



# International Journal Research Publication Analysis

Page: 01-10

## THE ROLE OF ORGANIZATIONAL SUPPORT IN MEDIATING THE INFLUENCE OF PROFESSIONAL DEVELOPMENT OPPORTUNITIES ON THE WORK BEHAVIOR OF HEALTH WORKERS AT KONAWE REGIONAL GENERAL HOSPITAL, SOUTHEAST SULAWESI PROVINCE, INDONESIA

**Rahman\***

Study Program of Public Health, Public Health Faculty, Halu Oleo University, Kendari Indonesia.

**Article Received: 09 November 2025**

**\*Corresponding Author: Rahman**

**Article Revised: 29 November 2025**

Study Program of Public Health, Public Health Faculty, Halu Oleo University,

**Published on: 19 December 2025**

Kendari Indonesia.

DOI: <https://doi-doi.org/101555/ijrpa.8542>

### ABSTRACT

**Background:** Professional development opportunities are believed to improve the work behavior of health workers, but their effectiveness is highly dependent on the perception of organizational support. Empirical evidence on public hospitals in developing regions is still limited. **Methods:** This study used a quantitative approach with an explanatory design. Data were collected through a structured questionnaire distributed to health workers at Konawe Regional General Hospital, Southeast Sulawesi Province, Indonesia. Data analysis was carried out using Structural Equation Modeling based on Partial Least Squares (SEM-PLS). Testing of the reliability and validity of the instrument was performed prior to structural relationship analysis, while mediation effect testing was performed through a bootstrapping procedure. **Results:** The results of the analysis showed that professional development opportunities had a positive and significant effect on organizational support ( $\beta = 0.691$ ;  $t$ -statistics = 13.693;  $p= 0.000$ ). Organizational support was also shown to have a positive and significant effect on the work behavior of health workers ( $\beta = 0.717$ ;  $t$ -statistics = 18.709;  $p= 0.000$ ). Furthermore, organizational support significantly mediated the relationship between professional development opportunities and work behavior ( $\beta = 0.496$ ;  $t$ -stats = 10.118;  $p= 0.000$ ), which indicates a strong indirect influence. **Conclusion:** This study concludes that professional development opportunities are able to improve the work behavior of health

workers, especially through strengthening the perception of organizational support. These findings confirm the importance of integration between professional development programs and organizational support practices in improving the quality of work behavior in public hospitals.

**KEYWORDS:** professional development opportunities, organizational support, work behavior, health workers, public hospitals.

## INTRODUCTION

In an increasingly complex and dynamic healthcare organization, the work behavior of healthcare workers is not only influenced by individual characteristics, but also by the human resource management practices that the organization implements [1]. One such strategic practice is professional development opportunities, which include continuing training, competency development, further education, and career path clarity. Professional development opportunities are seen as a form of organizational investment that is able to increase the adaptive capacity of health workers in the face of regulatory changes, advances in medical technology, and increasingly high service quality demands [2,3].

The transformation of the health service system requires public hospitals to not only increase physical and technological capacity, but also ensure professional, adaptive, and service-oriented work behavior of health workers. The work behavior of health workers is the main determinant of service quality, patient safety, and sustainability of hospital organizational performance, especially in the era of increasing demands for accountability and efficiency of public services [1,4].

Theoretically, Organizational Support Theory (OST) explains that organizational investment in employee development is perceived as a form of concern and appreciation for individual contributions, which further strengthens the perception of perceived organizational support and influences work behavior constructively (5,6). However, various studies confirm that professional development opportunities do not always have a direct impact on work behavior; These influences often work indirectly through psychological mechanisms, particularly the perception of organizational support[7,8].

