just about making the patient happy but also involves the quality of care, the patient's overall experience, and the perception of the healthcare provider. Healthcare organizations play a significant role in creating an environment that promotes patient satisfaction. Therefore, healthcare organizations must focus on improving organizational constructs to enhance customer satisfaction.

The purpose of this paper is to examine the role of organizational constructs in improvising customer satisfaction in the healthcare sector. The paper aims to provide an overview of the healthcare industry, define organizational constructs, explain their importance, and explore how these constructs can be improved to enhance customer satisfaction.

**Overview of the healthcare industry:** The healthcare industry is an essential service that provides medical care to individuals who need it. The healthcare industry is made up of various organizations, including hospitals, clinics, nursing homes, and home health care agencies. These organizations provide a range of services, including primary care, emergency care, surgical procedures, and rehabilitation services.

The healthcare industry is highly regulated, with strict guidelines and standards to ensure patient safety and quality of care. In recent years, the healthcare industry has been undergoing significant changes due to advancements in technology, changes in demographics, and an increase in the prevalence of chronic diseases. These changes have put pressure on healthcare providers to improve their services and customer satisfaction.

**Organizational Constructs:** Organizational constructs refer to the elements that make up an organization's structure, culture, and management systems. Organizational constructs can impact customer satisfaction by influencing the quality of care, patient experience, and the perception of healthcare providers. Some of the critical organizational constructs that impact customer satisfaction in the healthcare sector include leadership, communication, employee engagement, teamwork, and training.

**Leadership:** Leadership plays a crucial role in shaping the organizational culture and determining the direction of the organization. Effective leadership involves setting clear goals, providing direction and guidance to employees, and creating a positive work environment. In the healthcare industry, effective leadership can improve patient satisfaction by promoting a culture of patient-centered care and ensuring that employees have the resources they need to provide high-quality care.

**Communication:** Effective communication is essential for ensuring patient safety and quality of care. Communication breakdowns can result in medical errors, delays in treatment, and mismanagement of patient care. In the healthcare industry, effective communication involves clear and concise communication between healthcare providers, patients, and their families. Effective communication can also improve patient satisfaction by ensuring that patients feel heard and understood by their healthcare providers.

**Employee engagement:** Employee engagement refers to the extent to which employees are committed to their work and the organization. Engaged employees are more likely to provide high-quality care and improve patient satisfaction. In the healthcare industry, employee engagement can be enhanced by creating a positive work environment, providing opportunities for professional growth and development, and recognizing employees for their contributions.

**Teamwork:** Teamwork is essential in the healthcare industry, where multiple healthcare providers are involved in a patient's care. Effective teamwork involves clear roles and responsibilities, communication, and collaboration between healthcare providers. Teamwork can improve patient satisfaction by ensuring that patients receive coordinated and comprehensive care.

**Training:** Training is essential for ensuring that healthcare providers have the knowledge and skills necessary to provide high-quality care. In the healthcare industry, training can be provided in various forms, including classroom instruction, on-the-job training, and continuing education. Training can improve patient satisfaction by ensuring that healthcare providers are competent and confident in their abilities.

## REVIEW OF LITERATURE

**Chen, Tsai, and Lin (2017)** investigated the influence of work engagement and organizational commitment on customer-oriented citizenship behaviors in the healthcare industry. They surveyed nurses working in Taiwanese hospitals and found that work engagement and organizational commitment had a positive effect on customer-oriented citizenship behaviors, which can enhance customer satisfaction.

**Feng and Hui (2019)** examined how nurses' empowerment affects their innovation behavior and job satisfaction in China. They surveyed nurses working in Chinese hospitals and found that nurses' empowerment positively influenced their innovation behavior and job satisfaction. The study highlights the importance of empowering nurses to enhance their job satisfaction and innovation behavior, which can ultimately improve patient outcomes.

**Kaur and Sohal (2018)** investigated the impact of employee engagement, customer orientation, and service climate on job satisfaction and intention to quit in healthcare organizations. They surveyed healthcare employees in Australia and found that employee engagement, customer orientation, and service climate positively influenced job satisfaction and negatively influenced intention to quit. The study emphasizes the need for healthcare organizations to focus on employee engagement and customer orientation to improve job satisfaction and reduce employee turnover.