Konawe Regional General Hospital (RSUD) is a local government-owned hospital with full Regional Public Service Agency (BLUD) status and Type C Hospital classification. Based on

internal data in 2025, Konawe Hospital has a significant number of health workers across professions, serving outpatients, inpatients, and support services with bed utilization rates reflected in the BOR, ALOS, TOI, and bed availability indicators as indicators of hospital service performance. These fluctuations show that work pressure and service demands are still real challenges for health workers [9]. Therefore, it is necessary to strengthen the work behavior of health workers not only through improving technical competence, but requires organizational support that is perceived in real terms, including justice, attention to welfare, and career development support. Therefore, it is important to empirically examine how professional development opportunities affect the work behavior of health workers with organizational support as a mediation mechanism, especially in the context of regional public hospitals such as Konawe Hospital which face resource limitations as well as high service quality demands.

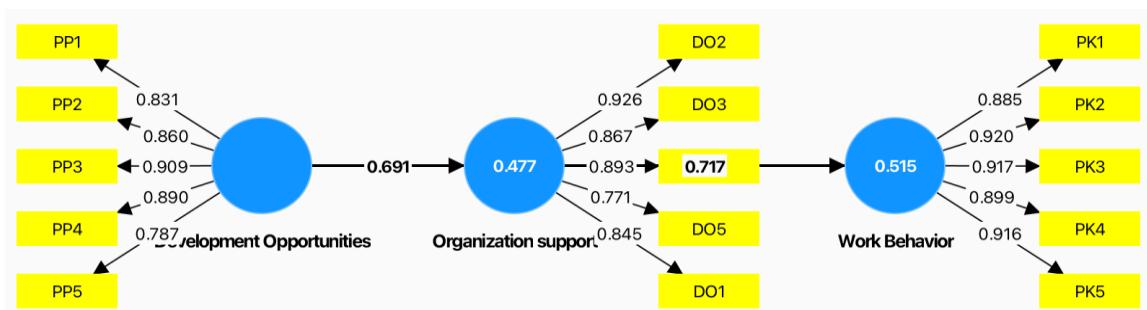
## Method

This study is a quantitative research with a cross-sectional design. Data was collected through surveys using structured questionnaires and statistically analyzed to test the relationships between variables in the research model. Data analysis was performed with Partial Least Squares–Structural Equation Modeling (PLS-SEM) using SmartPLS software version 4.0, which was chosen for its ability to test complex structural models and involve latent variables. The research sample consisted of 170 respondents, who were selected using purposive and accidental sampling techniques to ensure proportional representation of each group in the population. This approach allows for more accurate and representative analysis results.

## RESULTS & DISCUSSION

### Outer Model

#### Validity test



**Figure 1. Validity & Reliability Test Results.**

Based on the results of the outer loading test, all indicators in each construct have a loading factor of  $> 0.70$  which shows that these indicators are declared valid and represent the construct well.

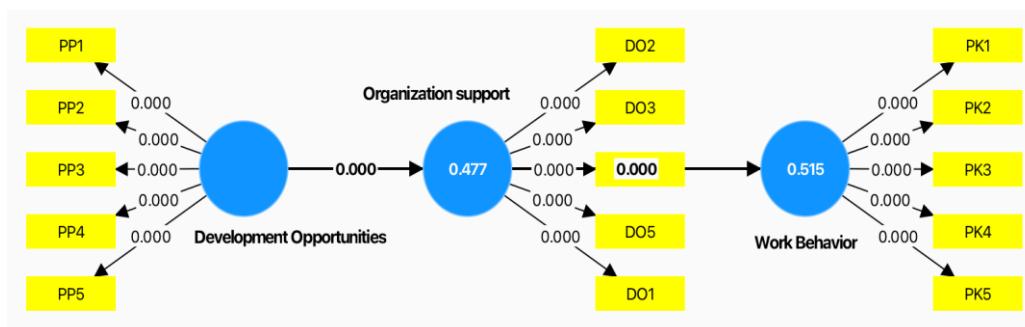
**Table 1. Reliability test.**

	Cronbach's alpha	Composite reliability	Average variance extracted (AVE)
<b>Development Opportunities</b>	0.909	0.932	0.734
<b>Organization support</b>	0.913	0.935	0.743
<b>Work Behavior</b>	0.947	0.959	0.823

Source: Data processed -Pls.4 (2025)

Based on the results of the analysis, the entire construct shows an excellent level of reliability. Cronbach's alpha and *composite reliability* values are all in the range of 0.909–0.959, which has exceeded the recommended minimum limit of 0.70. The results of the convergent validity test were also well met. The AVE values for the constructs of Development Opportunities (0.734), Organizational Support (0.743), and Work Behavior (0.823) were all above the threshold values of 0.50. This shows that each construct is able to explain more than 50% of the variance of its constituent indicators. Among the three constructs, Work Behavior has the strongest degree of convergent validity, which is reflected in the highest AVE values.

### Inner Model



**Figure 2. Hypothesis Test Results.**

**Table 2. Direct test results.**

Path Coeficient	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics ( O/STDEV )	P values
<b>Development</b>	0.691	0.697	0.050	13.693	0.000

<b>Opportunities</b> -> <b>Organization support</b>					
<b>Organization support</b> -> <b>Work Behavior</b>	0.717	0.724	0.038	18.709	0.000

Source: Data processed -Pls.4 (2025)

The results of the analysis show that Professional Development Opportunities have a positive and significant effect on *Organization Support* ( $\beta = 0.691$ ;  $t = 13.693$ ;  $p = 0.000$ ). The relatively large path coefficient value indicates that the higher the professional development opportunities that individuals feel, the stronger the perception of organizational support they receive. These findings show that organizational investment in the competency and career development of healthcare workers is an important signal that strengthens the reciprocal relationship between healthcare workers and hospital organizations.

Furthermore, *Organization Support* proven to have a positive and significant effect on *Work behavior* ( $\beta = 0.717$ ;  $t = 18.709$ ;  $p = 0.000$ ). The high path coefficient confirms that strong organizational support is able to encourage more positive work behaviors, including increased engagement, discipline, and quality of task execution. These results indicate that the perception of organizational support plays a key mechanism in shaping constructive work behavior.

**Table 3. Indirect test results.**

Path Coeficient	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics ( O/STDEV )	P values
<b>Development Opportunities</b> -> <b>Organization support</b> -> <b>Work Behavior</b>	0.496	0.505	0.049	10.118	0.000

Source: Data processed -Pls.4 (2025)

The results of the analysis show that Organizational support mediates the relationship between development opportunities and work behavior significantly ( $\beta = 0.496$ ;  $t = 10.118$ ;  $p = 0.000$ ). The relatively strong value of the indirect path coefficient indicates that the influence of professional development opportunities on work behavior is primarily working through increased perceptions of organizational support. These findings suggest that the provision of development opportunities does not automatically shape positive work

behaviors, but rather reinforces an individual's perception that the organization cares, values contributions, and supports their well-being.

## DISCUSSION

### **The Effect of Professional Development Opportunities on Organizational Support**

The results of the study show that professional development opportunities have a positive and significant effect on the perception of organizational support. These findings indicate that when healthcare workers feel there are adequate opportunities to improve their competencies, obtain training, and develop professional careers, they are more likely to value that the organization values their contributions and cares about their well-being. In the context of healthcare organizations, professional development is a fundamental need given the dynamics of clinical demands, regulations, and the ever-changing development of medical technology.

Theoretically, these findings are relevant to Organizational Support Theory (OST) which states that perceptions of organizational support are formed through employees' interpretations of organizational actions, policies, and practices that reflect concern for their contributions and needs [6,10]. Professional development opportunities such as training, further education, and career planning are a form of long-term organizational investment, so they are perceived as a strong signal of concern and appreciation for individuals. When organizations provide development opportunities consistently, employees will judge that the organization is not only oriented to short-term results, but also to the sustainability of the working relationship.