**Kim and Chang (2019)** examined the effects of nurse leaders' transformational leadership style on nurses' job satisfaction, with organizational commitment as a mediator. They surveyed nurses working in Korean hospitals and found that nurse leaders' transformational leadership style had a positive effect on nurses' job satisfaction, with organizational commitment mediating the relationship. The study highlights the importance of nurse leaders' transformational leadership in enhancing nurses' job satisfaction and organizational commitment.

**Li, Ma, and Gu (2020)** investigated the impact of empowering leadership on nurses' innovative behavior and job satisfaction, with psychological empowerment as a mediator. They surveyed nurses working in Chinese hospitals and found that empowering leadership had a positive effect on nurses' innovative behavior and job satisfaction, with psychological empowerment mediating the relationship. The study emphasizes the importance of empowering leadership in enhancing nurses' job satisfaction and promoting their innovative behavior.

**Perera and Fernando (2019)** examined the impact of organizational culture on nurse's job satisfaction in private hospitals in Sri Lanka. They conducted a cross-sectional survey and found that organizational culture significantly affected nurse's job satisfaction. The study highlights the importance of creating a positive organizational culture in healthcare settings to improve nurse's job satisfaction and ultimately enhance patient care.

**Wei, Cao, Liu, and Yao (2018)** investigated the impact of supportive leadership and job autonomy on nurses' service quality via affective commitment. They surveyed nurses working in Chinese hospitals and found that both supportive leadership and job autonomy had a positive effect on nurses' affective commitment, which in turn had a positive effect on their service quality. The study emphasizes the importance of supportive leadership and job autonomy in promoting nurses' affective commitment, which can ultimately enhance service quality.

**Wu, Liu, Sun, and Zhao (2019)** examined the effects of organizational justice, trust, and identification on organizational commitment among hospital nursing staff in China. They surveyed nursing staff working in Chinese hospitals and found that organizational justice, trust, and identification had a positive effect on organizational commitment. The study highlights the importance of creating a just and trustworthy work environment to enhance nursing staff's commitment to their organization.

**Yan, Wu, and Zhang (2021)** investigated the impact of service climate and job satisfaction on job performance among hospital nurses, with affective commitment as a mediator. They surveyed nurses working in Chinese hospitals and found that service climate and job satisfaction had a positive effect on job performance, with affective commitment mediating the relationship. The study emphasizes the importance of creating a positive service climate and promoting job satisfaction to enhance nurses' affective commitment and ultimately improve their job performance.

**Li, Y., Li, X., Liang, Y., Li, Q., & Huang, L. (2019)** conducted a study on the impact of perceived organizational support and psychological capital on nurses' job satisfaction and turnover intention. The research aimed to examine the relationships between perceived organizational support, psychological capital, job satisfaction, and turnover intention among nurses. The authors used a cross-sectional design and collected data from 262 nurses working in five hospitals in China. The study found that perceived organizational support and psychological capital significantly influenced nurses' job satisfaction and turnover intention. The findings suggest that hospital administrators should provide more support to their nurses and promote their psychological capital to increase job satisfaction and decrease turnover intention.

## RESEARCH GAP

The literature survey indicated that on Organizational Factors many academicians have done extensive research in International and National level perspective. The study observed that in medical care i.e., Hospitals in the context of Nursing staff less research has been attempted. Hence, the present study made an attempt to fill the research gap with the proposed title of "Role Organizational Constructs in Improving the Customers Satisfaction in Health Care Sector"

## OBJECTIVES OF THE STUDY

1. To know the Effectiveness of organizational constructs keeping in view of customer satisfaction
2. To study the Role of Organization Variables in Enhancing the Customer Satisfaction.

## HYPOTHESES OF THE STUDY

**H0:** There is no significant difference between the effectiveness of Organizational constructs
**H0:** There is no significant Impact of Organizational variables Impact on the enhancement of Customers Satisfaction

## SCOPE OF THE STUDY

The present study focused to know the best Organizational factors role in customers satisfaction in health care sector. The study considered the four Hospitals located in Hyderabad district of Telangana state. The study considered the organizational factors and collected the primary data

from the Nursing staff members from the sample hospitals. The following are the list of the Hospitals, which were considered as sample units.

- Care Hospital – Nampally Branch
- KIMS – Secunderabad Branch
- Omini Hospitals – kothapet Bracnch
- Omini Hospitals  Nampally Bracnch

## RESEARCH METHODOLOGY

The study adopted the exploratory research approach for the examination of framed objectives. The study mainly focused to know the effectiveness of organizational factors and their impact on the customers satisfaction level.

**Sampling Method:** The study applied the convenient sampling method for the collection of primary data from the Nursing staff of sampling units i.e., Hospitals. The study considered the employees who are having the experience more than one year. The study used the 128 sample for the study.

**Statistical Tools:**  The study applied the two core statistical tools as per the framed objectives. They are as follows,

**Neural Network:** The study applied the Neural Network statistical method for the most effective organizational factors for the keeping the customers satisfaction at higher level. The Importance level depicts the factor, which is playing the vital role in making the customers satisfaction at higher level.

**Structural Equation Model:** The study applied the SEM to know the organizational factors Impact on the dependent variable i.e., customers satisfaction. The higher estimation value indicates the higher satisfaction level and lower estimation indicates the lower satisfaction.

## TABULATION OF DATA ANALYSIS

**Objective -1: To know the Effectiveness of organizational constructs keeping in view of customer satisfaction**

**Neural networks** are a type of machine learning algorithm modelled after the human brain. They are composed of interconnected nodes that process and transmit information. The goal of a neural network is to learn patterns and relationships within the data, which can then be used to make predictions or classifications.

**Step-1:** The **first step in** analysing a neural network is to look at the case processing summary, which provides information about the data used to train and test the network. This includes the number of cases included in the analysis, as well as any cases that were excluded for missing or invalid data.

**Step-2:** The main diagram of a **neural network** shows the structure and connections between nodes. The input layer receives data from the independent variables, which is then processed through one or more hidden layers before being outputted by the final layer. Each node in the

network is assigned a weight that determines how strongly it contributes to the final output. These weights are adjusted during training to optimize the performance of the network.

**Step-3:** Finally, **independent variable importance** is a measure of how much each independent variable contributes to the output of the network. This can help identify which variables are most important for predicting the outcome of interest. Variable importance is calculated based on the magnitude of the weights assigned to each variable, as well as how often the variable is used in the network's decision-making process.The study has framed the following hypothesis keeping in view of the objective of organizational effectiveness in health care sector to make the customers happy.

| Case Processing Summary | | N | Percent |
|---|---|---|---|
| Sample | Training | 87 | 68.5% |
|  | Testing | 40 | 31.5% |
| Valid | | 127 | 100.0% |
| Excluded | | 1 | |
| Total | | 128 | |