This finding can also be explained through the perspective of Social Exchange Theory, which emphasizes that the relationship between individuals and organizations is based on the principle of reciprocity[11]. When hospitals provide professional development opportunities, health workers interpret it as positive treatment that encourages the formation of psychological obligations to respond with positive attitudes, including increased perceptions of organizational support. Thus, professional development opportunities act as a social exchange mechanism that strengthens the quality of working relationships between health workers and hospital organizations.

Empirically, the results of this study are consistent with various previous studies that show that human resource development practices have a strong relationship with the perception of organizational support. In found that competency development opportunities increase the

perception of organizational support because employees interpret training as a form of organizational trust and investment [12]. Similarly, shows that employee-oriented development practices contribute significantly to the formation of perceptions of support and psychological attachment to the organization [13]. Public organizations, including the health sector, professional development programs become strategic signals that strengthen employee trust in organizational commitment [14,15]

In the context of regional general hospitals, especially Konawe Hospital, this result has important implications. Health workers face complex work demands, high service loads, and the need to continue to adapt to the development of health science and technology. Therefore, professional development opportunities are not only seen as an additional facility, but rather as an essential form of organizational support. When hospitals consistently provide and communicate professional development opportunities, healthcare workers will more easily build the perception that the organization is present as a partner that supports their professional growth.

Overall, these findings confirm that professional development opportunities are a strategic instrument in building strong organizational support. Hospital organizations that are oriented towards the development of competencies and careers of health workers not only increase individual capacity, but also strengthen the psychological relationship between health workers and organizations. This relationship is an important foundation for the creation of positive work behavior and the sustainability of health service performance.

### **The Influence of Organizational Support on Work Behavior**

The results of the study show that the perception of health workers towards organizational support is a very strong determinant in shaping constructive work behavior. These findings indicate that when health workers feel valued, cared for, and supported by the organization, they tend to show more positive work behaviors, such as increased work engagement, discipline, responsibility, and quality of health service task implementation.

According to the theory of Organizational Support, it states that the perception of organizational support encourages the formation of psychological bonds between individuals and organizations [6,16]. In this context, healthcare workers who feel high organizational support will be more motivated to reciprocate that support through work behaviors that align with the organization's goals and values.

This finding is also explained in social exchange theory which emphasizes the principle of reciprocity in employment relations. Organizational support in the form of managerial attention, policy fairness, and the provision of work resources is perceived as a social investment of the organization. In response, health workers are encouraged to make positive contributions in the form of improving work behavior, including commitment, adherence to procedures, and extra effort in carrying out service duties. Empirically, the results of this study are consistent with previous research. In the context of the public sector also shows that organizational support improves the quality of work behavior of apparatus through increased motivation and a sense of responsibility for public services [4].

In the context of regional general hospitals, especially Konawe Hospital, this finding has strong relevance. Health workers work in environments with high pressure, complex professional demands, and increasing expectations of public services. Organizational support in the form of fair policies, supportive leadership, availability of resources, and attention to the well-being of health workers are key factors in shaping positive work behavior. When health workers feel institutionally supported, they tend to show higher commitment, better work discipline, and more optimal service quality.

Overall, the results of this study confirm that organizational support is a strategic element in building constructive work behavior in the health service sector. Organizational support not only functions as a factor in maintaining employment relationships, but also as a key driver of work behavior oriented towards quality, professionalism, and sustainability of public service performance.

### **The role of Organizational Support mediates professional development opportunities for work behavior**

The results of this study confirm that the provision of competency and career development opportunities serves as an institutional signal that shapes the confidence of health workers that organizations value their contributions and are committed to their professional well-being and sustainability.

Theoretically, these findings are relevant to Organizational Support Theory and Social Exchange Theory, which explain that human resource development practices will be effective in shaping positive work behavior when perceived as a form of real support from the organization [5,6]. Professional development opportunities do not automatically encourage

behavior change, but first increase the perception of organizational support, which then triggers a reciprocal response in the form of more constructive work behaviors, such as increased engagement, discipline, and quality of task execution. Thus, organizational support serves as a key psychological mechanism that bridges professional development investment with the work behavior of health workers.