This case processing summary presents information on the data set used in a machine learning or statistical analysis. There were a total of 128 observations in the data set, out of which 87 (68.5%) were used for training and 40 (31.5%) were used for testing. One observation was excluded, resulting in a valid sample size of 127 (100%).This information is useful for understanding the size and composition of the data set used in the analysis, as well as the approach taken for splitting the data into training and testing sets.
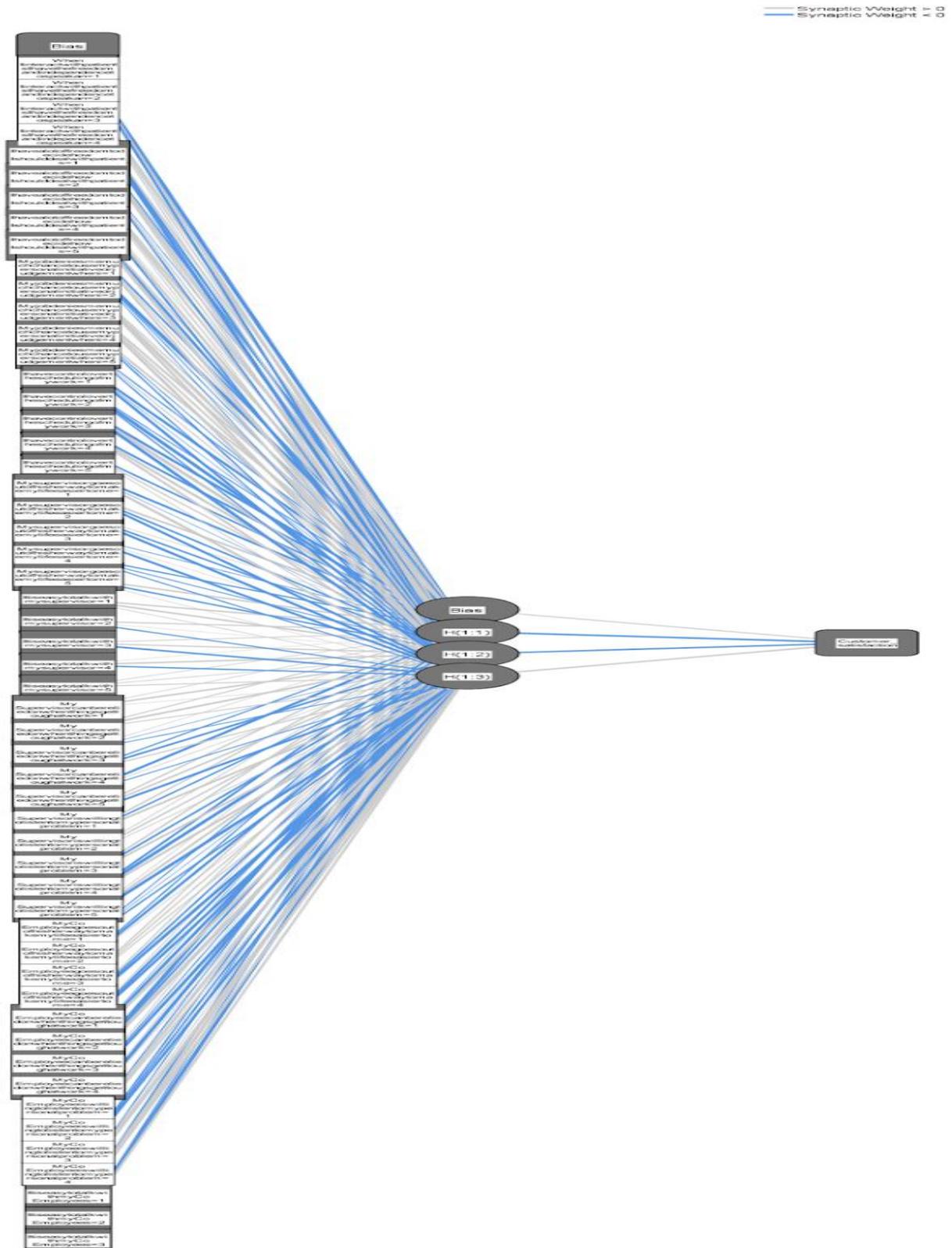
Hidden layer activation function: Hyperbolic tangent
Output layer activation function: Identity

The graph illustrates the network information in the form layers. In this graph, each input is linked to a hidden layer and this hidden layer help to generate the output layer to identify the **Effectiveness of organizational constructs keeping in view of customer satisfaction**. It indicates that there are one layers that are used to generate the output layer.

| Independent Variable Importance | | |
|---|---|---|
| | Importance | Normalized Importance |
| When I interact with patients, I have the freedom and independence to speak and act in ways I think fit the situation | .075 | 45.9% |
| I have a lot of freedom to decide how I should deal with patients | .163 | 100.0% |
| My job denies me much chance to use my personal initiative or judgement when interacting with patients | .088 | 53.8% |
| I have control over the scheduling of my work | .045 | 27.4% |
| My supervisor goes out of his/her way to make my life easier to me | .109 | 67.2% |
| It is easy to talk with my supervisor | .055 | 34.0% |
| My Supervisor can be relied on when things get tough at work | .115 | 70.4% |
| My Supervisor is willing to listen to my personal problem | .107 | 65.7% |
| My Co-Employee  goes out of his/her way to make my life easier to me | .063 | 38.5% |
| My Co-Employee can be relied on when things get tough at work | .125 | 76.6% |
| My Co-Employee is willing to listen to my personal problem | .040 | 24.5% |
| It is easy to talk with my Co-Employees | .016 | 10.0% |

The table shows the independent variable importance of different factors related to the work environment and relationships with supervisors and co-workers, as reported by the employees. The Importance column indicates the overall importance of each factor, while the Normalized Importance column indicates the relative importance of each factor on a scale from 0 to 100%.

According to the table, the most important factor for employees is having a lot of freedom to decide how to deal with patients, with a normalized importance score of 100%. This suggests that employees value autonomy and the ability to make decisions in their interactions with patients. The next most important factor is the reliability and support of co-employees when things get tough at work, with a normalized importance score of 76.6%. This suggests that employee's value having a supportive work environment and a sense of teamwork with their colleagues.