Empirically, these results reinforce the findings of previous research that affirmed the mediating role of organizational support in the relationship between HR development practices and work behavior [4,10]. In the context of public hospitals, especially Konawe Hospital, this finding confirms that professional development policies need to be accompanied by managing the perception of organizational support in order to have an optimal impact on work behavior. Without a strong perception of support, development opportunities can potentially be perceived as additional demands, rather than as organizational concerns. Therefore, strengthening organizational support is a strategic prerequisite in ensuring that professional development investments actually result in positive and sustainable work behaviors.

## **CONCLUSION**

This study shows that professional development opportunities affect organizational support and organizational support affects work behavior. Organizational support plays a crucial mediating role in the relationship between professional development opportunities and the work behavior of health workers at Konawe Hospital. Professional development opportunities have been shown to increase the perception of organizational support, which further encourages more positive, disciplined, and service-quality-oriented work behavior. These findings confirm that an organization's investment in training and career development does not directly shape work behavior without being accompanied by managerial practices that foster a sense of appreciation and support by the organization. Practically, hospitals need to integrate professional development policies with consistent organizational support strategies. The limitation of this study lies in the cross-sectional design, so longitudinal studies are recommended for further research.

## **REFERENCES**

1. Armstrong M, Taylor S. Armstrong's Handbook of Human Resource Management Practice. Kogan Page; 2020. Noe RA, Clarke ADM, Klein HJ. Learning in the twenty-

first-century workplace. *Annual Review of Organizational Psychology and Organizational Behavior*. 2017;4(1):245–75.

2. Kraus S, Durst S, Ferreira JJ, Veiga P, Kailer N, Weinmann A. Digital transformation in business and management research: An overview of the current status quo. *Int J Inf Manage*. 2021;63:102466.
3. García-Goñi M, Maroto A, Rubalcaba L. Innovation and performance in public services: The case of healthcare. *Public Management Review*. 2020;22(3):344–69.
- Blau P. *Exchange and Power in Social Life*. New York: Wiley; 1964.
- Eisenberger R, Huntington R, Hutchison S, Sowa D. Perceived organizational support. *Journal of Applied Psychology*. 1986;71(3):500–7.
4. Janssen O. Job demands, perceptions of effort–reward fairness and innovative work behaviour. *J Occup Organ Psychol*. 2000;73(3):287–302.
5. Shin SJ, Yuan F, Zhou J. When perceived innovation job requirement increases employee innovative behavior: A sensemaking perspective. *J Organ Behav*. 2012;33(4):513–29.
6. Konawe Regional General Hospital. *Konawe Regional General Hospital Profile 2025*. Konawe; 2025.
7. Rhoades L, Eisenberger R. Perceived organizational support: A review. *Journal of Applied Psychology*. 2002;87(4):698–714.
8. Blau P. *Exchange and Power in Social Life*. New York: Wiley; 1964.
9. Kuvaas B, Dysvik A. Exploring alternative relationships between perceived investment in employee development, perceived supervisor support and employee outcomes. *Human Resource Management Journal*. 2010;20(2):138–56.
10. Takeuchi R, Lepak DP, Wang H, Takeuchi K. An empirical examination of the mechanisms mediating between high-performance work systems and the performance of Japanese organizations. *Journal of Applied Psychology*. 2009;94(4):1069–83.
- Mergel I, Edelmann N, Haug N. Defining digital transformation: Results from expert interviews. *Gov Inf Q*. 2019;36(4):101385.
11. Blanka C, Krumay B, Rueckel D. The interplay of digital transformation and employee competency: A design science approach. *Information Systems Frontiers*. 2023;25(4):1231–48.
12. Rhoades L, Eisenberger R. Perceived organizational support: A review. *Journal of Applied Psychology*. 2002;87(4):698–714.