Other factors that are relatively important to employees include the willingness of the supervisor to listen to personal problems (65.7%), the supervisor's support during tough times at work (70.4%), and the supervisor's efforts to make the employee's life easier (67.2%). These factors suggest that employee's value having a supportive relationship with their supervisor and feeling that they are cared for in the workplace. On the other hand, factors such as the ease of talking with co-workers (10.0%) and control over work scheduling (27.4%) are relatively less important

to employees, suggesting that they may not be critical factors for overall job satisfaction and well-being.

Overall, the table highlights the importance of autonomy, support from supervisors and co-workers, and a sense of teamwork in the work environment for employee well-being and job satisfaction in the healthcare sector. Hence, the study rejects the H0 and accepts the H1, which states that there is a significant difference observed between the organizational factors.

**Objective 2: To study the Role of Organization Variables in Enhancing the Customer Satisfaction.**

Structural Equation Modelling (SEM) is a powerful statistical technique that enables researchers to test complex relationships between latent constructs and their indicators. SEM allows researchers to explore causality, investigate direct and indirect effects among variables, and evaluate theoretical models. SEM is widely used in various fields, including the study of Job Autonomy, Supervisor Support, and Co-worker Support. In recent years, SEM has become a popular approach for analyzing data on organizational constructs that enhance customer satisfaction.

In the study focused on organizational constructs that enhance customer satisfaction, SEM can be a valuable tool for understanding the complex relationships among these factors and their influence on customer satisfaction. SEM enables researchers to evaluate the direct and indirect effects of each organizational constructs on customer satisfaction. Additionally, SEM can facilitate the testing of mediating and moderating effects of other variables between organizational constructs and customer satisfaction. Overall, SEM can provide insights into the multi-dimensional factors that impact organizational constructs on customer satisfaction.

**Table No. –**
**Goodness for Fit Index of organizational constructs on customer satisfaction**

| Fit statistic | Recommended Value | Obtained Value |
|---|---|---|
| Chi square | | 5.997 |
| Df | | 2 |
| Chi square significance | $p < = 0.05$ | 0 |
| Goodness Fit Index | >0.90 | 0.988 |
| Adj. Goodness Fit Index | >0.90 | 0.963 |
| Normed Fit indexes | >0.90 | 0.964 |
| Relative Fit Index | >0.90 | 0.954 |
| Comparative Fit Index | >0.90 | 0.956 |
| Tucker Lewis Index | >0.90 | 0.917 |
| RMSEA | <0.05 | 0.036 |

Goodness of fit index table indicates the fitness of hypothesized model with respect to SEM model. The result indicates that GFI (Goodness Fit Index) is 0.988 and Adjusted Goodness of fit

Index is 0.963 which are observed to be above the recommended level. Normed fit Index 0.964 seems to be greater than 0.90 and Relative fit index is 0.954. Goodness index like Comparative Fit index 0.956 and Tucker Lewis Index 0.917 observed to be above the cut-off level. Root mean Square is 0.036, which implies that significant of the model. Hence, goodness of fit index concluded that the model is satisfactory.

**Hypothesis of the Model:**
**H0:** There is no significant Role of Organization Variables on the Customer Satisfaction.
**H1:** There is a significant Impact of Organization Variables on the Customer Satisfaction.

**Figure No –**
**Structural Equation Model of organizational constructs on customer satisfaction**
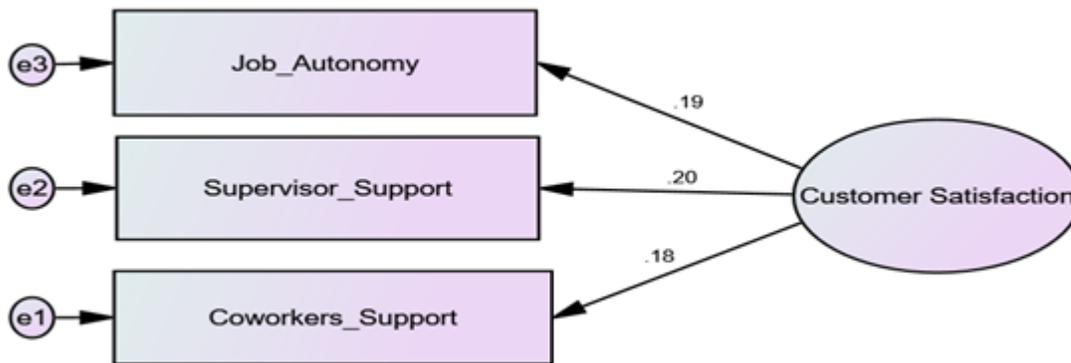


**Table No. –**
**Regression Weights with respect to organizational variables in enhancing the customer satisfaction.**

| | | Employee strategy | Estimate | S.E. | C.R. | P |
|---|---|---|---|---|---|---|
| Customer Satisfaction | <--- | Job Autonomy | .185 | .252 | 2.734127 | *** |
| Customer Satisfaction | <--- | Supervisor Support | .196 | .241 | 3.813278 | *** |
| Customer Satisfaction | <--- | Coworker Support | .193 | .258 | 2.748062 | *** |

The table shows the regression weights for understanding the impact of organizational constructs in enhancing the customer satisfaction. The results suggest that the organizational construct of **Supervisor Support** have a strongest impact on women's entrepreneurial development, with a regression weight of 0.196 and a CR value of 0.813. This indicates that Supervisor support

provides employees with guidance, resources, and feedback necessary to meet customer needs effectively, resulting in increased customer satisfaction.

**Co-worker support** also have the significant impact in enhancing the customer satisfaction. with a regression weight of 0.193 and a statistically significant CR value of 0.748. This suggests that Co-worker support is important for enhancing customer satisfaction because it fosters a positive work environment where employees feel valued and supported, leading to better job satisfaction and ultimately better customer service

Furthermore **Job-autonomy** also have a significant impact on women's entrepreneurial development, with a regression weight of 0.185 and a CR value of 0.734. This suggests that Job autonomy allows employees to have greater control over their work and decision-making, leading to increased job satisfaction and motivation. This can result in higher levels of customer service, leading to greater customer satisfaction

Overall, the results suggest that when employees feel supported by their supervisor and coworkers and have control over their work, they are more likely to be motivated and satisfied with their job. This, in turn, can lead to higher levels of customer service as employees are more engaged and invested in their work. Furthermore, a positive work environment can foster teamwork and collaboration among employees, leading to a more cohesive and efficient organization. Ultimately, these factors can contribute to increased customer satisfaction, as customers are more likely to have positive interactions with employees who are motivated, satisfied, and working together effectively. **The p-value indicates that the null hypothesis rejected and that the alternative hypothesis accepted** highlighting the significance of organizational constructs in understanding the impact of organizational constructs in enhancing the customer satisfaction.

## FINDINGS OF THE STUDY

1. The study found that the Nurse staff have a lot of freedom to decide how they should deal with patients (0.163) observed to have highly effective organizational constructive factor, which plays the key role in customers satisfaction.
2. The study observed with the result that respondents Co-Employee can be relied on when things get tough at work (0.125)., which states that Nursing staff are getting the support from their colleagues to make the customers happy.
3. The study found that Supervisor Support (0.193) observed to be having the higher Impact on the customers' satisfaction. The study states that Nursing staff are getting adequate support from the supervisor in order to improve the satisfaction level of the customers.
4. It has been found that Job Autonomy (0.185) observed to be having the least influence on the customers' satisfaction in the sample hospitals of Hyderabad district.
5.

## CONCLUSIONS OF THE STUDY

The study focused to know the organizational constructs role in improving the customers' satisfaction in health care sector. The study considered the quantitative research approach for the

examination of framed objectives. The study applied the convenient sampling method for the collection of primary data. The study considered the Nursing staff working in four hospitals located in Hyderabad district of Telangana state. The study focused on the role of organizational constructs in improving customer satisfaction in the healthcare sector. The findings indicate that the freedom given to the nursing staff to decide how they should deal with patients and the support received from co-employees and supervisors play a significant role in improving customer satisfaction. The study highlights the importance of effective communication and support from colleagues and supervisors to provide high-quality healthcare services and improve customer satisfaction.

It is essential for healthcare organizations to prioritize organizational constructs such as support, communication, and job autonomy to create a positive work environment for nursing staff. By providing adequate support and autonomy to the nursing staff, healthcare organizations can improve employee satisfaction, which in turn can enhance customer satisfaction. The study suggests that healthcare organizations need to focus on improving organizational constructs to improve customer satisfaction in the healthcare sector. Healthcare organizations should create a supportive work environment that values employee contributions and provides the necessary autonomy and support to improve job satisfaction and customer satisfaction.

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